

Individualized Consideration and Team Performance in Small and Medium Enterprises in the Cut Flower Industry in Kenya

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Cite: Kiai, M.W., & Sikelieh D., & Linge, T.K. (2024). Individualized Consideration and Team Performance in Small and Medium Enterprises in the Cut Flower Industry in Kenya. *African, Journal of Business & Development Studies*,1(1), 114–127. <https://doi.org/10.70641/ajbds.v1i1.63>

Abstract

This study aimed to investigate the influence of individualized consideration on team performance in small and medium enterprises (SMEs) in the cut flower industry in Kenya. The study adopted the positivism research philosophy and a descriptive correlational research design on a population was 640 senior and middle-level managers from 62 SMEs in the cut flower industry in Kenya. A sample size of 271 was drawn using stratified and simple random sampling techniques. Primary data was collected using a structured questionnaire. Multiple linear regression was used to test the hypotheses, and data presentation was done using tables. A response rate of 74.9 percent was obtained. The research findings showed that delegation had a positive and significant influence on team performance in SMEs in the cut flower industry in Kenya ($\beta = 0.196$, $t = 2.882$, $p = 0.004$). Similarly, the work environment had a positive and significant influence on team performance in SMEs in the cut flower industry in Kenya ($\beta = 0.457$, $t = 6.531$, $p < 0.05$). However, coaching had no significant influence on team performance in SMEs in the cut flower industry in Kenya ($\beta = 0.002$, $t = 0.035$, $p = 0.972$). Therefore, the study rejected the null hypothesis and concluded that individualized consideration has a statistically significant influence on team performance in SMEs in the cut flower industry in Kenya. This study recommends that leaders in SMEs in the cut flower industry should improve team performance through effective delegation, maintaining a positive work environment, mentoring, and valuing their subordinates over tasks.

Keywords: Cut flower industry, Individualized consideration, Small and Medium Enterprises, Team performance.

Introduction

Transformational leadership has attracted worldwide attention on all fronts, from academia to business and public service practitioners. Transformational leadership is where the leadership inspires changes in the followers' values and other stakeholders' identities (Burns, 1978). Further, Namai and Okeyo (2020) described transformational leadership as a style in which the leader shapes the future success of the company by encouraging, inspiring and motivating employees to innovate and create change. Transformational leadership is considered the most effective for both individual and team performance, regardless of whether it is in the private or public sector (Kindarto *et al.*, 2020). The transformational leadership style rests on four I's as described by Bass and Avolio (1994) namely: Idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Individualized consideration, which is one of the most vital elements of transformational leadership, refers to leader behavior that encourages a developmental orientation toward followers (Martínez-Córcoles *et al.*, 2020). It is an important approach for leaders to help their employees succeed in the current business environment (Turnnidge, & Côte, 2018). The leaders through individualized considerations provide coaching and training to employees on a regular basis by considering each employee regarding their individualities which in turn help them in developing their personalities and enhancing team performance (Bass, 1997).

Individualized consideration creates interest, understanding employee needs, developing their abilities and giving them information and resources to develop themselves which enhances their readiness, concentration and good team performance (Khan *et al.*, 2022). Individualized consideration is the leading component of transformational leadership whereby the leader demonstrates great concern for their followers treating them as individuals, getting to know them well and paying attention to their concerns and their ideas (Chebon *et al.*, 2019). The transformational leader's focus is on the main concerns of their followers and extends special kindness concerning their apprehensions (Khan *et al.*, 2022). Similarly, team performance can be defined as the process of doing things collectively which is partly shaped by the interaction and performance of individual members in the team (Bellini *et al.*, 2020). van der Lippe and Lippényi (2020) argue that team performance emerges out of the multifaceted relationship between individual competence and the organizational processes of coordination, control and monitoring. Team performance is, thus, synonymized by terms such as satisfaction, feedback, teamwork quality, learning, effectiveness and efficiency (Chaudhary *et al.*, 2022). This study sought to determine the influence of individualized consideration on team performance in the small and medium enterprises (SMEs) in the cut flower industry in Kenya.

Kenyan economy relies heavily on agriculture, and the horticulture subsector is one of the main contributors to foreign exchange accounting for approximately \$300 million of agricultural gross domestic product (GDP) and 38 percent of the total national export earnings (Samoei & Kipchoge, 2021). Kenya's horticulture industry accounts for 1 percent of the national GDP and has economic effects on over two million livelihoods with an estimated 500,000 people directly employed in the industry (Beutler, 2020). Kenya is known for exporting fresh flowers which accounts for forty percent of all horticultural exports (Chepngeno *et al.*, 2019). As one of the major exporters of cut flowers across the world, Kenya exports popular flowers such as roses, lilies, leaf cutting, and decorative plants among others. However, the increased global competition and changing economic conditions including falling commodity prices remain a threat to the cut flower industry. The SMEs in the industry face a similar fate as all other SMEs in Kenya and are estimated to collapse at the rate of 60 percent per year due to several factors, including their leadership styles (Farhiya, 2019). The value of cut flower exports in Kenya

reduced from 584.2K (USD) in 2019 to 572.2K (USD) in 2020 and this was followed by a decline in flower production with the country producing 160,000 tons of flowers in the year 2021 compared to 173,000 tons in 2020 (Kenya Flower Council, 2022). This study was thus motivated by the need to have the cut flower industry in Kenya regain its position as the leading exchange earner and to keep up with its contribution towards job creation, and poverty eradication.

Studies conducted on individualized consideration and team performance are characterized by contextual, conceptual and methodological gaps that this study sought to address. In Germany, Anselmann and Mulder (2020) found that individualized consideration was positively related to team performance. In Pune, Gyanchandani (2017) reveals that individualized consideration by leaders provides a creative work environment that encourages work involvement and team performance. In a study to examine the role played by individualized consideration on employee performance in SMEs, Purwanto (2022) recommended a similar study in a wider population and on SMEs on other geographical locations. In Jordan, Alsayyed *et al.* (2020) conducted research whose findings were that individualized consideration did not have any significant impact on organizational performance and these findings are contrary to most past studies. In addition, Okeke (2019) observed that most research on leadership styles has focused on large organizations and there is limited research regarding the effect of leadership in SMEs. This study was justified to address these knowledge and research gaps.

Literature Review

The literature review provides an exposition of the conceptual and theoretical foundation of the study. Additionally, it encompasses an examination of empirical literature relevant to individualized consideration and team performance. The study was based on the transformational leadership theory and the leadership literature on individualized consideration provides significant theoretical viewpoints that uphold the fundamental concepts of a transformational leader's individualized consideration and team performance (Avolio *et al.*, 1999; Martínez-Córcoles *et al.*, 2020). Through individualized consideration, the leader cares about the differences between employees and tries to motivate each employee (Bass, 1985). Therefore, an individualized considerate leader creates interest, understands employees' needs, develops their abilities and gives them information and resources to develop themselves. Thus, the leader will encourage employees, enhance their readiness, and concentration and increased performance (Nguyen *et al.*, 2019).

Theoretical Review

The transformational leadership theory was initially developed by James MacGregor Burns in 1978 and serves as the foundation for this research. Of the new theories that have occupied center stage in leadership studies lately, transformation leadership theory is the most prominent (Awori, 2018). According to Burns (1978), transformational leaders possess unique characteristics that make them capable of charting new paths for modern organizations. Bass and Avolio (1994) proposed the four behavioral dimensions of transformational leadership, commonly referred to as the "four 1's"; Idealized influence, Inspirational motivation, Intellectual stimulation and Individualized consideration. Turnnidge and Côté (2018) elaborate that individualized consideration is when leaders display genuine care and concern for their followers by recognizing their individual needs. In Individualized consideration, the leader demonstrates the ability to delegate, coach and develop a positive work environment. The leader motivates and develops self-confidence in their followers by paying special attention to their individual needs, aspirations and strengths (Bass, 1985). By attending to personal needs, the leaders develop a more personal relationship with their followers where both parties get to

know each other hence trust is naturally developed. The leader creates a supportive environment, carefully considering the needs of each individual, and keeps communication open with each employee's contribution to the team being celebrated. This leads to increased team performance. This theoretical framework led to the conceptual model provided in Figure 1

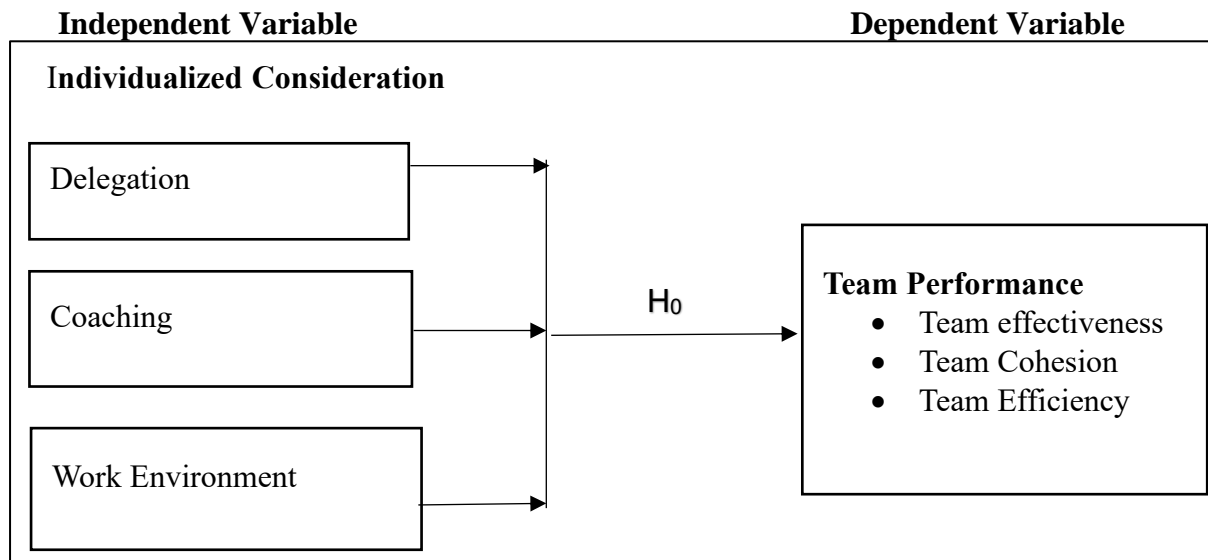


Figure 1: *Conceptual Framework*

Empirical Review

Individual consideration refers to a leader who pays attention to each employee by personally listening to their problems and providing support to the employees (Shafi *et al.*, 2020). Three dimensions of individualized consideration which are discussed in this section include delegation, coaching, and work environment. Delegation is a process whereby individuals or groups transfer to some other individuals or groups the duty of carrying out some particular actions and taking some particular decisions. A study by Mahmoud (2022) aimed to examine the influence of authority delegation in increasing the efficiency of leadership performance during the COVID-19 pandemic within the Kuwait Ministry of Health in 2020. The study applied the quantitative approach with a total of 372 respondents subjected to an internal questionnaire related to authority delegation and leadership performance. The respondents were managers and decision makers within the Kuwait ministry of health. The results for the study indicate that there exists a positive influence of authority delegation variables which include unity of command, degree of absoluteness, leadership empowerment and function of responsivity, in increasing the efficiency of leadership performance within the ministry.

A study at Alfaisal University in Saudi Arabia by Kafaji (2020) analyzed how SMEs would react to external and internal factors. Particularly, the study assessed how to promote new business ideas through enhanced employee engagement by increasing the delegation of authority to the subordinates and encouraging the sharing of information within the firm. The findings determined that through delegation, employees' commitment is improved as well as a firm's competitiveness to drive business growth. Ugoani (2020) carried out a study aimed at examining effective delegation and its impact on employee performance in commercial banks in Nigeria. The study found that delegation enhances self-confidence and reduces the power distance necessary for employees to seek performance feedback from managers.

These findings are supported by a study in Kenya by Mwangi and Kanyanjua (2019) which investigated the relationship between staff empowerment practices and employee productivity in Kenya Airways. Findings determined that delegation of authority contributes 47% to employee productivity in Kenya Airways. The study further revealed that delegation of authority contributed most to employee productivity and recommended that organizations should consider delegation of authority as one way of enhancing organizational output.

Coaching improves the relationship between the coach and the coachee and is proven to be a learning enhancement tool that leads to behavioral changes, allowing employees to be more self-efficient and perform better while strengthening their organizational commitment (Maamari *et al.*, 2022). In a study to investigate whether coaching as a training technique is affecting performance, (Maamari *et al.*, 2022) demonstrate the impact of coaching on performance and its positive outcomes. The study further highlights the employees' internal changes resulting from coaching such as creativity, motivation, commitment, and learning, and subsequently the effect of all these on performance. Other studies link coaching with performance including the study by Jarosz (2021) which indicated that coaching has a major impact on team performance. another study by Aldrin and Utama (2019) established that coaching enhances employee, team, and organizational performance through several means, such as fostering interpersonal relationships and developing leadership and management abilities.

Work environment can be defined as everything that exists around employees at work both physical and nonphysical that can affect employees while working. If the work environment is conducive then employees can be safe and comfortable, and if the work environment is unsupportive then employees cannot be safe and comfortable (Hartinah *et al.*, 2020). Sudiarta (2018) did a study whose objective was to identify the effect of transformational leadership, work environment and organizational commitment toward job satisfaction and employee performance of the administration staff of Warmadewa University, Denpasar Bali. The results prove that there is a positive influence between work environment and employee performance. Another study by Hartinah *et al.* (2020) examined the influence of a principal's leadership, work environment, and affiliation motivation on improving the performance of certified teachers at Private Vocational Schools in Tegal City, Indonesia. The study findings indicated that teacher's performance can be improved through the principal's leadership and conducive work environment. In Nigeria, Obamiro and Kumolu-Johnson (2019) examined the relationship between work environment and the determinant of employee performance in Intercontinental Distiller Limited, a beverage firm Ado-Odo. The study findings showed that workplace setting had a positive and significant correlation with job satisfaction. Kiruja and Kabare (2018) carried out a study in Kenya that sought to establish the effect of the work environment on employee performance in the public middle-level TIVET institutions in Kenya. The study findings indicated that in most institutions non-teaching staff lacked a proper work environment which adversely affected performance.

Research Methodology

This study used the positivist research philosophy which supports hypothesis development and testing, relates well to the philosophical standpoint of natural sciences and entails working with observable social reality to produce universally applicable generalizations (Saunders *et al.*, 2019). The descriptive correlational research design adopted for the study method was the most appropriate for this study as it helped to establish the relationship between individualized consideration and team performance. The study's target population was 640 managers from 62 SMEs in the cut flower industry in Kenya (Kenya Flower Council, 2022).

The sampling for this study was multistage where a stratified random sampling approach and simple random sampling were applied to select 271 study participants. Data was gathered using a structured questionnaire which was administered through the drop-and-pick method, targeting senior and middle-level managers in each SME. A pilot study was conducted to test the reliability and validity of the questionnaire before applying the questionnaire for data collection.

Findings

The findings are presented in this section after the analysis of the data through descriptive statistics and multiple linear regression. The findings include the demographic information of the study participants, the descriptive results of individualized consideration and team performance and the multiple linear regression results of the influence of individualized consideration on team performance.

Demographic Characteristics

The research sample consisted of 271 respondents and out of this number, 203 provided responses which was a response rate of 74.9% which was adequate. The demographic characteristics of the respondents and the cut flower firms are provided in Table 1.

Table 1
Demographic Characteristics

Variable	Indicator	Percentage
Gender	Male	62.6
	Female	37.4
Age of Respondents	Below 25	0.5
	25-29	14.3
	30 - 34	24.6
	35 - 39	22.7
	40 - 44	14.8
	46 - 49	13.8
	50 - 54	7.9
	55 - 59	1.5
Current Position of Respondents	General manager	3.0
	Farm Manager	11.5
	Production Manager	14.5
	Section Head	71.0
Level of Education	Secondary	2.0
	Certificate	3.4
	Diploma	38.9
	Bachelor's Degree	51.7
	Master's Degree	3.9
Length of Work in The Organization	5 years and below	13.8
	6 – 10 years	68.0
	11 – 20 years	15.8
	20 years and above	2.5
Number of Employees Supervised	10 and below	11.8
	11 - 29	36.0
	30 - 49	28.1
	50 and above	24.1

Descriptive Statistics for Team Performance

Team performance in this study was the dependent variable and was measured using three constructs which were team effectiveness, team cohesiveness, and team efficiency. This section provides the descriptive statistics of the three constructs. A scale of 1 to 5, with 1 denoting strongly disagree and 5 denoting strongly agree, was employed. Analysis of the responses was through means (M) and standard deviation (SD) with a mean value of 1.0 to 1.80 representing strongly disagree, 1.81 to 2.60 representing disagree, 2.61 to 3.40 representing neutral, 3.41 to 4.20 representing agree, and 4.21 to 5.0 representing strongly agree. Table 2 presents the findings on the three constructs.

Table 2

Descriptive Statistics for Team Performance

	Mean	SD
Team Effectiveness		
Our team members have the skills needed to perform effectively.	4.07	.890
Our team leader sets targets to achieve expected objectives.	4.21	.646
Our team leader ensures that our team is innovative	3.92	.809
Our team is motivated to work together toward a common goal	4.08	.678
Our team delivers quality work within the expected time	4.18	.690
Our team leader ensures that our team has continuous improvement	4.06	.725
Our team is always committed to the task at hand	4.18	.670
Our team achieves the expected goals	4.10	.656
Our leader ensures that our team has innovativeness	4.01	.717
Team Cohesion		
Our team members have social interactions in the workplace.	4.02	.758
Our team members have social interactions outside the workplace.	3.86	.903
Our team members are motivated by the intention to stay on the team.	3.92	.763
Our team members have a shared bond with each other.	3.99	.787
Our team members coordinate well in problem-solving.	4.05	.794
Our team experiences a low level of absenteeism.	4.09	.729
Team Efficiency		
Our team is compliant with the set objectives of our company.	4.04	.647
Our team ensures that goals are measured.	4.00	.702
Our team complies with the cost-cutting measures of our company.	4.01	.758
Our team is committed to company decisions.	4.10	.697
Our team has the needed cognitive ability to deliver on targets	4.10	.656
Our team is always looking for ways to improve our production processes.	4.17	.712

Descriptive Analysis for Individualized Consideration

Three constructs that were delegation, coaching, and work environment were applied to measure leaders' individualized consideration. A scale of 1 to 5, with 1 denoting strongly disagree and 5 denoting strongly agree, was employed by the study. The study used means (M), and standard deviation (SD) to analyze the responses with a mean value of 1.0 to 1.80 representing strongly disagree, 1.81 to 2.60 representing disagree, 2.61 to 3.40 representing neutral, 3.41 to 4.20 representing agree, and 4.21 to 5.0 representing strongly agree. Table 3 provides the results for the three constructs.

Table 3
Descriptive Statistics for Individualized Consideration

	Mean	SD
Delegation		
My team leader delegates power to lower levels of the organization.	3.81	.862
My team leader ensures task distribution to competent members.	4.00	.768
My team leader provides incentives to put more effort into the job.	3.86	.881
My team leader ensures that the chain of command is clarified.	4.11	.787
My team leader encourages leadership empowerment	3.99	.745
My team leader encourages the sharing of information within the firm	4.04	.789
My team leader provides me with guidance on improving my performance	4.00	.741
Coaching		
My team leader values people over tasks.	3.67	.966
My team leader provides timely feedback	3.98	.759
My team leader promotes employee retention	3.88	.892
My team leader provides me the opportunity to find solutions to my problems	3.98	.777
My team leader helps me improve my interpersonal relationships	3.89	.803
My team leader through coaching strengthens organizational commitment	4.03	.692
Work Environment		
My team leader supports a favorable work setting	3.97	.747
My team leader provides adequate facilities, equipment and tools	4.05	.702
My team leader provides motivation	3.97	.714
My team leader addresses the concerns of team members	4.05	.705
My team leader demonstrates appropriate leadership styles	4.15	.709
My team leader provides a work environment that enhances my performance	4.09	.710
My team leader ensures a satisfactory psychological environment	3.96	.745

Multiple Regression of Individualized Consideration on Team Performance

The study fitted a multiple regression model with team performance as the dependent variable against the sub-variables of individualized consideration (work environment, delegation, coaching). Table 4 provides the findings that include the correlation coefficient (R), and the R-squared.

Table 4
Model Summary for Individualized Consideration and Team Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674 ^a	.454	.446	.30244

a. Predictors: (Constant), Work Environment, Delegation, Coaching

The research results provided in Table 4 portray that the r-squared for the relationship between work environment, delegation, coaching and team performance in SMEs in the cut flower industry in Kenya was 0.454. This indicates that work environment, delegation, and coaching can explain 45.4 percent of the variation in team performance in SMEs in the cut flower industry in Kenya. The adjusted R-squared of 0.446 indicates that the considering the impact of additional independent variables, the model precisely and reliably explains 44.6 percent of the variation in team performance.

The researcher also conducted the ANOVA test to assess the significance of the model. The results are summarized in Table 5 and they show that the f-value was statistically significant ($F = 55.117$, $p < 0.05$). This indicated that the regression model fits the empirical data effectively. This further showed that at least one of the sub-variables of individualized consideration (work environment, delegation, and coaching) has a significant effect on the team performance in SMEs in the cut flower industry in Kenya.

Table 5

ANOVA for Individualized Consideration and Team Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.124	3	5.041	55.117	.000 ^b
	Residual	18.202	199	.091		
	Total	33.327	202			

a. Predictors: (Constant), Work Environment, Delegation, Coaching

b. Dependent Variable: Team performance

The research further investigated the significance of the sub-variables of individualized consideration (work environment, delegation, and coaching) in influencing team performance in SMEs in the cut flower industry in Kenya. The study findings are provided in Table 6.

Table 6

Regression Coefficients for Individualized Consideration and Team Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.382	.209		6.626	.000
	Delegation	.196	.068	.217	2.882	.004
	Coaching	.002	.060	.003	.035	.972
	Work Environment	.457	.070	.509	6.531	.000

a. Dependent Variable: Team performance

The resultant model was;

$$\text{Team Performance} = 1.382 + 0.196 (\text{Delegation}) + 0.457 (\text{Work Environment})$$

The study results summarized in Table 6 and the regression model showed that delegation had a positive and significant influence on team performance in SMEs in the cut flower industry in Kenya ($\beta = 0.196$, $t = 2.882$, $p = 0.004$). Moreover, the work environment had a positive and significant influence on team performance in SMEs in the cut flower industry in Kenya ($\beta = 0.457$, $t = 6.531$, $p < 0.05$). However, coaching had no significant influence on team performance in SMEs in the cut flower industry in Kenya ($\beta = 0.002$, $t = 0.035$, $p = 0.972$). These findings imply that a unit change in delegation by leaders would cause a corresponding change of 0.196 in team performance. Additionally, a unit change in the work environment would cause a corresponding change of 0.457 in team performance. However, change in coaching by leaders is not expected to significantly affect team performance.

Discussion

The study findings demonstrated that delegation had a positive and significant influence on team performance in SMEs in the cut flower industry in Kenya ($\beta = 0.196$, $t = 2.882$, $p = 0.004$). This implies that a unit change in delegation would cause an increase of 0.196 in team

performance. These findings imply that through effective delegation, a leader can positively and significantly influence performance. It is expected that delegation by leaders would lead to better performance of teams as observed by Ugoani (2020) who argued that it is only when one has responsibility that they become accountable and answerable for performance. The study findings support Mahmood (2022) who demonstrated a positive influence of authority delegation variables which included unity of command, degree of absoluteness, leadership empowerment and function of responsivity, in increasing the efficiency of leadership performance. However, the findings contradict those by Kafaji (2020) that delegation may sometimes elicit counterproductive responses from subordinates due to poor delegation execution.

Study results showed that coaching had no significant influence on team performance in SMEs in the cut flower industry in Kenya ($\beta = 0.002$, $t = 0.035$, $p = 0.972$). This means that a unit change in coaching by leaders is not expected to significantly affect team performance. From this study's results, it can be said that coaching of teams by a leader positively influences team performance but only to a small extent. These results demonstrate that, through coaching, leaders in SMEs in the cut flower industry in Kenya positively but insignificantly influence team performance. With growing empirical evidence that coaching is efficient in enhancing the performance of individuals and employees, these study findings that coaching does not significantly influence team performance were unexpected. These study results are contrary to most scholars such as Jarosz (2021), whose study findings reveal that coaching positively and significantly influences team performance. Aldrin and Utama (2019) argue that coaching helps to improve the performance of employees, teams and organizations in several ways, including but not limited to interpersonal relationships, leadership and management skills. Similar views were presented by Maamari *et al.* (2022) who sees coaching as a learning enhancement tool that leads to behavioral changes, allowing employees to be more self-efficient and perform better while strengthening their organizational commitment.

The study demonstrated that the work environment had a positive and significant influence on team performance in SMEs in the cut flower industry in Kenya ($\beta = 0.457$, $t = 6.531$, $p < 0.05$). This implies that a unit change in the work environment would cause a corresponding change of 0.457 in team performance. The findings from this study agree with Hartinah *et al.* (2020) who suggest that work conditions always affect employee satisfaction in any industry and that a better working environment positively affects employee performance while an inappropriate environment shows negative effects on employee performance. The findings also support Sudiarta (2018) who revealed that work environment has a significant positive effect on employee performance. Related findings by Obamiro and Kumolu-Johnson (2019) showed that workplace setting had a significant effect on employee effectiveness. It is right to state that employee effectiveness is a prerequisite for team effectiveness since a team cannot be effective unless the individual employees are effective.

Conclusions

These study findings demonstrated that individualized consideration had a significant influence on team performance in SMEs in the cut flower industry in Kenya. In examining the individualized consideration constructs, the study established that delegation and a favorable work environment had a positive and significant influence on team performance. It can be concluded that leaders of SMEs in the cut flower industry in Kenya influence team performance through delegation. This is by delegating power to lower levels in the organization, ensuring task distribution to competent members and providing clarification to the chain of command. Similarly, this study concludes that leaders in SMEs in the cut flower industry in Kenya influence team performance by promoting a favorable work environment. This is seen through

the provision of adequate facilities, equipment and tools, addressing team concerns and providing motivation. However, coaching by leaders in the cut flower industry did not significantly influence team performance.

Recommendations

The conclusions of the study indicate that individualized consideration by leaders positively influences team performance. This study recommends that leaders should practice delegation by being intentional in delegating power to the employees at the lower levels of the organization. By distributing tasks to competent members of the team and providing incentives for the same, the team members are encouraged to put more effort into the job and this enhances team performance. Further, leaders should also ensure that leadership empowerment is a practice in the organization by continually equipping members to take up more challenging tasks in the organization to promote team performance. On organizational commitment, this study recommends that the leaders in SMEs in the cut flower industry should strengthen organizational commitment through coaching. The study also recommends that leaders should provide timely feedback to help their teams take corrective measures quickly. Moreover, this study strongly recommends that leaders in SMEs in the cut flower industry in Kenya should foster a supportive work environment. The leader, by providing adequate facilities, equipment and tools contributes significantly to the overall well-being of teams hence improved performance.

Findings from this research showed that individualized consideration had a significant and positive influence on team performance. the study, however, surveyed only managers and further research could consider a two-fold approach and analyze both managers and employees to minimize the effects of response bias. Besides, the stud only focused on SMEs in the cut flower industry and further research should also include large firms to determine how team performance is influence by individualized consideration. Lastly, further research in this subject area should consider other philosophies and research methodologies such as pragmatism and mixed methods research which would be a departure from the positivism philosophy applied in this study that relied only on quantitative data.

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