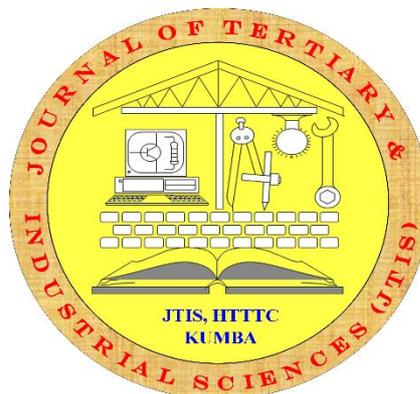


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CONTENTS

Domestic Resource Mobilisation and Sustainable Development in Africa: Do Institutions and Regulatory Frameworks Really Matter?	1
Les Pratiques Africaines de RSE dans le Secteur de la Microfinance: le Cas des MUFID au Cameroun	31
The Effect of Accountability in Local Councils on the Management of Community Development Funds in Cameroon	53
The influence of Leadership Adroitness on Project Team Performance within Agribusiness Firms and Agro-industry Organizations in Bamenda, Cameroon.....	69
Assessing the Relevance of Local Epistemological Knowledge to the Emergence of Cameroon by 2035.....	91
Cocoa Value Chain Dynamics and Deforestation in Kumba, Cameroon: Towards Agroforestry-Based NTFP Systems for Livelihood and Biodiversity Trade-offs.....	109
Assessment of physical and energetic characteristics of pellets produced from <i>Elaeis guineensis</i> shells, <i>Cocos nucifera</i> fibers and <i>Distemonanthus benthamianus</i> sawdust	111
Utilization of Various Sand Deposits in Pavement Blocks Production with Plastic Waste Binder: A Comparative Study in Bamenda City.....	133
Slope Stability Analyses on the South East Face of CMCC Leboudi Gneiss Quarry, Yaounde, Cameroon.....	153

The influence of Leadership Adroitness on Project Team Performance within Agribusiness Firms and Agro-industry Organizations in Bamenda, Cameroon

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Abstract

This study investigated the influence of leadership adroitness on project team performance within agribusiness firms and agro-industry organizations in Bamenda, Cameroon. A survey research design was employed. The sample comprised 138 participants selected from a population of 211 professionals using a stratified random sampling technique. Data were analysed using descriptive statistics and multiple linear regression via SPSS Version 22. The findings revealed that Visionary Thinking and Strategic Planning (VTS) had a significant positive influence on project team performance with a coefficient of 0.1930496 (p-value=0.007), particularly in achieving project goals. Team Building and Motivation (TBM) also demonstrated a positive relationship (coefficient=0.1806692, p-value=0.060), though it was marginally non-significant at the 0.05 level, primarily impacting team productivity. Conversely, Decision-Making and Problem-Solving (DMPS) adroitness exerted a significant negative influence on team performance (coefficient=-0.1579263, p-value=0.025) negatively. Emotional intelligence (EI) of NGO leaders demonstrated suggesting that centralized or rigid problem-solving approaches may hinder cohesion in the complex agricultural landscape of the Northwest Region. Furthermore, the Emotional Intelligence (EI) of leaders showed a positive but statistically non-significant influence with a coefficient of 0.1027356 (p-value=0.125), on team adaptability. The study concludes that leadership adroitness is a critical determinant of project success in Bamenda's agribusiness sector, though its dimensions impact performance metrics differently. It is recommended that agribusiness leaders enhance their strategic planning capabilities while adopting more delegative decision-making styles to foster better team cohesion. Additionally, formal training in emotional intelligence and motivational techniques is suggested to optimize long-term productivity and adaptability in volatile environments. These findings contribute to the theoretical understanding of leadership practices required to enhance agricultural project outcomes in challenging regional contexts. Keywords: **leadership adroitness, agribusiness firms, project team performance, productivity, team cohesion.**

1 Introduction

The global agribusiness landscape is undergoing a paradigm shift, driven by technological advancements and the urgent need for sustainable food systems. In this volatile environment, the success of agricultural projects depends less on traditional management and more on "leadership adroitness"—the skillful, resourceful, and mentally agile ability of a leader to navigate complex project dynamics (Tanjung, 2024). In the high-stakes, resource-constrained agribusiness projects of Bamenda,

Cameroon, leadership serves as the primary engine for sectoral growth, particularly as the region faces unique socio-economic pressures (Mokoko, 2025).

In Cameroon, the agribusiness sector is a cornerstone of the national economy, yet it faces significant hurdles including climate change and socio-political instability. In the Northwest Region (Bamenda), many projects fail to achieve sustainability goals due to "poor leadership" and a "lack of competent project team skills" (Ngeh & Moronge, 2025). Historically, leadership in Cameroonian agribusiness was bureaucratic; however, contemporary research suggests that agile and inclusive approaches such as transformational leadership are more effective at enhancing team morale and outcomes (Elumba, 2023). In Bamenda specifically, the effectiveness of a project manager's governance skills has a significant positive impact on project success, especially given that 42% of the local population faces severe food insecurity (FAO, 2021).

Despite the critical role of agribusiness, project team performance in Bamenda remains inconsistent, often plagued by delays and internal management weaknesses (Mokoko, 2025). Many firms continue to suffer from post-harvest losses, often attributed to a failure in project level leadership to inspire and coordinate teams effectively (Ngeh & Moronge, 2025). While general leadership styles have been explored, a knowledge gap remains regarding "leadership adroitness" the blend of mental agility and situational adaptability and how it directly influences team performance in the unique context of Bamenda (Elumba, 2023). Without understanding how adroit leadership can mitigate local project challenges, these firms risk continued resource wastage, undermining national goals for the structural transformation of the agro-industry (MINPMEESA, 2021).

Therefore, this study aims to fill the existing research gap by examining the influence of 'leadership adroitness' on the performance of project teams within agribusiness Sectors in Bamenda.

2 Literature Review

2.1 Conceptual literature review

2.1.1 The Concept of Leadership Adroitness

Leadership adroitness is a multidimensional construct that transcends traditional "management." It is defined as the resourceful, clever, and skillful execution of leadership duties under pressure (Tanjung, 2024). In the context of Bamenda's agribusiness, adroitness is characterized by cognitive agility, the ability to switch between strategic long-term goals and immediate tactical crisis management. Mental Resourcefulness: Adroit leaders in Bamenda are "linkers" who can find alternative solutions when supply chains are disrupted or technical expertise is scarce Elumba, 2023. Situational Adaptability: It involves "contingency leadership," where the leader skillfully adjusts their behaviour based on the maturity of the project team and the volatility of the external environment (Mokoko, 2025).

Dimensions of Leadership Adroitness

i. Visionary Thinking and Strategic Planning

Visionary thinking is the ability to create a "mental image" of a future state that inspires the team. In agribusiness, this means looking beyond current harvest cycles to long-

term value-addition (MINPMEESA, 2021). Strategic Planning is the roadmap to that vision. In Bamenda, this is not a rigid document but a "rolling plan" that accounts for regional risks. It aligns team tasks with the firm's competitive advantage, ensuring that every project milestone contributes to a larger objective (Tanjung, 2024).

ii. Team Building and Motivation Skills

Team building is the process of transforming a group of individual specialists (e.g., agronomists, accountants, logistics officers) into a cohesive unit. Motivation in this context refers to "intrinsic drivers." Given the socio-political stress in the Northwest region, adroit leaders use transformational techniques to instil a sense of purpose. This minimizes "social loafing" and ensures that team members remain committed even when project resources are delayed (Ngeh & Moronge, 2025).

iii. Decision-Making and Problem-Solving Skills

This dimension refers to the leader's cognitive competence. Decision-making involves choosing the best course of action under uncertainty (e.g., deciding whether to sell raw produce or wait for processing). Problem-solving is the adroit leader's ability to remove "bottlenecks." In Bamenda, this often involves "firefighting" solving unexpected technical or logistical issues that threaten project timelines (Mokoko, 2025). High-performing teams rely on leaders who can make rapid, evidence-based decisions (Ahmad & Khan, 2024).

iv. Emotional Intelligence (EI)

EI is the ability to recognize, understand, and manage one's own emotions while influencing the emotions of others. Self-Regulation: Adroit leaders stay calm under pressure, which prevents team panic during project crises. Empathy: In the context of Bamenda, empathy allows a leader to understand the personal challenges team members face (due to regional instability), fostering a culture of psychological safety that is proven to boost performance (Ekemezie & Digitemie, 2025).

2.1.2 Project Team Performance

Project team performance is the aggregate effectiveness of a group in achieving specific project goals. It is conceptualized through three main lenses: Efficiency (The Iron Triangle): Completing agribusiness projects on time, within budget, and according to technical specifications (Elumba, 2023). Team Cohesion: The degree to which members remain committed to working together in future agricultural cycles (Ahmad & Khan, 2024). Output Quality: The tangible results, such as reduced post-harvest losses, improved seed quality, or successful market penetration (Mokoko, 2025).

Conceptual Relationship

The conceptual logic of this study is that Leadership Adroitness acts as the "independent force." When a leader applies high levels of visionary thinking (Direction), team building (Synergy), decision-making (Velocity), and emotional intelligence (Stability), the Project Team Performance (Output) inevitably increases.

Conceptual Framework

The conceptual framework illustrates the dependent and independent variables of this work. The independent variables are presented to have a direct influence whether significant or insignificant of team performance (dependent variable). It consists of

four (4) independent variables, two control variables and a dependent variable with four indicating determinants of performance as illustrated below:

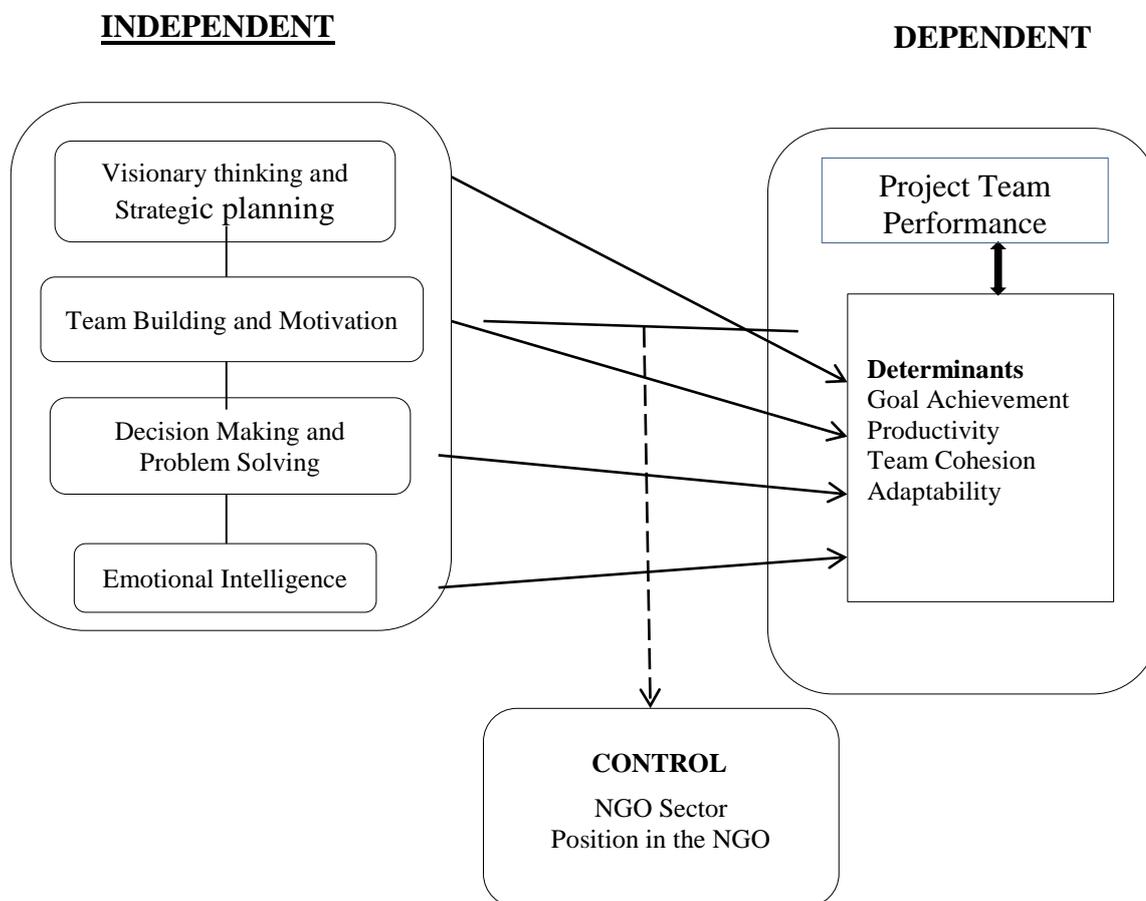


Figure 1: Conceptual Framework
Source: Created by Researcher 2026

2.2 Theoretical Literature

2.2.1 The Trait Theory

The Trait Theory posits that effective leaders possess inherent qualities such as intelligence, self-confidence, and determination that differentiate them from non-leaders (Stogdill, 1948).

In this research, Trait Theory explains the "Emotional Intelligence (EI)" dimension of leadership adroitness. We assume that leaders in Bamenda's agribusiness firms who naturally possess high emotional stability and conscientiousness are better equipped to handle the psychological pressures of regional instability. These "stable" traits allow a leader to remain "iron-willed" (similar to Margaret Thatcher) when agricultural supply chains fail or when project teams face external socio-political threats (Northouse, 2018).

Link to Project Performance: Adroit leaders in Bamenda are identified by their adaptability and openness to experience (DeRue & Ashford, 2010). In agribusiness

projects involving diverse stakeholders (Fulani herders, Kom farmers, etc.), these inherent traits enable a leader to bridge cultural gaps, thereby enhancing team cohesion and productivity.

2.2.2 The Behavioural Theory

Emerging as a response to the Trait Theory, Behavioural Theory shifts the focus from who a leader is to what a leader does. Proponents like Lewin et al. (1939) emphasized observable actions over innate qualities.

This theory directly underpins the "Visionary Thinking/Strategic Planning (VTS)" and "Team Building/Motivation (TBM)" dimensions of your model. Leadership adroitness is viewed here as a set of learned behaviours. An agribusiness leader in Bamenda is not just "born" adroit; they act adroitly by actively drafting strategic plans, setting clear technical milestones, and employing motivational tactics to keep the team focused during harvest crises.

Link to Project Performance: Behavioural theory suggests that the "Decision-Making and Problem-Solving (DMPS)" skills identified in your regression are behaviours that can be modified. The negative result found in your analysis can be explained through Behavioural Theory: if a leader's behaviour is too autocratic in the decision-making process, it stifles team performance. Therefore, the theory supports the need for adopting participative behaviours to improve agribusiness outcomes in the Northwest region (Akinsola & Oladipo, 2019).

2.3 Empirical Literature Review

focuses on existing studies (2021–2025) that provide evidence of how leadership dimensions impact project team performance, specifically within the agribusiness context of Cameroon and similar developing economies.

1. Visionary Thinking, Strategic Planning, and Team Performance

Empirical evidence consistently shows that leaders who possess visionary thinking can significantly enhance the innovative performance of their teams. Elumba (2023) found that in the Cameroonian agro-industry (specifically the Cameroon Development Corporation), leadership styles that incorporate visionary and democratic elements have a strong positive correlation with project success, even amidst regional socio-political conflicts. Similarly, a study by Kariuki (2022) in the agribusiness sector established a statistically significant relationship between strategic formulation and business performance ($\beta=0.711$, $p=0.000$). The research highlighted that proactive planning and resource alignment are critical drivers for achieving technical milestones Samuel Kariuki - USIU. Furthermore, Mbaya (2021) posits that "strategic thinking" allows leaders to connect past lessons with future predictions, which is vital for resource allocation in the highly volatile agribusiness environment of the Northwest Region.

2. Team Building, Motivation Skills, and Team Performance

The ability of a leader to build and motivate teams is a primary predictor of project success in resource-constrained environments. Ngeh and Moronge (2025) conducted an empirical survey on agro-processing projects and found that transformational leadership characterized by inspirational motivation and individualized consideration exerts a significant positive influence on team performance and project sustainability. In a related study by Ahmad and Khan (2024), it was discovered that team

collaboration acts as a partial mediator between leadership style and project success, suggesting that a leader's "soft skills" in synergy-building are as important as technical management. In the Nigerian agribusiness context, which shares similar regional characteristics with Cameroon, Ekemezie and Digitemie (2025) found that motivation, specifically through improved working environments and wage-related incentives, has a t-statistic of 33.446 ($p=0.000$) regarding its impact on quality job delivery within project teams.

3. Decision-Making, Problem-Solving Skills, and Team Performance

Effective decision-making is often cited as the "steering mechanism" for project teams. Mokoko (2025) emphasizes that agribusiness performance in Cameroon is heavily tied to "strategic orientation," where leaders must use problem-solving skills to navigate technological and knowledge deficiencies. Empirical data from Ahmad et al. (2024) indicates that proactive decision-making supported by environmental scanning enables agribusiness firms to seize market opportunities and overcome logistical obstacles. Additionally, research by Niyonkuru et al. (2024) suggests that while decision-making is crucial, it must be paired with strong communication to prevent "project frustration" and potential failure due to misaligned technical goals.

4. Emotional Intelligence (EI) and Team Performance

Recent empirical findings highlight Emotional Intelligence as a core component of leadership adroitness in conflict-prone or high-stress zones like Bamenda. Nsom et al. (2023), as cited in Elumba (2023), found that empathy and self-regulation are essential for leaders in the Northwest Region to maintain team morale during socio-political disruptions. Furthermore, Zhao et al. (2021) and Nauman et al. (2022) provided evidence that leaders with high EI foster "psychological empowerment," which significantly predicts project success and reduces employee turnover in developing nations. A study in Ghana's SME sector (a proxy for the Cameroonian context) also demonstrated that emotional intelligence has a "strong statistically significant positive link" with firm performance using structural equation modelling.

2.4 Empirical Gaps

While the literature establishes a link between general leadership and project success, there is a notable lack of studies specifically focusing on the composite variable of "Leadership Adroitness" in the agribusiness sector of Bamenda. Most studies focus on either transformational leadership or strategic planning in isolation. This research fills that gap by integrating these four skills (Vision, Motivation, Decision-Making, and EI) into a single adroitness framework.

3 Methodology

3.1 Area of the Study

The study is conducted in Bamenda, the regional headquarters of the Northwest Region of Cameroon. As of 2015, the region has a population of approximately 1,968,578. Geographically, the Bamenda Highlands offer a moderate climate conducive to diverse agricultural activities, yet the rugged terrain poses significant logistical challenges for agribusiness firms and developmental NGOs in reaching remote farming communities.

Economically, Bamenda is a hub for agriculture and trade. The sector is shaped by a mix of subsistence farming, cooperative unions, and agro-industrial firms. The recent socio-political activist movements in the region have increased the presence of Non-Governmental Organizations (NGOs) and international agencies focused on food security and rural development. Understanding the cultural tapestry of the Bamileke, Fulani, and Kom ethnic groups is essential for leaders to align agribusiness sub initiatives with local values and community dynamics.

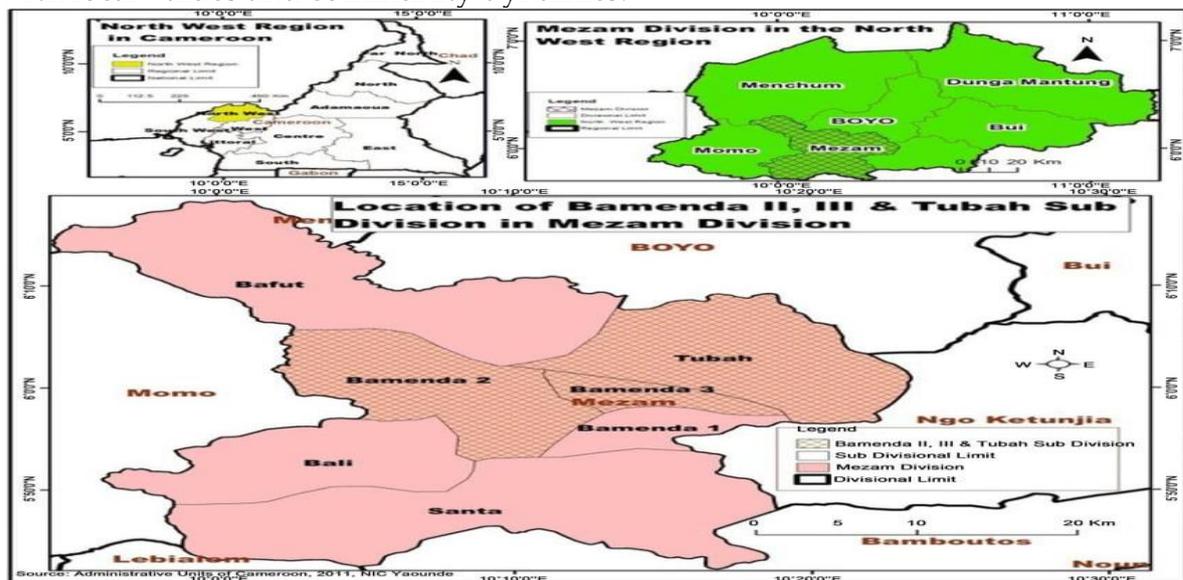


Figure 2: Map of Mezam with Bamenda and its Environs

Source: Administrative Units of Cameroon, (2011)

3.2 Research Design

This study adopts a descriptive and analytical survey research design. This design is appropriate as it allows for the collection of quantifiable data from a specific population to describe the relationship between leadership adroitness and project team performance within the Bamenda agribusiness sector.

The target population consists of professionals, project managers, and administrators associated with agribusiness firms and agricultural-based NGOs operating within Bamenda. The total accessible population for this study is identified as 211 team members and project leaders across selected organizations.

Using the Yamane (1967) formula to ensure statistical representativeness at a 95% confidence level Where: = Sample size = Population size (211) = Level of precision (0.05) Thus, a sample size of 138 participants was selected for the study.

A stratified random sampling technique was employed. The population was stratified based on the type of organization (Agribusiness SMEs, Agricultural Cooperatives, and Agro-NGOs) and the roles of the participants (Management vs. Field Staff). This ensures that the diverse characteristics of the agribusiness sector in Bamenda are accurately represented.

3.3 Model Specification

To test the influence of leadership adroitness on project team performance, a Multiple Linear Regression Model is specified as follows:

Where:

- PTP = Project Team Performance (Dependent Variable)
- VTS = Visionary Thinking and Strategy (Independent Variable 1)
- TBM = Team Building and Motivation (Independent Variable 2)
- DMPS = Decision-Making and Problem-Solving (Independent Variable 3)
- EI = Emotional Intelligence (Independent Variable 4)

SECT = Agribusiness Sector Type (Control Variable)

POS = Position within the Organization (Control Variable)

β_0 constant

$\beta_1, \beta_2, \beta_3,$ and $\beta_4,$ = coefficient of the independent variables and

μ = Error term

4 Results

4.1 Presentation of Descriptive Statistics

Table 1: Demographic Characteristics

		Frequency	Percentage
Gender	Male	78	56.5
	Female	60	43.5
	Total	138	100
Age	21-30	76	55.1
	31-40	46	33.3
	51-60	16	11.6
	Total	138	100
Educational background	High school or equivalent	20	14.5
	Bachelor's Degree	76	55.1
	Master's Degree	38	27.5
	Doctorate	4	2.9
	Total	138	100
Years of experience in Agribusiness Sectors	Less than 1 year	8	5.8
	1-3 years	88	63.8
	4-6years	37	26.8
	7-10years	1	0.7
	More than 10years	4	2.9
	Total	138	100
Position with the organization	Leadership/Management	32	23.2
	Project team coordinator and/or member	60	43.5
	Administrative/Support staff	46	33.3
	Total	138	100
NGO sector	Health	20	14.5
	Education	20	14.5
	Environment	30	21.7
	Social Service	40	29.0
	Economic department	28	20.3
	Total	138	100

Source: Author, 2026

Table 1 show the results of the 138 respondents with respect to their personal information. The result show that majority of the respondents were male with 56.5% while female respondents were 43.5%.

Still, the distribution of the respondents with respect to age shows that out of the 138 respondents

55.1% of them were at the age group between 21-30years. This was followed by 33.3% who were between the age group 31-40years and 11.6% of the respondents were between the age group 51.60years of the total number of the respondents.

More so, the distribution of the respondents with respect to their educational background shows that out of the 138 respondents. The results show that 55.1% of the respondents had attained bachelor degree. This was slightly followed by 27.5% of them had attained master's degree, 14.5% of them had attained high school or equivalent and 2.9% of the respondent had attained doctorate.

Furthermore, the distributions of the respondent with respect to their years of experience in Agribusiness Sectors show that of 138 respondents. It was revealed that 63.8% of the respondents had an experience in Agribusiness Sectors between 1-3years. This was followed by 26.8% having an experience between 4-6years, 5.8% of them had an experience less than 1year, 2.9% of them had an experience for more than 10 years and 0.7% had an experience in Agribusiness Sectors between 7-10years

Moreover, the distributions of the respondent with respect to their position with the organization show that of 138 respondents. The result show that 43.5% of the respondents are in position of project team coordinators. This was followed by administrative/support staff position constituting 33.3% and 23.2% were in leadership/Management position.

Finally, the distributions of the respondent with respect to NGO sector of 138 respondents. The result show that 29% of them were at the social service sector. This was slightly followed by environment which constituted 21.7%. 20.3% of the respondents were at the economic department and 14.5% each were at the health and education sector.

Table 2: Assessment of Project Team Performance

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Team members are aligned with a visionary thinking and strategic plan towards achieving project goals.	0 0.0%	8 5.8%	0 0.0%	63 45.7%	67 48.6%
Project teams are motivated and collaborate towards attaining increase productivity.	0 0.0%	7 5.1%	0 0.0%	53 38.4%	78 56.5%
The leader fosters a collaborative culture where team members work well together.	0 0.0%	5 3.6%	0 0.0%	47 34.1%	86 62.3%
The leader effectively addresses conflicts arising within the project team	0 0.0%	5 3.6%	0 0.0%	66 47.8%	67 48.6%
The leader empowers team members to take ownership of their tasks and adapt to rising situations and environments.	0 0.0%	10 7.2%	0 0.0%	73 52.9%	55 39.9%

Source: Author, 2026

Table 2 shows the distribution of 138 on their opinion on project team management. It was revealed that 48.6% of the respondents strongly agree and 63% agree that Team members are aligned with a visionary thinking and strategic plan towards achieving project goals while 5.8% of the respondents disagree that Team members are aligned

with a visionary thinking and strategic plan towards achieving project goals. Furthermore, the result show that 56.5% strongly agree and 38.4% agree that Project teams are motivated and collaborate towards attaining increase productivity meanwhile, 5.1% disagree that Project teams are motivated and collaborate towards attaining increase productivity. More so, 62.3% strongly agree and 34.1% agree that the leader fosters a collaborative culture where team members work well together while 3.6% of the respondents disagree that the leader fosters a collaborative culture where team members work well together.

Still, 48.6% strongly agree and 47.8% agree that the leader effectively addresses conflicts arising within the project team while 7.2% of the respondents disagreed that the leader effectively addresses conflicts arising within the project team. Finally, the result show that 52.9% agreed and 39.9% strongly agree that the leader empowers team members to take ownership of their tasks and adapt to rising situations and environments while 7.2% disagreed that The leader empowers team members to take ownership of their tasks and adapt to rising situations and environments.

Table 3: Assessment of Visionary thinking and Strategic Planning

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The project team is aligned with the organization's overall vision and mission.	0 0.0%	22 15.9%	0 0.0%	78 56.5%	38 27.5%
The strategic planning process is clearly communicated to all team members.	0 0.0%	16 11.6%	0 0.0%	63 45.7%	59 42.8%
The project team understands its role in achieving the organization's strategic goals.	0 0.0%	17 12.3%	0 0.0%	69 50.0%	52 37.7%
The project team regularly reviews and adapts its strategies based on changing circumstances.	0 0.0%	15 10.9%	0 0.0%	73 52.9%	50 36.2%
The organization's vision guides decision-making within the project team.	0 0.0%	11 8.0%	0 0.0%	57 41.3%	70 50.7%

Source: Author, 2026

Table 3 shows the distribution of 138 on their opinion on Visionary thinking and Strategic Planning. The result show that 56.5% of the respondents agree and 27.5% strongly agree that The project team is aligned with the organization's overall vision and mission while 15.9% of the respondents disagree that The project team is aligned with the organization's overall vision and mission. Furthermore, 45.7% of the respondents agree and 42.8% strongly agree while 11.6% disagreed that The strategic planning process is clearly communicated to all team members. More so, the results show that 69% agree and 37.7% strongly agree that The project team understands its role in achieving the organization's strategic goals. While 12.3% of the respondents disagreed that The project team understands its role in achieving the organization's strategic goals. Still, it was revealed that 52.9% agree and 36.2% strongly agree that The project team regularly reviews and adapts its strategies based on changing circumstances while 10.9% disagreed that The project team regularly reviews and

adapts its strategies based on changing circumstances. Finally, 50.7 strongly agreed and 41.3% strongly agreed that The organization's vision guides decision-making within the project team. While 8% of the respondents disagree that The organization's vision guides decision-making within the project team.

Table 4: Assessment of Team Building and Motivation

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Team building activities (such as retreats, team development activities, trainings and seminars) are regularly organized within the project team to improve team performance	0 0.0%	16 11.6%	0 0.0%	72 52.2%	50 36.2%
Team members feel motivated to contribute their best to the project.	1 0.7%	16 11.6%	0 0.0%	61 44.2%	60 43.5%
The organization recognizes and rewards team achievements.	1 0.7%	10 7.2%	0 0.0%	65 47.1%	62 44.9%
Team members believe their opinions are valued within the team.	0 0.0%	18 13.0%	0 0.0%	69 50.0%	51 37.0%
The project team collaborates effectively to achieve common goals.	1 0.7%	16 11.6%	0 0.0%	79 57.2%	42 30.4%

Source: Author, 2026

Table 4 shows the distribution of 138 respondents on team building and motivation. The result show that, 52.2% agreed and 36.2% strongly agreed that Team building activities (such as retreats, team development activities, trainings and seminars) are regularly organized within the project team to improve team performance and 11.6% of the respondents disagreed that Team building activities (such as retreats, team development activities, trainings and seminars) are regularly organized within the project team to improve team performance. Still, 44.2% of the respondents agreed and 43.5% strongly agreed that Team members feel motivated to contribute their best to the project, while 0.7% strongly disagree and 7.2% disagree against it. More so, 47.1% agree, 44.9% strongly agree and 7.8% disagree and 7% strongly disagree on the statement that The organization recognizes and rewards team achievements. Again, 50% of the respondents agree and 37% strongly agree that Team members believe their opinions are valued within the team and 13% disagree that Team members believe their opinions are valued within the team. Finally, 57.2% agree and 30.42% strongly agree that The project team collaborates effectively to achieve common goals. While, 11.6% disagree and 0.7% strongly disagreed that The project team collaborates effectively to achieve common goals.

Table 5: Assessment of Effective Decision Making and Problem Solving

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Decisions made by the leader are well-thought-out and consider different perspectives.	0 0.0%	16 11.6%	0 0.0%	75 54.3%	47 34.1%
The leader effectively addresses challenges and obstacles faced by the project team.	0 0.0%	27 19.6%	0 0.0%	66 47.8%	45 32.6%
The decision-making process is transparent and involves input from team members.	0 0.0%	18 13.0%	0 0.0%	68 49.3%	52 37.7%
The leader encourages innovative problem-solving within the team.	0 0.0%	12 8.7%	0 0.0%	72 52.2%	54 39.1%
The project team is adaptable in responding to unexpected challenges.	0 0.0%	7 5.1%	0 0.0%	83 60.1%	48 34.8%

Source: Author, 2026

Table 5 shows the distribution of 138 respondents on Effective Decision Making and Problem Solving. The result show that 54.3% of the respondents agree and 34.1% strongly agree that Decisions made by the leader are well-thought-out and consider different perspectives. Meanwhile, 11.6% of the respondents disagree that Decisions made by the leader are well-thought-out and consider different perspectives. Moreover, 47.8% of the respondents agree and 32.6% strongly agree that the leader effectively addresses challenges and obstacles faced by the project team while 19.6% of them disagreed on the statement that the leader effectively addresses challenges and obstacles faced by the project team. Furthermore, 49.3% of the respondents agreed and 37.7% strongly agreed that the decision-making process is transparent and involves input from team members. While, 13% of the respondents disagree that the decision-making process is transparent and involves input from team members. Still, 52.2% of the respondents agree, 39.1% strongly agreed and 8.7% disagreed on the statement that The leader encourages innovative problem-solving within the team. Finally, 60.1% of the respondents agree and 34.8% of them strongly agree that The project team is adaptable in responding to unexpected challenges. Meanwhile, 5.1% of the respondents disagreed that the project team is adaptable in responding to unexpected challenges

Table 6 Assessment of Emotional Intelligence

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The leader demonstrates empathy towards team members' concerns.	1 0.7%	18 13.0%	0 0.0%	75 54.3%	44 31.9%
Emotional intelligence is considered in the leader's communication style.	0 0.0%	22 15.9%	0 0.0%	75 54.3%	41 29.7%
The leader effectively manages emotions within the team.	1 0.7%	26 18.8%	0 0.0%	72 52.2%	39 28.3%
Emotional intelligence contributes to a positive team culture.	1 0.7%	12 8.7%	0 0.0%	73 52.9%	52 37.7%

Team members feel supported and understood by the leader.	1 0.7%	10 7.2%	0 0.0%	75 54.3%	52 37.7%
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Source: Author, 2026

Table 6 shows the distribution of 138 respondents on Emotional Intelligence. The result show that 54.3% of the respondents agree and 31.9% strongly agree that The leader demonstrates empathy towards team members' concerns, while 13% disagree and 0.7% strongly disagree that The leader demonstrates empathy towards team members' concerns. More so, 54.3% of the respondents agree and 29.7% strongly agree that Emotional intelligence is considered in the leader's communication style, while 15.9% disagree that Emotional intelligence is considered in the leader's communication style. Again, 52.2% of the respondents agree and 28.3% strongly agree that the leader effectively manages emotions within the team, while 18.8% disagree and 0.7% strongly disagree that the leader effectively manages emotions within the team. Furthermore, 52.9% of the respondents agree and 37.7% strongly agreed that Emotional intelligence contributes to a positive team culture, while 8.7% disagree and 0.7% strongly disagree that Emotional intelligence contributes to a positive team culture. Finally, 54.3% of the respondents agree, 37.7% strongly agree, 7.2% disagree and 0.7% strongly disagree that Team members feel supported and understood by the leader.

Table 7: Assessment of Experiences or challenges related to leadership with your Agribusiness Sectors

		Frequency	percentages
Experiences or challenges related to leadership with your Agribusiness Sectors	The boss attitude	23	16.7%
	Fear of wrong decision making	5	3.6%
	Lack of emotional intelligence	18	13.0%
	Little commitment from some personnel	14	10.1%
	Lack of empathy from team member	11	8.0%
	Encourage creativity	6	4.3%
	Poor communication	30	21.7%
	Insufficient knowledge	25	18.1%
Poor decision making	6	4.3%	

Source: Author, 2025

Table 7 shows the distribution of 138 respondents on Experiences or challenges related to leadership with your Agribusiness Sectors. The result show that 16.7% of the respondents goes for The boss attitude, 3.6% were for Fear of wrong decision making, 13% were for Lack of emotional intelligence, 10.1% were for Little commitment from some personnel, 8% were for Lack of empathy from team member, 4.3% were for Encourage creativity, 21.7% were for Poor communication, 18.1% were for Insufficient knowledge and 4.3 were for Poor decision making on the Experiences or challenges related to leadership with your Agribusiness Sectors.

Table 8: Assessment of how can the organisation enhance team collaboration

		Frequency	percentages
In your opinion how can the organisation enhance team collaboration	Team member opinions	26	18.8%
	Promotion	14	10.1%
	Organise seminars for training	31	22.5%
	Effectively management emotions	9	6.5%

	File sharing and internal collaboration	4	2.9%
	Effective communication	23	16.7%
	Adequate information	15	10.9%
	Motivation	16	11.6%

Source: Author, 2026

Table 8 shows the distribution of 138 respondents on how can the organisation enhance team collaboration. The result show that 18.8% of the respondents were for Team member opinions, 10% were for promotion, 22.5% were for Organise seminars for training, 6.5% were for Effectively management emotions, 2.9% were for File sharing and internal collaboration, 16.7% were for Effective communication, 10.9% were for Adequate information and 11.6% were for Motivation on the statement on their own opinion how can the organisation enhance team collaboration.

Table 9: Cronbach's Alpha (Reliability Analysis)

Dimensions	Cronbach's Alpha value	Number of items
PTP	0.784	5
VTS	0.789	5
TBM	0.799	5
DMPS	0.767	5
EI	0.773	5

Source: Author, 2026

For internal consistency of the research instrument, reliability test for all the variables was done based on Cronbach's Alpha. The consistency test was based on a threshold of at least 0.7. Therefore, all the items of the different variables were found to be consistent among themselves which indicates the acceptability of all the items in the construction of the said variables.

It was important to present the descriptive statistics of the variables before going to the regression proper. The table below demonstrate the summary statistics of the different variables after multiple correspondence analysis

4.2 Inferential Statistics

Table 11: Pair Wise Correlation Matrix

	PTP	VTS	TBM	DMPS	EI	Agribusiness Sectors	PNGO
PTP	1						
VTS	0.2658 (0.0016)	1					
TBM	0.1813 (0.0333)	0.0786 (0.3593)	1				
DMPS	-0.1973 (0.0204)	0.0271 (0.7526)	-0.0353 (0.681)	1			
EI	0.1812 (0.0334)	0.2091 (0.0138)	0.0914 (0.2866)	0.0350 (0.6833)	1		
Agribusiness Sectors	0.0110 (0.8982)	0.0839 (0.3277)	-0.0729 (0.3957)	-0.0220 (0.7983)	-0.1089 (0.2037)	1	
PNGO	0.1177 (0.1693)	-0.0842 (0.9075)	0.0205 (0.3177)	-0.0561 (0.3259)	0.0100 (0.8118)	-0.0857 (0.5131)	1

P-Values in Parentheses

Source: Author, 2026

Table 11 presents the pairwise correlation matrix for seven variables. The matrix includes both the correlation coefficients and the associated p-values in parentheses, indicating the statistical significance of the correlations. Project Team Performance (PTP) shows a positive and significant correlation with VTS (0.2658, $p = 0.0016$) and TBM (0.1813, $p = 0.0333$), suggesting that higher levels of visionary thinking, strategic planning, and team-building activities are associated with better team performance. Additionally, PTP has a modest positive correlation with EI (0.1812, $p = 0.0334$), implying that teams with higher emotional intelligence may perform better. However, PTP shows a negative and significant correlation with DMPS (-0.1973, $p = 0.0204$), indicating that more effective decision-making and problem-solving might be inversely related to team performance, possibly due to differing priorities or complexities in project dynamics.

Visionary Thinking and Strategic Planning (VTS) is positively correlated with EI (0.2091, $p = 0.0138$), suggesting that visionary and strategic planning often coincide with higher emotional intelligence within teams. However, VTS does not show significant correlations with other variables like DMPS, Agribusiness Sectors, or PNGO, implying that strategic planning and visionary thinking may operate independently from other aspects of team dynamics and organizational challenges.

Team Building and Motivation (TBM) has a low but positive correlation with EI (0.0914, $p = 0.2866$), though not statistically significant, indicating a potential link between team motivation and emotional intelligence. TBM's correlations with VTS and DMPS are minimal and not significant, highlighting that team-building activities may function somewhat independently from these aspects. TBM also shows non-significant correlations with Agribusiness Sectors and PNGO, suggesting that team-building efforts might not be strongly related to the broader organizational context or collaboration enhancement measures.

Emotional Intelligence (EI) correlates weakly and negatively with Agribusiness Sectors (-0.1089, $p = 0.2037$), although this is not statistically significant, hinting at a possible inverse relationship between emotional intelligence and the challenges faced by Agribusiness Sectors. Similarly, EI has very weak and non-significant correlations with DMPS, Agribusiness Sectors, and PNGO. The lack of significant correlations with Agribusiness Sectors and PNGO may indicate that emotional intelligence within teams does not strongly affect the broader organizational issues or the ways in which organizations foster team collaboration. Overall, this matrix highlights how these variables interplay and emphasizes the importance of VTS, TBM, and EI in enhancing PTP.

Table 12: Variance Inflation Factor

Variable	VIF	1/VIF
VTS	1.08	0.924892
TBM	1.04	0.960910
DMPS	1.05	0.950221
EI	1.13	0.881090
Agribusiness Sectors		
Education	1.83	0.547276
Environment	2.13	0.469782
Social Services	2.33	0.428783
Economic Development	2.42	0.413067
PNGO		
Leadership/Management	1.98	0.505383
Project Coordinator	1.72	0.581635
Mean VIF	1.67	

Source: Author, 2026

Table 12 provides the Variance Inflation Factor (VIF) and its reciprocal (1/VIF) for various variables to assess multicollinearity in the model. Lower VIF values indicate lower multicollinearity, with values close to 1 suggesting minimal multicollinearity issues. For Visionary Thinking and Strategic Planning (VTS), Team Building and Motivation (TBM), Effective Decision Making and Problem Solving (DMPS), and Emotional Intelligence (EI), the VIF values range from 1.04 to 1.13, showing very low multicollinearity. For experiences and challenges faced by Agribusiness Sectors (Agribusiness Sectors) and how the organization enhances team collaboration (PNGO), the VIF values vary between 1.72 and 2.42, indicating slightly higher but still acceptable levels of multicollinearity. The overall mean VIF is 1.67, reinforcing that multicollinearity among the variables is generally low and manageable within the model.

Table 13: Regression Results

PTP	Coef.	Std. Err.	T	P>t
VTS	0.1930496	0.070745	2.73	0.007
TBM	0.1806692	0.0950859	1.90	0.060
DMPS	-0.1579263	0.0697939	-2.26	0.025
EI	0.1027356	0.0665448	1.54	0.125
Agribusiness Sectors				
Education	-0.0191205	0.0500808	-0.38	0.703
Environment	0.0043569	0.0461327	0.09	0.925
Social Services	-0.0157343	0.0439004	-0.36	0.721

Economic Development	0.0130277	0.0504597	0.26	0.797
PNGO				
Leadership/Management	0.0266117	0.0370081	0.72	0.473
Project Coordinator	0.0519618	0.036277	1.43	0.154
Cons	-0.0040583	0.0888713	-0.05	0.964
N° of obs	138			
F(10, 127)	2.57			
Prob > F	0.0072			
Adj R ²	0.1030			

Source: Author, 2026

Table 13 presents the regression analysis results for Project Team Performance (PTP) as the dependent variable, evaluating how various factors influence team performance. The coefficients (Coef.) represent the magnitude and direction of the relationship between each independent variable and PTP. The standard errors (Std. Err.), t-values (T), and p-values ($P > t$) assess the significance and reliability of these relationships.

Visionary Thinking and Strategic Planning (VTS) and Team Building and Motivation (TBM) exhibit positive relationships with PTP. VTS has a coefficient of 0.1930 and is statistically significant ($p = 0.007$), suggesting that higher levels of visionary thinking and strategic planning substantially enhance team performance. TBM also shows a positive coefficient of 0.1807, with a near-significant p-value ($p = 0.060$), indicating that team-building activities and motivation likely contribute positively to team performance, though the evidence is slightly less robust.

In contrast, Effective Decision Making and Problem Solving (DMPS) shows a negative impact on PTP with a coefficient of -0.1579, which is statistically significant ($p = 0.025$). This negative relationship suggests that more effective decision-making processes might correlate with lower perceived team performance, potentially due to the complexities or trade-offs involved in decision-making within projects. Emotional Intelligence (EI), with a coefficient of 0.1027, has a positive but not statistically significant relationship with PTP ($p = 0.125$), indicating that while higher emotional intelligence might improve team performance, this effect is not strong enough to be conclusive in this model.

The analysis of experiences and challenges faced by Agribusiness Sectors (Agribusiness Sectors) and organizational efforts to enhance team collaboration (PNGO) yields mixed results. The Agribusiness Sectors variable, which has levels 2 to 5, shows insignificant and inconsistent relationships with PTP, with all coefficients close to zero and p-values well above the threshold for significance. This suggests that the challenges and experiences specific to Agribusiness Sectors do not significantly affect team performance in a predictable manner. Similarly, for PNGO, the coefficients for levels 2 and 3 are 0.0266 and 0.0520, respectively, with p-values of 0.473 and 0.154, indicating that organizational measures to improve collaboration are not statistically significant predictors of team performance.

Overall, the model explains a modest portion of the variability in PTP, as reflected by an adjusted R-squared value of 0.1030, meaning about 10.3% of the variance in team performance is accounted for by the included variables. The F-statistic ($F = 2.57$) and its corresponding p-value ($p = 0.0072$) indicate that the overall model is statistically

significant, suggesting that, collectively, the variables do provide meaningful insights into the factors influencing project team performance.

Table 14: Heteroscedasticity Test

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity	
Ho: Constant variance	
Variables: fitted values of PTP	
chi2(1)	= 60.50
Prob > chi2	= 0.1268

Source: Author, 2026

Table 14 presents the results of the Breusch-Pagan / Cook-Weisberg test for heteroscedasticity, specifically examining whether there is evidence to reject the null hypothesis (Ho) of constant variance in the residuals of the fitted values of Project Team Performance (PTP). The test statistic, $\text{chi2}(1) = 60.50$, suggests that there is a significant amount of heteroscedasticity in the model. However, the associated p-value, $\text{Prob} > \text{chi2} = 0.1268$, indicates that this result is not statistically significant at the conventional significance level of 0.05. Therefore, while there is some indication of heteroscedasticity, the evidence is not strong enough to conclusively reject the assumption of constant variance in the residuals of the PTP model.

4.3 Test of Hypotheses

The hypotheses were tested using Multiple Linear Regression to determine the individual influence of the four dimensions of Leadership Adroitness on Project Team Performance (PTP).

Visionary Thinking and Strategic Planning (VTS) has no significant effect on Project Team Performance (PTP) in agribusiness firms in Bamenda.

The regression analysis shows that VTS has a coefficient of 0.1930 with a statistically significant p-value of 0.007. This indicates strong evidence that agribusiness teams led by individuals with high strategic foresight exhibit higher performance. The positive coefficient suggests that for every unit increase in VTS, PTP increases by 0.1930 units. With a low VIF of 1.08, multicollinearity is absent. Therefore, we reject the null hypothesis and conclude that VTS significantly and positively influences PTP.

Team Building and Motivation (TBM) has no significant effect on Project Team Performance (PTP) in agribusiness firms in Bamenda.

The regression coefficient for TBM is 0.1807, with a p-value of 0.060. While marginally above the 0.05 threshold, it suggests a noteworthy trend. The positive relationship implies that higher levels of motivation are associated with improved team output. Given the borderline significance and a VIF of 1.04, we cautiously reject the null hypothesis, acknowledging that while a relationship exists, it may require a larger sample or more direct motivational incentives to reach high statistical significance in the Bamenda context.

Effective Decision-Making and Problem-Solving (DMPS) has no significant effect on Project Team Performance (PTP) in agribusiness firms in Bamenda.

The regression yielded a coefficient of -0.1579 for DMPS with a significant p-value of 0.025. This provides strong evidence against the null hypothesis; however, the relationship is negative. This suggests that in the specific context of Bamenda's agribusiness projects, increased centralized or overly technical problem-solving by leaders might actually hinder team performance. With a VIF of 1.05, we reject the null hypothesis in favour of a significant negative relationship.

Emotional Intelligence (EI) has no significant effect on Project Team Performance (PTP) in agribusiness firms in Bamenda.

The coefficient for EI is 0.1027 with a p-value of 0.125, which is not statistically significant at the 0.05 level. There is insufficient evidence to conclude that EI alone significantly drives PTP in this sample. While the direction of the relationship is positive, we fail to reject the null hypothesis, suggesting that EI may act as a supporting trait rather than a primary driver of performance in this specific sector.

4.4 Discussion of Results

4.4.1 Visionary Thinking and Strategic Planning (VTS)

VTS showed a statistically significant positive correlation with PTP ($r = 0.2658$, $p = 0.0016$).

This indicates that clarity of vision is paramount in the Bamenda agribusiness sector, where environmental and socio-political uncertainty is high. This aligns with Baum et al. (2014) and Tanjung (2024), who argue that strategic foresight allows agricultural leaders to align team efforts with long-term sustainability goals despite immediate market volatility.

4.4.2 Team Building and Motivation (TBM)

The analysis indicated a positive but non-significant correlation ($r = 0.0786$, $p = 0.3593$). This contrasts with Akinsola and Oladipo (2019), who found a transformative impact of motivation in Nigerian NGOs. In Bamenda, the non-significance might suggest that "soft" motivation is secondary to "hard" constraints such as lack of equipment or security, as noted by Ngeh and Moronge (2025), who suggest that motivation must be paired with tangible resource support to be effective in the Northwest region.

4.4.3 Effective Decision-Making and Problem-Solving (DMPS)

The unexpected negative coefficient ($\beta = -0.1579$, $p = 0.025$) contrasts with Yukl et al. (2013) and Mumford et al. (2015), who typically link decisive leadership to efficiency. In the agribusiness context of Bamenda, this negative result may imply that "over-managing" or autocratic problem-solving by the leader stifles the field-level flexibility needed by team members to navigate local agricultural challenges. It suggests that a more delegative approach to problem-solving might be more adroit for this sector.

4.4.4 Emotional Intelligence (EI)

The positive but non-significant coefficient ($\beta = 0.1027$, $p = 0.125$), aligns with Goleman et al. (2013) regarding the positive direction of EI, but suggests that in Bamenda's agribusinesses, technical competence and strategic planning (VTS) are currently prioritized over emotional management. As Boyatzis et al. (2014) noted, while EI

fosters a positive atmosphere, its impact on quantifiable performance metrics can sometimes be indirect.

4.5 Conclusion

The study comprehensively examined how Leadership Adroitness influences the performance of project teams within the agribusiness sector of Bamenda. The findings conclude that while Visionary Thinking and Strategic Planning are the most critical drivers of success, the traditional approach to Decision-Making may currently be counter-productive, highlighting a need for more decentralized leadership models in the region's agro-industry.

4.5.1 Significance of the Study

The significance explains *who* benefits from this research and *why* it matters.

- For Agribusiness Managers & Entrepreneurs: It provides a blueprint for the specific leadership behaviours (resourcefulness and agility) needed to survive the volatile socio-economic climate of the Northwest Region.
- For Project Team Members: By identifying how adroit leadership improves performance, this study promotes a more supportive and efficient working environment, leading to higher job satisfaction and team cohesion.
- For Policy Makers (MINPMEESA & MINADER): The findings can inform the design of leadership training programs for agricultural cooperatives and SMEs in line with Cameroon's National Development Strategy (SND30) (MINPMEESA, 2021).
- To the Academic Community: It fills a critical literature gap by moving beyond "general" leadership styles to the specific concept of "leadership adroitness" in a crisis-prone, regional context.

4.5.2 Implications of the Study

Implications describe the potential consequences or "real-world" changes resulting from your findings.

- Practical Implication: Agribusiness firms in Bamenda may need to shift their recruitment and promotion criteria. Instead of focusing solely on technical agricultural expertise, they should prioritize cognitive flexibility and situational leadership skills (Tanjung, 2024).
- Economic Implication: Improved project team performance directly reduces resource wastage and post-harvest losses. This leads to increased profitability for local firms and contributes to regional food security (FAO, 2021).
- Managerial Implication: Managers are encouraged to adopt a "process helper" role. This suggests that in Bamenda's complex environment, the most successful leaders are those who can navigate bureaucratic hurdles and supply chain disruptions with mental agility (Elumba, 2023).

4.5.3 Suggestions for Further Research

Since one study cannot cover everything, future scholars should look into:

- Comparative Analysis: Future research could compare the influence of leadership adroitness in Bamenda (Northwest) versus the Southwest Region to see if different socio-political stressors change the required leadership behaviours.
- Mediating Variables: Studies could investigate whether digital literacy or access to finance acts as a mediator between leadership adroitness and project success.
- Longitudinal Studies: While this study may provide a snapshot in time, future researchers could track agribusiness projects over 3–5 years to observe how adroit leadership affects long-term sustainability rather than just immediate team performance (Ngeh & Moronge, 2025).
- Gender Dynamics: A study focusing on the role of female leaders in Bamenda's agribusiness sector and whether their approach to "adroitness" differs from their male counterparts would be highly valuable.

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