

Employee motivation and performance of the agricultural sector in Trans Nzoia County, Kenya.

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Purpose: This study explored on the effect of employee motivation on performance of agriculture sector in Trans Nzoia County, Kenya. The specific objective of this study were; employee innovation, employee incentives, employee flexible schedules and employee feedback on performance in Kenya's Trans Nzoia County. The findings of the study are intended to be useful to Kenyan policymakers, agricultural sector and researchers and scholars.

Keywords: Employee innovation, employee incentives, employee flexible schedules and employee feedback and performance of agricultural sector.

Introduction:

Global business environment is fast changing and the organizations which are adaptable to the change are the one going to survive. Organizations need to frame strategies in order to endure the challenging competition, and the one which are able to survive was used able to sustain longer than others. One of the greatest challenges organizations face today was how to manage turnover of work force that may be caused by migration of a lot of industrial workers (Al Madi , Assal , Shrafat , Dia, 2017). This may be because of their lack of Motivation and commitment for the organization; this point of view emphasizes the importance of the study of Motivation and its relationship to Job Satisfaction, states that today's most progressive organizations in developed countries have moved from treating selected human resource practices for example, motivation, employee participation, flexible work arrangements, and training act as strategic weapons in the battle for competitive advantage.

Employee motivation was most important element for all organization to attain achievement whether these are public or private. According to the outcomes of the study accomplished on the association between motivation and job satisfaction of employees by Sedarmayanti (2012), having 135,000 farm managers from different groupings and countries, organizations implementing various motivation programs involving three constructs as camaraderie, equity and achievement were considered to be more effective than organizations that had no or twice as many 'enthusiastic' employee of total 45%). These strategies are not just directed towards the retention and attraction but also overcome other adverse effects of demotivation and dissatisfaction such as absenteeism, low performance, lower morale, low contribution to the team, less coordination, less orientation towards organizational objective these could affect the organization capacity to compete in the highly competitive business environment. This makes it important to study and understand the factors which motivate and create job satisfaction among employees.

2.1 Maslow's Need Hierarchy Theory:

It was probably safe to say that the most well-known theory of motivation was Maslow's need hierarchy theory Maslow's theory was based on the human needs. Drawing chiefly on his clinical experience, he classified all human needs into a hierarchical manner from the lower to the higher order. In essence, he believed that once a given level of need was satisfied, it no longer serves to motivate man (MSG Experts, 2015). Then, the next higher level of need has to be activated in order to motivate the man. **Physiological Needs:** These needs are basic to human life and, hence, include food, clothing, shelter, air, water and necessities of life. These needs relate to the survival and maintenance of human life. They exert tremendous influence on human behaviour. These needs are to be met first at least partly before higher level needs emerge. Once physiological needs are satisfied, they no longer motivate the man. **Safety Needs:** After satisfying the physiological needs, the next needs felt are called safety and security needs. These needs find expression in such desires as economic security and protection from physical dangers. Meeting these needs requires more money and, hence, the individual was prompted to work more. Like physiological needs, these become inactive once they are satisfied. **Social Needs:** Man was a social being. He was, therefore, interested in social interaction, companionship, belongingness, etc. It was this socializing and belongingness why individuals prefer to work in groups and especially older people go to work. **Esteem Needs** (Daft, 2000).

These needs refer to self-esteem and self-respect. They include such needs which indicate self-confidence, achievement, competence, knowledge and independence. The fulfillment of esteem needs leads to self-confidence, strength and capability of being useful in the organization. However, inability to fulfill these needs results in feeling like inferiority, weakness and helplessness. **Self-Actualizations Needs:** This level represents the culmination of all the lower, intermediate, and higher needs of human beings. In other words, the final step under the need hierarchy model was the need for self-actualization. This refers to fulfilment (Daft, 2000). The term self-actualization was coined by Kurt Goldstein and means to become actualized in what one was potentially good at. In effect, self-actualization was the person's motivation to transform perception of self into reality. According to Maslow, the human needs follow a definite sequence of domination. The second need does not arise until the first was reasonably satisfied, and the third need does not emerge until the first two needs have been reasonably satisfied and it goes on. The other side of the need hierarchy was that human needs are unlimited. However, Maslow's need hierarchy-theory was not without its detractors (MSG Experts, 2015).

2.2 Herzberg's Motivation Hygiene Theory

The psychologist Frederick Herzberg extended the work of Maslow and proposed a new motivation theory popularly known as Herzberg's Motivation Hygiene (Two-Factor) Theory. Herzberg conducted a widely reported motivational study on 200 accountants and engineers employed by firms in and around Western Pennsylvania. He asked these people to describe two important incidents at their jobs: When did you feel particularly good about your job, and When did you feel exceptionally bad about your job? He used the critical incident method of obtaining data. The responses when analyzed were found quite interesting and fairly consistent (Daft, 2000). The replies farm managers gave when they felt good about their jobs were significantly different from the replies given when they felt bad. Reported good feelings were generally associated with job satisfaction, whereas bad feeling with job dissatisfaction. Herzberg labelled the job satisfiers motivators, and he called job dissatisfies hygiene or maintenance factors. Taken together, the motivators and hygiene factors have become known as Herzberg's two-factor theory of motivation Herzberg's motivational and hygiene factors have According to Herzberg, the opposite of satisfaction was not dissatisfaction. The underlying reason, he says, was that removal of dissatisfying characteristics from a job does not necessarily make the job satisfying. He believes in the existence of a dual continuum. The opposite of 'satisfaction' was 'no satisfaction' and the opposite of 'dissatisfaction' was 'no dissatisfaction'. According to Herzberg, today's motivators are tomorrow's hygiene because the latter stop influencing the behavior of persons when they get them. Accordingly, one's hygiene may be the motivator of another (MSG Experts, 2015).

2.3. McClelland's Need Theory

Another well-known need-based theory of motivation, as opposed to hierarchy of needs of satisfaction-dissatisfaction, was the theory developed by McClelland and his associates'. McClelland developed his theory based on Henry Murray's developed long list of motives and manifest needs used in his early studies of personality (Daft, 2000). McClelland's need-theory was closely associated with learning theory, because he believed that needs are learned or acquired by the kinds of events people experienced in their environment and culture. He found that people who acquire a particular need behave differently from those who do not have. His theory focuses on Murray's three needs; achievement, power and affiliation. In the literature, these three needs are abbreviated "n Ach", "n Pow", and "n Aff" respectively'. **Need for Achievement:** This was the drive to excel, to achieve in relation to a set of standard, and to strive to succeed. In other words, need for achievement was a behaviour directed toward competition with a standard of excellence. McClelland found that people with a high need for achievement perform better than those with a moderate or low need for achievement, and noted regional / national differences in achievement motivation (Abrar, 2016).

Through his research, McClelland identified the following three characteristics of high-need achievers: High-need achievers have a strong desire to assume personal responsibility for performing a task for finding a solution to a problem. High-need achievers tend to set moderately difficult explores and take calculated risks. High-need achievers have a strong desire for performance feedback. **Need for Power:** The need for power was concerned with making an effect on others, the desire to influence others, the urge to change people, and the desire to make a difference in life. People with a high need for power are people who like to be in control of people and events. This results in ultimate satisfaction to man (Daft, 2000). People who have a high need for power are characterized by: A desire to influence and direct somebody else. A desire to exercise control over others. A concern for maintaining leader-follower relations. **Need for Affiliation.** The need for affiliation was defined as a desire to establish and maintain friendly and warm relations with other people'. The need for affiliation, in many ways, was similar to Maslow's social needs (MSG Experts, 2015).

2.4. McGregor's Participation Theory:

Douglas McGregor formulated two distinct views of human being based on participation of workers. The first basically negative, labeled Theory X, and the other basically positive, labeled Theory Y. Theory X was based on the following assumptions: People are by nature indolent. That was, they like to work as little as possible (Daft, 2000). People lack ambition, dislike responsibility, and prefer to be directed by others. People are inherently self-centered and indifferent to organizational needs and explores. People are generally gullible and not very sharp and bright. On the contrary, Theory Y assumes that: People are not by nature passive or resistant to organizational explores. They want to assume responsibility. They want their organization to succeed. People are capable of directing their own behavior. They have need for achievement. What McGregor tried to dramatize through his theory X and Y was to outline the extremes to draw the fencing within which the organizational man was usually seen to behave. The fact remains that no organizational man would actually belong either to theory X or theory Y. In reality, he/she shares the traits of both. What actually

happens was that man swings from one set or properties to the other with changes in his mood and motives in changing environment (MSG Experts, 2015).

2.5. Porter and Lawler's Expectancy Theory:

In fact, Porter and Lawler's theory was an improvement over Vroom's expectancy theory. They posit that motivation does not equal satisfaction or performance. The model suggested by them encounters some of the simplistic traditional assumptions made about the positive relationship between satisfaction and performance (Daft, 2000). They proposed a multi-variate model to explain the complex relationship that exists between satisfaction and performance. What was the main point in Porter and Lawler's model was that effort or motivation does not lead directly to performance. It was intact, mediated by abilities and traits and by role perceptions. Ultimately, performance leads to satisfaction. There are three main elements in this model. Let us briefly discuss these one by one. **Effort:** Effort refers to the amount of energy an employee exerts on a given task. How much effort an employee will put in a task was effected by two factors; Value of reward and Perception of effort-reward probability. **Performance:** One's effort leads to his/her performance. Both may be equal or may not be. However the amount of performance was effected by the amount of labor and the ability and role perception of the employee (MSG Experts, 2015). Thus, if an employee possesses less ability and/or makes wrong role perception, his/her performance may be low in spite of his putting in great efforts. **Satisfaction:** Performance leads to satisfaction. The level of satisfaction depends upon the amount of rewards one achieves. If the amount of actual rewards meet or exceed perceived equitable rewards, the employee will feel satisfied. On the contrary, if actual rewards fall short of perceived ones, he or she was used dissatisfied. Rewards may be of two kinds such as intrinsic and extrinsic rewards (Daft, 2000). Examples of intrinsic rewards are such as sense of accomplishment and self-actualization. As regards extrinsic rewards, these may include working conditions and status. A fair degree of research support that, the intrinsic rewards are much more likely to produce attitudes about satisfaction that are related to performance. There was no denying of the fact that the motivation model proposed by Porter and Lawler was quite complex than other models of motivation. In fact motivation itself was not a simple cause-effect relationship rather it was a complex phenomenon Porter and Lawler have attempted to measure variables such as the values of possible rewards, the perception of effort-rewards probabilities and role perceptions in deriving satisfaction. They recommended that the managers should carefully reassess their reward system and structure. The effort-performance-reward-satisfaction should be made integral to the entire system of managing men in organization (MSG Experts, 2015).

3.1 Employee Innovation

Researchers has been suggesting that innovation was the generation of new and useful ideas (Abid & Barec, 2017). It was critical for the company existence and its competitiveness. Assumption was being derived that the employee's innovation gives advantages in the outcomes of the work of the organization, researchers have been giving most of its attention to get to know about the effect on the organization what & how should the employee be doing its work they are most concerned with it. Innovation gives importance to its organizations, to the point it affects the employees job efficacy and its satisfaction. Some researcher give argument that employee's innovation will enhance when the top management allow employee to be empowered. Employee's innovation can be enhanced in the organization by empowering the employee & giving feedback on how they achieved their goals, giving them free hand how they want to achieve those goals which will result to enhance performance beyond imagination (Abrar, 2016).

The result which were attained in the linking of employee's innovation with performance of the firm had a very inclusive effect, it had a positive effect on each other explaining the fact that it does takes some processes to go through to get new knowledge but in due time the individual was able to come up with new techniques which tends to be innovative and efficient having positive relation on the organization performance. Firms image was the most important benchmark of the company's, to assess its key value & measure its performance, which increases and decreases with market competitors, a company can increase its performance by empowering their employee so they can achieve more better performance of the firm, customer satisfaction. The organization knowledge, skills, ability to make use of its maximum potential of its employees, due to modern research we come to know that capabilities now a days are more important than having surplus resources. Researchers define that the skills are the most important factor for the organization performance to enhance when these skills user are given empowerment so the employees are more innovative (Ongeri & Osoro, 2021).

3.2 Employee Incentives

The term "incentives", "Rewards", and "Recognition" are used interchangeably in the organization setting and there was no broader difference among them. However, the main category was the incentives. Widhianingrum, (2018) defines incentives as any source or medium that encourages an employee or group of employee's to perform better and to exert more effort beyond expectations. Basically incentives are divided into two main groups: Agricultural incentives and non-financial. Agricultural incentives include direct payment of cash while non-agricultural incentives may be in the form of promotion of employee's, flexible time, autonomy and involvement in decision making. Hartman, Babagana and Dungus (2015) state that incentives are one technique by which employee's" carry out their end of the employment contract, that was, compensating employee's for their efforts. In general, an incentive scheme (payment or programme) was any compensation that has been designed to recognize some specific accomplishment on the part of an employee. It was expected that the prospect of the incentive payment will „trigger“ the desired employee's productivity behaviour in the employee. Incentives are either individual or group (organization wide). In this study, agricultural incentives are designed to motivate employee's to improve their employee's productivity to increase effort and output and by

producing better results expressed in such terms as objectives for profit, productivity, sales turnover, cost reduction, quality customer service and on time delivery. This agricultural compensation provides extra money for achievement in terms of contribution or output. The emphasis in agricultural compensation was on equity, in the sense of paying people according to their just „deserts“. Incentive schemes relate compensation to productivity. A primary purpose of an incentive scheme was to encourage greater productivity from individuals and work groups. The assumption usually made by management was that money or cash alone may not motivate employees. In designing incentive schemes, output standards should be established (Oruko, Tibbs & Maniagi, 2020).

Human resource provides basis for an organization to achieve sustainable competitive advantage. Since organizations are operating in a dynamic and competitive business environment, they need to develop strategies to acquire and retain the competent workforce (Ongeri & Osoro, 2021). Human asset was considered to be the most important asset of any organization and in order to get the efficient and effective result from human resource, motivation was necessary. Researchers divide motivation into two categories, intrinsic and extrinsic. Extrinsic motivation comes from external factors such as agricultural rewards and needs to be refilled at regular intervals not to lose its effect. Intrinsic motivation comes from inside of an individual and was the kind of motivation every organization wishes their employee's would have. Bhuvanaiah *et al.* (2015), states that “employee's productivity” was defined as behavior that accomplishes these results. In light of today's business conditions especially in the banking industry where CBK has introduced a regulation on interest capping, motivating people to give their best has become more crucial than ever before. To achieve goals and objectives, organizations irrespective of size, develop strategies to compete in highly competitive markets and to increase employee's productivity. The Human Resources Management has a role to hire and come up with retention strategies for the best employee's, especially the ones holding key roles that can be difficult to replace because of the technical competencies required (Widhianingrum, 2018).

3.3 Employee Flexible Schedule

In 21st century the technological advancement has reached beyond the expectations and the frequent changes affecting the corporate world have increased the need of workplace flexibility. It was a way of thinking and a working that helps the employees to contribute and manages their personal lives as well (Ongeri & Osoro, 2021). It also engages the employees to bring the innovative and innovative solutions to the conflicts being occurred in their professional and personal life responsibilities. Flexible Work Arrangements (FWA) that vary from the conventional work pattern of 9 to 5 Monday to Friday have a very diverse variety of feasible options. FWA enable your business enhanced competition between recruitment levels and workload or customer service demands, which enables the organization to open for longer hours which increases the staff availability when the workload was on the peak and less quantity of employees when business was calm/silent. Flexible work arrangements was used highly supporting for the employees personal needs (Shah , Khattak & Shah,2020). Different businesses offer flexible work options and employees are increasingly recognizing flexible scheduling as an important factor in taking or staying with a position. Flexibility will also include the following benefits for example enhanced productivity, increases morale, lower the rate of absenteeism and improved quality of work. Flexible scheduling creates an environment where employees are more satisfied with both their jobs and their lives.

Flexible work schedules was a significant issues in this 21st Century. Nevertheless, it was not until in the recent past that these practices came to be perceived as beneficial for both employees and employers (Ongeri & Osoro, 2021). Studies supporting the benefits of flexible work schedules recognize the positive although indirect contribution of these practices to organizational profit. Organizations and employees have realized the potential advantages of the practices as far as creating a satisfied workforce, promotion of employee wellbeing, reducing the rate of absenteeism, employee commitment and improvement in organization citizenship behaviour was concerned. Flexible work schedules refer to practices that allow individuals to decide and manage their work schedules. On the other hand. Bawa (2017), he observed with regards to hours of work, based on these schedules, the employee was allowed to have some control over their job and can decide on the timing as well as the place where the job should be done. Flexible work practices are perceived by organizations as a strategy for obtaining and retaining high quality staff ((Shah et al., 2020). Employers who implement such a workplace approach across the organization can realize substantial cost savings as well as higher employee performance. Besides this, there was increased productivity due to decreased absenteeism and turnover; it provides an inexpensive way to improve employee morale and innovative opportunity to retain staff (Mungania, Waiganjo & Kihoro, 2016).

3.4 Employee Feedback

Companies and professionals use employee feedback forms to gather information of two kinds. The first was employee performance feedback. Employee feedback forms are prepared to match the needs of the company or organization (Widhianingrum, 2018). The parameters are established based on which the notable or remarkable questions are posed. The second usage of employee feedback forms was to gather information from employees or about employees so that the company can improve, revise or reviews its plans of work. Feedback has become a buzz word in an organization, and the practice of using feedback either formally or informally was increasing. Formally in the sense that feedback was captured in technologically aided systems i.e. Human Resource Integrated System; and informally in a sense of team leaders providing weekly basis feedback within a team. The use of weekly and end of shift feedback has been rapidly increasing in the sales and hospitality industry, and states that people receiving feedback apply it about 30% of the time (Doshmanziari, 2018).

Feedback has been a growing concern in academia and organizations, most notably after McKinsey's publication of 'The War for Talent' that drove high performing business to dive into talent management, where the philosophy of gaining competitive advantage

started focusing on human resources. With the advent of technology and its adoption, perceptions of human resource management shifted from Personnel Department managing personal files to the department managing competency profiles of employees. The leading shift in the arena of supporting human performance was the availability of technological aids to capture and monitor feedback (Widhianingrum, 2018). Tracing the importance of performance in output from employees goes back to the 20th century, when George Elton Mayo conducted experiments in the Hawthorne Works (Chicago) of the General Electric Company between 1924 and 1927. The outcome of this experiment was called the 'Hawthorne Effect', which states that individual workers are members of a group, and that monetary incentives and working conditions have less importance compared to the behaviour of employees in that group. Therefore managers must be aware of the social needs of employees. This was the first scientific enquiry towards employee attitudes and the business organization as a social system. The experiment led to the conclusion that employees who are monitored, observed and watched by their peers are more productive than those who are not. Similar to the conclusion of the Hawthorne Effect, motivation theorists like Herzberg and Maslow also stated the impact of personal relationships among employees in contributing to increased productivity (Nyoro & Jayne, 2019).

3.5 Performance of Agricultural Sector

Productivity was usually defined as the ratio of inputs to outputs. It essentially measure how efficiently production inputs such as labour and capital are being used to produce a given level of output. Tanoli MF (2016) opined that organizational productivity was the measure of how well an organization functions and also an indication of efficiency and competition. Also it was a measure of how well resources are brought together and utilized for accomplishing set objectives. Productivity was a global concern, which has inseparable ties to the longevity of the organization. It was the key for survival in the cut-throat world of business and gives the organization a key competitive advantage above its peers when it was able to do more with less. The baseline for economic productivity of an organization was the strength and quality of human capital. Human capital refers to the skills, abilities, competencies and qualities of an organization's employee's. It comprises of the knowledge and enterprise employee's apply to produce products and services and to the operations of the organization, its equipment and machineries. When human capital was adequately motivated, it leads to enhancement in productivity and service delivery (ElMelegy, Mohiuddin, Boronico & Maasher, 2016).

Whether outsourcing or self-service, companies must constantly spend money on logistics. The cost of employees a significant part of the total logistics cost (Widhianingrum, 2018). As a result, the higher the organizational performance, the more reasonable the logistical costs are, and vice versa. Transport expenses, raw material inventory, employee costs, order processing and information system costs, expensive paperwork, delivery and payment charges are all examples of logistics costs in an Agricultural sector enterprise. Inbound logistics refers to the flow of all supplies, collections, shipments, and employee incentives from suppliers to buyers. Inbound logistics services are primarily concerned with cost reduction, employees optimization, and customer service (Ongeri & Osoro, 2021). A solid employee motivation and company system can increase the firm's efficient activities, such as prompt customer service, from supply to buy, or from suppliers to manufacturer. Moreover, various studies have underlined the relevance of employee flexible schedule in allowing transportation. They highlighted that improving transportation service efficiency could result in better service at lower costs (Omulo & Kumeh, 2020).

3.6 Research Design

Research design refers to the framework of market research methods and techniques that are chosen by a researcher (Kothari, 2011). The design that was chosen by the researchers allow them to utilize the methods which were suitable for the study and to set up their studies successfully in the future as well. Therefore a research design was a general strategy chosen by researchers to integrate the various elements of the study in a very coherent and logical approach, thereby, guaranteeing that they with success address the analysis issue. It constitutes the outline for the gathering, measure, and analysis of employee flexible schedules. This study therefore adopted a pragmatic research approach with descriptive research design. This design was applicable to this study given that it adopted both questionnaire in collecting quantitative data and interview schedules in collecting qualitative data (Teik , Wanglin & Werner, 2013).

3.7 Employee feedback on Performance agricultural sector in Trans Nzoia County

From table 4.1 below, the respondents concurred that their regular feedback had clearly articulated performance of agricultural sector in Tran Nzoia. Most of the respondents gave a mean (M) of 3.934 and a standard deviation (SD) of .8172 respectively; when the respondents were asked whether they are in agreement that their firm had the best movement of two way conversations leading to long term achievement of goals in the agricultural sector, most of the respondents gave a mean (M) of 4.072 and a standard deviation (SD) of .7543 respectively; also when the respondents were asked whether they are in agreement that their firm had a well cascaded goals throughout the agricultural sector, most of the respondents gave a mean (M) of 4.393 and a standard deviation (SD) of .7654 respectively; further when the respondents were asked whether they were in agreement that their agricultural sector always endeavours to improve their balanced feedback to both internal and external client leading to performance of agricultural sector in Tran Nzoia County, Kenya, hence high performance. Majority of the respondents gave a mean (M) of 4.028 and standard deviation (SD) of .7572 respectively; the respondents also were requested to state their level of agreement regarding their own opinion in relation to employee feedback on performance of agricultural sector in Trans Nzoia County, Kenya majority of the respondents gave Yes response which is equivalent to mean (M) of 4.281 and a standard deviation (SD) of .8203 respectively; when the respondents

were asked if they gave Yes they explain majority of the respondents gave a mean (M) of 4.035 and a standard deviation (SD) of .9186 respectively. These findings concur with Kang'oro (2016) that the goal of employee feedback was to improve performance of agricultural sector in Trans Nzoia County, Kenya. This is in line with the finding of Ongeru and Osoro (2021). It is essential for employee feedback managers to comprehend the provisions of policies to be enhanced towards performance of agricultural sector in Trans Nzoia County, Kenya.

Table 4.1: Employee feedback

Statement	Mean	Std. Dev.
Are you in agreement that in your firm you have regular feedback clearly articulated toward employee feedback performance	3.934	.8172
Are you in agreement that your firm has a two way feedback conversation to realign both short term and long term achievement of goals in the agricultural sector	4.072	.7543
Are you in agreement that your firm has well cascaded goals throughout the agricultural sector	4.393	.7654
Are you in agreement that your firm always endeavoring to improve both internal and external client leading to high performance of the agricultural sector, hence performance of agricultural sector in Trans Nzoia County.	4.028	.7572
In your own opinion do you agree that employee feedback has an effect on performance of agricultural sector in Trans Nzoia County, Kenya.	4.281	.8203
When the respondents were asked to explain	4.035	.9186

3.8 PERFORMANCE OF AGRICULTURAL SECTOR IN TRANS NZOIA COUNTY, KENYA

These results are in table 4.12 below: when the respondents were asked whether they are in agreement that their firm have employee satisfaction in their area of employee motivation on performance of agricultural sector in Trans Nzoia County. Majority of the respondents gave a mean (M) of 3.920 and a standard deviation (SD) of 0.8123 respectively; also when the respondents were asked whether they are in agreement that their firms have a good return on production cost on performance of agricultural sector in Trans Nzoia County, Majority of the respondents gave a mean (M) of 3.004 and a standard deviation (SD) of 0.7034 respectively; further when the respondents were asked whether they agree that their firms have agricultural growth sector on performance of agricultural sector in Trans Nzoia County, most of the respondents responded with a mean (M) of 4.047 and a standard deviation (SD) of 0.5972 respectively; when the respondents were asked whether they are in agreement that their firms have a good motivation style on performance of agricultural sector in Trans Nzoia County, most of the respondents gave a mean (M) of 4.706 and a standard deviation (SD) of 0.7601 respectively; finally when the respondents were asked in their level of opinion whether they are in agreement that performance can be embraced by agricultural firm policy, most of the respondents ticked Yes with a mean (M) of 3.574 and a standard deviation (SD) of 0.8633 respectively; further when the respondents who ticked Yes were requested to justify their response, and majority of the respondents gave a mean (M) of 4.068 and a standard deviation (SD) of .6920 respectively.

These findings are in line with the finding of Oruko Tibbs and Maniagi (2020) (2011), who contended that it is critical to monitor performance of all agricultural sector at regular intervals so as to guarantee customer satisfaction and continuous improvement in the agricultural sector hence, more return on production cost. These include recognizing the importance of employee motivations in the area of performance of agricultural sector in Trans Nzoia, also to implement the True North of agricultural firm.

Table 4.2: Performance of agricultural sector in Trans Nzoia County

Statement	Mean	Std. Dev.
Are in agreement that your firm has a good employee satisfaction leading to performance of agricultural sector in Trans Nzoia County.	3.920	.8123
Are in agreement that your firm has a good return on production cost on performance of agricultural sector in Trans Nzoia County..	3.004	.7034
Are in agreement that your firm has a good growth of agricultural sector on performance of agricultural sector in Trans Nzoia County.	4.906	.5972
Are in agreement that your firm has a good employee motivation on performance of agricultural sector in Trans Nzoia County.	4.706	.7601
In your own opinion performance can be enhanced by employee motivation	3.574	.8633
When the respondents were requested to explain if they indicated Yes	4.068	.6920

3.9 Inferential Pearson Correlation Analysis

The study further conducted inferential statistics entailing both Pearson and regression analysis with a view to determine both the nature and respective strengths of associations between the conceptualized predictors of employee innovation, employee incentives, employee flexible schedules and employee feedback (all independent variables) and performance of agricultural sector in Trans Nzoia County, Kenya (dependent variable).

4.10 Model of Goodness Fit

Regression analysis was used to create the strengths of relationship among the performance of all agricultural sector (dependent variable) and the predicting variables; employee innovation, employee incentives, employee flexible schedules and employee feedback (independent variables). The results showed a correlation value (R) of 0.759 which shows that there is a good linear dependence between the independent and dependent variables. These findings concur with the findings of Saunders et al., (2014). This is in line with the findings of Kothari, (2011), who observed that this also depicted the significance of the regression analysis done at 95% confidence level. This implies that the multiple regression model was important and can thus be used to assess the relationship among the dependent and independent variables. This echoes the findings of Ongeru and Osoro, (2021), who detected that analysis of variance statistics scrutinizes the differences among group means and their related procedures.

Table 4.12 Model Goodness of Fit

R	R ²	Adjusted R	Std. Error of the Estimate
0.759	0.796	0.719	0.069

Conclusion

Manifestly, this study concludes that human resource management have ostensibly impacted on the performance of Agricultural sector in Trans Nzoia County, Kenya. The findings realized that agricultural sector should endeavour to embrace the best motivation that are aimed at propelling their firming systems with a view to satisfy their customers, increase productivity and overall enhances their profitability. Hence, when agricultural sector deployed human resource management occasioned through employee innovation, employee incentives, employee flexible schedules and human resource performance of all of agricultural sector in Trans Nzoia County, Kenya was wedged

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