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Influence of Administration of Incentive Programs on Employees' Job Performance at Kenya Seed Company, Trans-Nzoia County, Kenya

Joseph Lutilo

Student, Department of Human Resource Management, Mount Kenya University, Kenya

Dr. Peter Simotwo

Lecturer, School of Business and Economics, Mount Kenya University, Kenya

Abstract:

With the devolution of government services, the realignment of staff and resources will follow the meeting of the objectives of the devolution process. It should be noted that human resources play a critical role in the functioning of both national and county governments. The purpose of this study was to determine the influence of the administration of incentive programs on employees' job performance at Kenya Seed Company, Trans-Nzoia County, Kenya. This study was guided by Herzberg's Two-factor Theory. The study adopted a descriptive research design with a target population of 7,300 public service employees. A stratified random sampling technique was utilized with a sample size of 325 respondents determined using Krejcie & Morgan table. The study used structured questionnaires and interview guides as the main data collection tools. The supervisors validated the instruments. The reliability of the instrument was determined through a pilot study. Thereafter, Cronbach alpha coefficient of 0.79 was obtained from the instrument. This indicated that the instrument was reliable. Quantitative data was analyzed using descriptive statistics and presented in tables, while qualitative data were analyzed according to the themes based on research questions and the objectives and thereafter, inferences and conclusions were drawn. The study concluded that the administration of incentive programs such as recognition as a non-monetary reward, training and development strategies, job engagements, and job enrichment influence employees' job performance at Kenya Seed Company. It was recommended that the policymakers and community should consider the administration of incentive programs such as recognition as a non-monetary reward, training and development strategies, job engagements and job enrichment when working towards improving employees' job performance at Kenya Seed Company, Trans-Nzoia County, Kenya.

Keywords: *Incentive programs, employees' job performance, Kenya seed company*

1. Background of the Study

The promulgation of the 2010 New Constitution in Kenya led to the scrapping of districts and replaced them with county units (Constitution of Kenya, 2010). With the devolution of government services, staff and resources will realign towards meeting the objectives of the devolution process. It should be noted that human resources play a critical role in the functioning of both national and county governments (Burns, 2022). The management of human resources personnel is what constitutes the running of the public service at all levels of government (Burns, 2022).

In public organizations, leadership plays a key role in directing human behaviors toward achieving a given goal. Therefore, people management practitioners have to find motivational strategies that are conducive to the people they lead (Mulievi & Otuya, 2020). It is noted in China that managerial trustworthy attributes and behavioral characteristics have a positive relationship with employee engagement due to increased motivation (Liu et al., 2022). Issues of leadership trust and matters including training and development significantly affect the motivation of employees. However, effective motivation is pegged on monetary and non-monetary rewards for employees to drive them to higher results (Luchivisi et al., 2021). In the USA, a study established that higher work engagements were a function of training and development that motivated federal employees to work harder (Hassett, 2022). Training and development in the United Kingdom has shown that it increases employee commitment and reduces turnover both in the public and private sectors (CIPD, 2021a, 2022).

In light of the above, the issue of staff productivity is entrenched in various aspects like motivation, leadership and remuneration, amongst other factors. All organizations require financial, human and physical resources to sustain high productivity for their employees (Manzoor et al., 2021). However, the issue of motivation is a fundamental ingredient in directing the behavior of individuals within the public service in meeting its required mandates. Studies conducted in Pakistan showed that public service employees (PSE) displayed tendencies of being motivated by the ascension to power, job security, and religion, yet had a tendency to be motivated by the need to take advantage of corrupt opportunities (Azhar & Steen, 2022). In the USA, a survey of federal employees showed that they were also motivated by access to training opportunities and development and higher chances of increasing work engagement (Hassett, 2022).

In China, it was established in a study that a supportive work environment with perceptions such as autonomy and relatedness has a positive correlation with motivation, which in turn leads to higher job satisfaction and lower workforce turnover ratios (Xu, 2022). Studies of the public sector service have indicated that some of the key motivational determinants for employees are remuneration, availability of resources to undertake work-related tasks, work environmental conditions and interpersonal relations at the workplace (Fernandes et al., 2022). This has been validated in an empirical study whose results showed that reward and work motivation are crucial ingredients for any organization or government department/agency (Muhammad et al., 2019). Financial rewards will boost employees' morale only to a certain level, but they always have the ability to increase their ability (Muhammad et al., 2019).

In Africa, the motivation of employees in government services sometimes is not that encouraging. In Nigeria, a survey showed government employees felt that enough will not be done to motivate them (Ngara & Augustine, 2019). Another study in Uganda showed that issues to do with the security of tenure are a major factor in the motivation of employees (Kimuraheebwe et al., 2022). In South Africa, it is noted that poor service delivery will be pegged on low motivation (Sibonde & Dassah, 2021). In other studies, it will be established that leadership direction with employees, career growth, nature of the work environment, teams, organizational culture and service level issues had an impact on employees in municipality governments (SHRM, 2022; Tedla, 2016; Vemo, 2014).

In Nigeria, a study of the Abia State Civil Service showed that in-house training and development had a significant impact in creating a platform for skill, competence and knowledge development that leads to positive results within the public sector service employees (Obinna, 2022). In South Africa, it has been proposed that to achieve higher levels of intrinsic motivation, it is better to socialize employees into the "expectations of behaviour that reflect public service motivation... and convey the social significance of jobs" (UNDP, 2014). This means that social factors can be a good tool in motivating public service employees as a non-monetary strategy.

In Uganda, a study showed that some of the intrinsic de-motivators of public service employees were a lack of autonomy and variety in job functions, low pay, unproductive organizational politics and poor communication channels that are ineffective (Kwandayi et al., 2013). The same study recommended the provision of low-cost housing schemes and loan schemes for employees as a way of addressing the challenges that led to a lack of motivation in public service employees. In Kenya, public service employees have gone on strike on numerous occasions to demand better working conditions, pay, clearly defined roles, and better benefits such as health insurance coverage and paid holidays (Kaguthi et al., 2020; Mugho, 2017; Shako, 2022).

A literature review conducted in Kenya showed that extrinsic factors alone do not fully account for the motivation of employees (Mulievi & Otuya, 2020). In the research findings conducted in public service employees, it was found that promotion, trust and recognition played a key role in motivating them (Lumumba & Oluoch, 2019). In view of this, various studies have been conducted in various countries to examine a huge variety of issues related to motivation in Kenya (Bitok, 2019). In another study conducted in Nairobi County, it was determined that public servants who exhibited high levels of job satisfaction demonstrated high levels of motivation (Wambugu, 2015).

2. Statement of the Problem

The issue of motivation has been widely studied in a variety of contexts. This study has identified a scarcity of available literature on issues related to the intrinsic motivation of public service employees in Trans-Nzoia County. In that regard, how public service employees of Trans-Nzoia County become intrinsically motivated has not been well documented.

3. Literature Review

Recognition is a powerful tool that can be used to motivate and enhance employee performance, yet it is often overlooked or even neglected. A key dimension of effective leadership involves reinforcing and motivating others to encourage superior performance. Financial and non-financial rewards can be utilized for this purpose (Luthans, 2000). Employee recognition involves the actual exhibiting of appreciation and acknowledging an employee for their contributions and achievements that were geared towards organizational goal achievements, its purpose, mission and values.

The results of a research study in India showed that employee rewards and recognition have a significant and positive effect on employee performance, whereas job stress has a significant and negative effect on employee performance. Findings also revealed that perceived organizational support significantly and fully mediates the relationship between employee rewards, recognition, and job stress and employee performance. In India, 46% of government employees stated that they feel recognized and motivated to work harder, which leads to good performance (Samir, 2021)

According to the Public Service Commission of Kenya, the PSC has sparingly used reward schemes to motivate employees to higher performance (Public Service Commission, 2016). This is based on the national government, which may be reflective of the trends in some counties in Kenya. In this regard, this study wants to establish if the reward schemes at Trans-Nzoia County involve the recognition of employees.

Recognition was among the non-monitory motivations that the study evaluated. The employment of emotional motivating elements is a common approach for people to impact motivation. Recognition awakens the human being's emotional core and makes one feel superior to others. Praise, team building, and advancement all help with this. This motivates one to boost their confidence, be noticed and feel satisfied (Munga, 2018). They are the exterior features that have an impression on the teacher's instruction. The research assesses teachers' workspaces, living situations, and workloads to gauge the work atmosphere. Meanwhile, Ofoegbu (2018) contends that awards increase employee effectiveness.

Salary or payment of base pay is considered one of the most important obligations owed by an employer to employees. Akuoko (2012) carried out a study in Ghana on teacher motivation and quality education. The findings showed that improving teachers' salaries and allowances was a good way of motivating teachers to be more committed to their work. Chelangat (2014) also carried out a study on the reward system and performance of board-employed teachers in public secondary schools in Chepalungu District. The findings revealed that most schools used either negotiation or merit to award basic salaries to board-employed teachers in Chepalungu District. Further findings indicated that most of the board-employed teachers consider the award of a basic salary as equitable and that the basic salary offered acts as a motivating factor to board-employed teachers. Teacher performance can be increased through increased salaries, as shared by Ondiwa, Okibo, Nyang'au, Mabeya and Nyamasege (2014), who say that a rise in salary by 1% causes a rise in teacher performance by 49.1%. Mutua (2015) shares the same sentiments. The author opines that salary increment enhances employee performance.

Siringa (2011) carried out a study in Lakipia County on Motivational factors affecting work performance. The findings on personal development showed that if an advancement opportunity was offered to teachers between the ages of 35 and 50, they would feel motivated, and then there would be a corresponding change in work performance. Further findings indicated that if teachers were recognized, then there would be a corresponding change in work performance. Chebet (2015) carried out a study on performance-based rewards to teachers in private primary schools in Kasarani Sub-County, Nairobi. The results indicated that, ultimately, influences on performance can arise at multiple levels and not necessarily based on extrinsic factors but also intrinsic factors. Further findings indicated that the researcher could not identify the ideal reward that can be sustained by private primary schools. The study would also not establish the extent to which training programs enhance employee effectiveness in the quest for improving the performance and productivity of teachers. Njeru (2011) undertook a study in Embu County, Kenya, on the influence of total quality management on the performance of public secondary schools. The findings showed that principals were not committed to quality issues in the schools and, hence, the dismal performance in schools. Further findings indicated that employee empowerment was poor. This meant that even though the employees had a capacity for decision-making, for instance, guidance and counseling, they were minimally used. The principle of customer focus was not well internalized by the management, and hence, there was poor performance in the public secondary schools in the county.

The subject of training and development understands how their job tasks are aligned with the county government organization, mission and vision statement and the desired objectives to be achieved. This leads to employees appreciating their roles and having a clear mandate about their work, which, in turn, motivates them further to enhance their performance as they know how they are valued by either the county or national government (Walters & Rodriguez, 2017). One key area of training and development is that it develops the employee's self-confidence, giving them the self-belief that they can achieve specific tasks satisfactorily

It should be noted that both the public and private sector employers suffer considerably when the cadre of employees they have do not have the right skill sets and knowledge (Rykleif & Tengeh, 2022). This creates a chance of having an inept workforce that needs to be subject to training and development programs to develop them. Therefore, county governments need to develop their employees to empower them to achieve organizational goals. Learning and development is inclusive of, but not limited to, identifying learning and development needs, formulating interventions that are aimed to address skills and knowledge gaps and evaluating the results of the training programs on employee performance. Human resources practitioners, therefore, are concerned with creating the "right learning and development opportunities that work in the context" of their government departments of organizations (CIPD, 2022).

Training programs may combine both training and development. In fact, development is becoming merely a factor in training programs as the business world begins to experience the serious deterioration of the education system in different grades. As global competition increases, training programs for management are becoming more educational in scope, with instruction in such fields as ethnic and cultural development in the world marketplace. An example of development is the problem of technical versus managerial expertise, allowing for the promotion of both and not creating dead-end jobs. One answer is to develop dual career paths, allowing both groups promotional and development opportunities. Many industries have used this procedure and it is now quite common in information technology (IT) departments. Creating two career development paths - one by the traditional route of assuming management responsibilities and the other by moving up a technical route of assuming management responsibilities and another by moving up a technical ladder- helps to cut turnover while building more efficient IT groups.

In order to motivate employees, the process of designing their learning and development programs must commence with matching the organization's current and future capability needs. The government or organization must evaluate the prevailing skills, knowledge and attitudes of the workforce population. This facilitates the making and implementation of decisions related to the organizational, team and individual levels and a strategy created that fits with the diversity of the learning needs of all employees for creating inclusivity and motivating them (CIPD, 2021)

Effective recruiting is increasing today for several reasons.

First, the ease of recruiting tends to ebb and flow with economic and unemployment levels. High average turnover rate for some occupations is another problem.

The increased emphasis on technology and, therefore, on skilled human capital also demands more selective hiring and, thus, a bigger applicant pool. Finding the right inducements for attracting and hiring employees can be a problem. Aggressive recruiting is, therefore, often the name of the game. "Poaching workers is fair game." Some recruiters even have their own jargon. They call luring workers away from other high-tech firms "nerd rustling" (Rykleif & Tengeh, 2022).

In relation to Herzberg's Two-Factor Theory, intrinsic motivation is derived when employees feel they want to work and remain in an organization based on the training and development opportunities that arise (Voss, 2023). Self-motivation comes from the desire to participate in training and development programs. In this way, motivation factors such as learning and development must be improved in tandem with hygiene factors such as workplace conditions, pay issues, etc. This study will seek to examine how training and development programs are used as strategic approaches to motivating employees in Trans-Nzoia County.

Employee engagement in human resources research is construed as a concept that denotes the degree of enthusiasm and dedication a worker has for the jobs they do (Smith et al., 2022). High employee engagement has been shown to demonstrate that it develops employees who care more about their contribution to the organization over and above the mere consideration of a paycheck. They consider their work in view of the organizational performance and its related measures of success are achieved (Smith et al., 2022). Job engagement plays a very big role in intrinsically motivating employees. Employees who perceive their jobs as meaningful and of high quality are easily directed and become goal-oriented, more fulfilled and drive productivity levels higher (CIPD, 2021b). Employee engagement is the strength of the mental and emotional connection and identification employees feel they have as a connection to their job functions and the teams they belong to in organizations (Ryba, 2022). Employee engagement leads to an increase in productivity and enhances innovation.

The proper management of employee performance is an art and a science of directing employee behaviors in a way that positively influences their actions and thinking toward a specific goal. It is imperative that managers and supervisors model positive behavior that relates to good performance. Accordingly, research shows that higher job engagement manifests increased job satisfaction. A study conducted in Slovenia showed that there is a significant and positive relationship between employee engagement and job satisfaction that is statistically significant (Vorina et al., 2017). In examining engagement, studies show that co-worker relationships and team dynamics lead to job satisfaction among employees, which also by itself is a motivating factor (Anitha, 2014). This shows that the human environment, embodied as organizational culture, contributes to creating a work climate that suits employees and favor them to feel accommodated within it (Hasan & Nikmah, 2020; SHRM, 2022). This study seeks to determine if the same is occurring to the employees of Trans-Nzoia County.

Job enrichment is a process of redesigning a job function and roles by increasing its characteristics and, contributing to making employees more satisfied and motivated and achieving better employee performance and other outcomes (Cioca, 2018). Research studies show that job enrichment is particularly useful in improving employee engagement, especially when their jobs are found out to be too repetitive, boring, or not interesting. Research shows that it is best achieved when an employer undertakes steps to develop a job profile better through intensification efforts and ends up granting employees extra work that has been made more challenging and meaningful and demands more responsibilities (Choudhary, 2016). The main goal of job enrichment is to ensure workers/employees are motivated by the jobs they are assigned to do. This may involve increasing the skill variety required for a specific job, by adding extra demands to it, or ensuring an employee gets extra responsibility and has a meaningful job.

Secondly, having effective communication with subordinates and giving feedback promptly or regularly is another way managers and supervisors can create a motivated workforce (Valier, 2022).

Job enrichment is an approach to job design that provides greater self-actualization than job enlargement or rotation. It is also known as vertical job loading, which means that jobs are extended vertically rather than horizontally, that is, more satisfying jobs are created by adding work of a different level instead of merely increasing the amount of work carried out (Thafe & Oladele, 2014). To provide job enrichment, tasks of greater complexity can be carried out, or further responsibilities can be assigned, such as production planning, material ordering, quality control, or maintenance (Gichuki & Munjuri, 2018). In this way, workers are given greater responsibility and consequently, their motivation improves. This can result in a more flexible and adaptable workforce, which is particularly appropriate within the context of modern operation systems. Job enrichment programs are often coupled with other production system redesign measures to maximize the benefits they can offer.

Job enrichment is well-anchored within the constructs of Herzberg's Two-factor Theory. It is one of the issues that are described as motivational factors that intrinsically motivate employees to perform better. This study will examine how job enrichment plays a role in influencing employees of Trans-Nzoia County to achieve organizational success.

4. Research Methodology

The study used a cross-sectional survey design to interview a cross-section of Trans-Nzoia County public service employees. This design collected data at a single point in time and made generalizations relating to that period from a cross-section of respondents (Wang & Cheng, 2020). The sample size of 325 participants was identified. In this design, qualitative and quantitative data are collected concurrently in one phase. The data were analyzed exclusively and then harmonized and/or shared (Creswell & Clark, 2011). This study requires utilizing multiple approaches, data sources, observers, or theories to gain a more comprehensive perception of the investigated aspect. Primary data was collected using questionnaires. Questionnaires were utilized to present the administration of incentive programs on employees' job performance at Kenya Seed Company to support stakeholders' interests and solve problems in their companies. Both descriptive and inferential statistics were used to analyze data and presented in the form of frequency distribution tables.

5. Results

The study involved 325 sampled employees of the employees' job performance at Kenya Seed Company. A total of 325 questionnaires were sent out to the respondents to fill out. Of these questionnaires, 252 were returned for analysis.

The returned 252 questionnaires accounted for 77.54% response rate. A response rate of 70% and above is adequate (Mugenda & Mugenda, 2003). Accordingly, a response rate of 93.7% was acceptable for data analysis.

5.1. Recognition as a Non-Monetary Reward and Employees' Job Performance

Statements		SD	D	U	A	SA	Mean
Provision of certificates of recognition/achievements	F	14	18	16	107	97	4.01
	%	5.6	7.1	6.3	42.5	38.5	
Use of noticeboards to recognize staff members	F	3	32	16	99	102	4.05
	%	1.2	12.7	6.3	39.3	40.5	
Privately convey congratulatory messages to staff	F	6	11	34	81	120	4.18
	%	2.4	4.4	13.5	32.1	47.6	
Recognize employees informally	F	31	4	16	98	103	3.94
	%	12.3	1.6	6.3	38.9	40.9	

Table 1

The results show that 107 (42.5%) of the respondents agreed with the nature of the provision of certificates of recognition/achievements, 97(38.5%) strongly agreed, 18 (7.1%) disagreed, 16 (6.3%) were undecided and 14 (5.6%) strongly disagreed with the statement. The study findings suggested that the respondents agreed (Mean=4.01) on the nature of the provision of certificates of recognition/achievements.

5.2. Chi-Square Test of Association between Recognition as a Non-Monetary Reward and Employees' Job Performance

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	534.463a	May 11, 1900	00 January 1900
Likelihood Ratio	October 02, 1900	May 11, 1900	00 January 1900
Linear-by-Linear Association	April 02, 1900	January 01, 1900	00 January 1900
N of Valid Cases	September 08, 1900		

a. 152 cells (97.4%) have an expected count of less than 5. The minimum expected count is .01.

Table 2

The findings show that the p-value ($p=0.000$) for criteria used in the allocation and disbursement of SECBF was less than 0.05. Therefore, the hypothesis, "there is no significant association between *recognition as a non-monetary reward and employees' job performance at Kenya Seed Company, Trans-Nzoia County, Kenya*," was rejected. This implies that there is a statistically significant association between *recognition as a non-monetary reward and employees' job performance at Kenya Seed Company, Trans-Nzoia County, Kenya*.

5.3. Training and Development Strategies

Statements		SD	D	U	A	SA	Mean
Employees appreciate their roles and have a clear mandate for their work	F	28	7	5	85	127	4.10
	%	11.1	2.8	2.0	33.7	50.4	
There is an opportunity to assess a training problem and to develop a set of strategies and techniques for an organization-training program.	F	17	30	21	76	106	3.90
	%	6.8	12.0	8.4	30.4	42.4	
Organizations evaluate the prevailing skills, knowledge and attitudes of the workforce population	F	6	29	5	86	126	4.18
	%	2.4	11.5	2.0	34.1	50.0	
Training has become increasingly popular as an HR technique for improving employee and managerial performance in organizations.	F	22	31	17	78	104	3.84
	%	7.1	11.9	8.7	31.0	41.3	

Table 3

The results show that 127(50.4%) of the respondents strongly agreed that employees appreciate their roles and have a clear mandate about their work, 85(33.7%) agreed, 28(11.1%) strongly disagreed, 7(2.8%) disagreed and 5(2.0%) were undecided on the statement. The study findings suggested that the respondents agreed (Mean=4.10) that employees appreciate their roles and have a clear mandate for their work.

5.4. Training and Development Strategies and Employees' Job Performance

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	480.534 ^a	132	.000
Likelihood Ratio	323.123	132	.000
Linear-by-Linear Association	105.262	1	.000
N of Valid Cases	252		

a. 153 cells (98.1%) have an expected count of less than 5. The minimum expected count is .01.

Table 4

The results show that the p-value ($p=0.000$) for *training and development strategies* was less than 0.05. Therefore, the hypothesis, "there is no significant association between *training and development strategies* and employees' job performance at Kenya Seed Company, Trans-Nzoia County, Kenya was rejected. This implies that there is a statistically significant association between *training and development strategies* and employees' job performance at Kenya Seed Company, Trans-Nzoia County, Kenya.

5.5. Job Engagement and Employees' Job Performance

Statements		SD	D	U	A	SA	Mean
Higher engagements lead to higher job performance among employees	F	30	14	8	82	118	3.97
	%	11.9	5.6	3.2	32.5	46.8	
That higher job engagement is a manifestation of increased job satisfaction.	F	26	13	14	82	117	4.00
	%	10.3	5.2	5.6	32.5	46.4	
Employees who perceive their jobs as meaningful and of high quality are easy to be directed and become goal-oriented.	F	6	10	18	84	134	4.31
	%	2.4	4.0	7.1	33.3	53.2	
Job engagement plays a very big role in intrinsically motivating employees	F	25	14	13	80	120	4.02
	%	9.9	5.6	5.2	31.7	47.6	

Table 5

The findings show that 118(46.8%) of the respondents strongly agreed with the statement that higher engagements lead to higher job performance among employees, 82(32.5%) agreed, 26(10.3%) strongly disagreed, 14(5.6%) undecided and 13(5.2%) disagreed with the statement. The study findings suggested that the respondents agreed (Mean=4.00) that higher engagements lead to higher employee job performance.

5.6. Job Engagement and Employees' Job Performance

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	544.588 ^a	143	.000
Likelihood Ratio	301.751	143	.000
Linear-by-Linear Association	98.731	1	.000
N of Valid Cases	252		

a. 161 cells (95.8%) have an expected count of less than 5. The minimum expected count is .01.

Table 6

The p-value ($p=0.000$) for *Job engagement* was less than 0.05. Therefore, the hypothesis, "there is no significant association between *job engagement* and employees' job performance at Kenya Seed Company, Trans-Nzoia County, Kenya," was rejected. This implies that there is a statistically significant association between *Job engagement* and employees' job performance at Kenya Seed Company, Trans-Nzoia County, Kenya.

5.7. Job Enrichment and Employees' Job Performance

Statements		SD	D	U	A	SA	Mean
Job enrichment is particularly useful in improving employee engagement, especially when their jobs are found out to be too repetitive, boring, or not interesting	F	19	27	10	102	94	3.89
	%	7.5	10.7	4.0	40.5	37.3	
Job enrichment programs are often coupled with other production system redesign measures to maximize the benefits they can offer.	F	6	19	23	99	105	4.10
	%	2.4	7.5	9.1	39.3	41.7	
The main goal of job enrichment is to ensure workers /employees get motivated by the jobs they are assigned to do	F	13	3	19	66	149	4.34
	%	6.0	1.2	7.5	26.2	59.1	
To provide job enrichment, tasks of greater complexity can be carried out, or further responsibilities can be assigned, such as production planning, material ordering, quality control, or maintenance.	F	7	6	19	91	129	4.31
	%	2.8	2.4	7.5	36.1	51.2	

Table 7

The results show that 102(40.5%) of the respondents agreed with the statement that job enrichment is particularly useful in improving employee engagement, especially when their jobs are found out to be too repetitive, boring, or not interesting, 94(37.3%) strongly agreed, 27(10.7%) disagreed, 19(7.5%) strongly disagreed and 10(4.0%) were undecided on the statement. The study findings suggested that the respondents tended to agree (Mean=3.89) that job enrichment is particularly useful in improving employee engagement, especially when their jobs are found out to be too repetitive, boring, or not interesting.

5.8. Job Enrichment and Employees' Job Performance

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	587.445a	132	.000
Likelihood Ratio	316.518	132	.000
Linear-by-Linear Association	111.476	1	.000
N of Valid Cases	252		

a. 152 cells (97.4%) have an expected count of less than 5. The minimum expected count is .01.

Table 8

The results show that the p-value ($p=0.000$) for *Job enrichment* was less than 0.05. Therefore, the hypothesis, "there is no significant association between job enrichment and employees' job performance at Kenya Seed Company, Trans-Nzoia County, Kenya." was rejected. This implies that there is a statistically significant association between *Job enrichment and employees' job performance at Kenya Seed Company, Trans-Nzoia County, Kenya*.

6. Conclusions

The level of a job being considered interesting was examined based on the respondents' level of education in relation to their performance. The results showed that there was an inverse relationship between levels of education and degree of jobs being interesting to participants. The more one becomes educated, the higher the chances of finding their jobs not interesting. The results suggest that as people get more educated, the job content they do must be redesigned to make it more interesting for them in order to improve their levels of job engagement. The study also found out that the increase in loss of interest in jobs as one scaled up the education ladder was a mismatch between educational training background and the job that one was assigned to. For example, those with doctorate degrees who found that jobs were not interesting stated that they were not undertaking tasks aligned with their training and educational development.

7. Recommendations

Based on the study objective and the results, the researchers herein recommend the following for enhanced employees' job performance at Kenya Seed Company, Trans-Nzoia County, Kenya. The study recommends that the Public Service Commission should develop a policy framework that commits the government to train local members on the administration of incentive programs for employees' job performance. Additionally, the study recommends that the management of Kenya Seed Company should develop a policy framework that would guide its members to undergo mandatory and comprehensive training on administering incentive programs. Lastly, the policymakers and the company should consider the administration of incentive programs such as *recognition as a non-monetary reward, training and development strategies, job engagement and job enrichment while working towards improving employees' job performance at Kenya Seed Company, Trans-Nzoia County, Kenya*.

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