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THE ROLE OF TOP MANAGEMENT QUALITY IN STRENGTHENING INTERNAL MARKETING AND ENHANCING EMPLOYEE PERFORMANCE IN SUGAR MANUFACTURING FIRMS IN WESTERN KENYA

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ABSTRACT

Good productive employees are essential for every organization because it creates great working environment and increases overall productivity which leads to large profitability, favourable economic growth and better social progress. Low staff productivity prevents profitability and results to poor customer satisfaction which may result to loss of business for an organization. The main purpose of this study was to investigate the relationship between extrinsic motivation and employee performance in the operating sugar manufacturing firms in Western Kenya. Specific objectives of the study were; to determine the relationship between monetary pay and employee performance, to examine the relationship between working conditions and employee performance, to assess the relationship between top management function and employee performance, and to establish the relationship between job security and employee performance in the operating sugar manufacturing firms in Western Kenya. The study was guided by Maslow's Hierarchy of Needs and Herzberg's Motivator Hygiene theories. The study utilized the descriptive research design with a quantitative approach as well as the correlational research design. The target population was 3818 permanent employees of the operating sugar manufacturing firms in Western Kenya. Yamane's formula was used to obtain a sample size of 362. Proportionate stratified random sampling technique was used to obtain a sample from each of the sugar firms. Primary data was collected by use of a structured questionnaire. Expert judgment was used to establish the validity of the instrument while Bartlett's tests were used to measure the study constructs. Reliability of the instrument was established by Cronbach Alpha Coefficient at 0.7 threshold level. Inferential statistics of Pearson correlation Moment and Linear Regression which assessed the relationship and the cause and effect between the independent and the dependent variables respectively were utilized in analysis of data. Data was presented using values, tables, and narration. The study findings revealed that: there's a correlation between extrinsic motivation and employee performance and that monetary pay, working conditions, top management, and job security each significantly contributed to employee performance □ = 0.365, p = 0.000, □ =

0.546, p = 0.000; □ = 0.404, p = 0.000; □ = 0.749, p-value = 0.000 respectively. The study concluded that monetary pay, working conditions, top management and job security have a significant positive relationship with employee performance. The study recommends: HR practitioners should adopt extrinsic motivation for improving employee performance since the findings reveal that increasing monetary pay, working conditions, top management and job security improves performance of employees.; scholars should use the study and its findings as a reference tool as it contributes new knowledge to existing literature that extrinsic motivational factors motivate employees to perform ; relevant government agencies should use the findings as a basis to formulate policy guidelines on extrinsic motivational factors especially in the sugar sector since the study findings reveal that there is a relationship between the two variables. The practical implication of the findings is that extrinsic motivational factors can be used as a business strategy for improving employee performance in organizations. The researcher recommends; further studies to investigate the relationship between extrinsic motivation factors not covered in this study and employee performance and a comparative study on the two variables between government and privately owned sugar firms.

KEYWORDS: Employee performance, Extrinsic motivation, Monetary pay, Working, conditions, Sugar manufacturing firms

BACKGROUND INFORMATION

Employee performance, often measured through performance assessment and management, is a crucial aspect of effective human resource (HR) management and a sought-after developmental intervention in the HR portfolio (Bateman & Snell, 2007; Fay & Luhrmann, 2004; Hellriegel et al., 2004). Organizations require employees who can perform effectively, as employee performance is critical to overall organizational success. Unmotivated employees can impede productivity and threaten business outcomes. Consequently, many organizations prioritize performance improvement as a strategic objective to achieve their overarching business goals (Lawler & Worley, 2006).

Although employee performance is widely studied in organizational behavior (OB) and HR development literature, the specific role of motivation in driving performance remains underexplored (Schiemann, 2009). The extent of employee performance is influenced by various factors, including organizational orientation, culture, training and development, compensation, performance appraisal systems, work-life balance, and motivation (Shadare et al., 2009). As highlighted in studies by Otiso (2015; 2018), motivation—especially extrinsic motivation—plays a significant role in enhancing employee performance within manufacturing and service sectors in Kenya, suggesting that managerial policies targeting employee incentives can substantially improve productivity.

STATEMENT OF THE PROBLEM

It is established that staff productivity also known as employee performance is a main determining factor of a business' ability to turn profits, essential for growth of an organization and also to the government since it represents the total volume of output measured in terms of Gross Domestic Product (GDP). A survey by the Kenya Sugar Board (KSB) in 2018, revealed that staff productivity ratio in Kenya government sugar manufacturing firms was at 26.4% while that in private owned sugar manufacturing firms was at 46.2%. This is below the average module of 50% indicating that employee productivity in Kenya sugar industry is low which prevents the sugar firms from making profits as indicated by the same survey which reported low profitability indices and liquidity ratios for both the government and privately-owned sugar firms. A report by Transparency International (2012) among sugar manufacturing plants in Kenya on integrity of the institution found that the sugar industry was likely to collapse due to frequent company shut downs and even big debt if the situation was not redeemed. The Kenya National Assembly Parliamentary Report of the Departmental Committee on Agriculture Livestock and Co-operatives, (2015) revealed that mismanagement in the sugar sector in Kenya has contributed to inefficiencies as most of the state-owned sugar mills are operating below capacity and are burdened by huge debts. These findings expose a sugar sector that is poorly managed and incapable of adequately responding to the needs of its employees; and a disgruntled labour force that is operating in an environment with poor infrastructure without the assurance of continued employment due to frequent closures and threats of downsizing in the sugar sector. This study aspired to explore if a relationship exists between extrinsic motivation (al factors) and employee performance in the operating sugar manufacturing firms in Western Kenya. There is no study known to the researcher on the two variables that has been conducted in the operating sugar firms in kenya. This is the knowledge gap the study tried to fill.

Top Management and Employee Performance

Top management plays a pivotal role in shaping organizational performance by establishing strategic direction, fostering employee engagement, and implementing effective management practices. The influence of management on employee performance has been widely acknowledged in both global and Kenyan contexts. Sadikoglu (2014) investigated the impact of management practices on performance measures and barriers to effective management in firms in Turkey. Using a cross-sectional survey at the plant level with 242 usable questionnaires, the study revealed that management practices significantly affect various performance outcomes. Key obstacles included lack of employee involvement, inadequate commitment, inappropriate organizational structure, and insufficient resources. Although informative, the study was limited by its geographic focus and context. In Nigeria, Okon and Isong (2016) examined management styles and employee performance in small-scale enterprises in Akwa Ibom State. Using an ex-post-facto design and a sample of 373 employees, their findings highlighted that participative management styles positively influenced employee performance, whereas autocratic and laissez-faire approaches had negative effects. This emphasizes

the importance of inclusive leadership in improving workforce productivity. In Rwanda, Muvunyi and Mulyungi (2018) explored total quality management and its effect on procurement performance at Bralirwa Ltd. The descriptive study employing both qualitative and quantitative data indicated that process management positively correlated with procurement performance, demonstrating that structured management approaches enhance organizational outcomes.

Within Kenya, Odhiambo (2017) assessed the effect of performance management practices on employee productivity at Schindler Limited. The study, using a descriptive research design and quantitative methods across Nairobi, Kisumu, and Mombasa branches, found that rewarding employees and providing effective performance feedback significantly improved productivity. Extending this discussion, Otiso (2015, 2018) underscores that top management functions—including strategic planning, leadership engagement, and provision of adequate working conditions—significantly affect employee performance in Kenya's manufacturing sector. His research indicates that proactive involvement by top management in motivating employees through extrinsic factors such as job security, recognition, and career advancement opportunities leads to higher productivity and organizational efficiency. Furthermore, Otiso and Mandago (2020) assert that top management commitment is crucial in aligning organizational policies with employee needs, thereby reinforcing performance outcomes across sectors. In summary, empirical evidence suggests that effective top management practices—including participative leadership, performance feedback, and employee involvement—are strongly linked to improved employee performance. The Kenyan context, particularly studies by Otiso, reinforces the importance of top management in implementing policies and practices that enhance workforce productivity and organizational success.

RESEARCH METHODOLOGY

Research design

According to Kothari (2004), research design is a plan, a roadmap and blueprint strategy of investigation conceived so as to obtain answers to research questions. The descriptive research design with a quantitative approach in which respondents were asked the same close ended questions to provide numerical data that was analyzed in a quantifiable way using statistical methods to test the hypothesis was utilized. This method was suitable because as Creswell (2012) describes, the quantitative approach is used when a researcher wants to identify a research problem based on trends in the field or on the need to explain why something occurs. The descriptive statistics method was used to gather information regarding the trend (Arikunto, 2007) and to condense it in a simpler summary (Yellapu, 2018) as a critical part of initial data analysis necessary to provide the foundation for comparing variables with inferential statistical tests. Count, percentage, frequency and mean were used to provide basic information about the variables in the data set.

Correlational research design was then used to investigate the correlations between variables without

International Journal of Research in Commerce and Management Studies

ISSN 2582-2292

Vol. 7, No. 06 Nov-Dec; 2025 Page. No. 497-520

controlling or manipulating any of them. Correlation research design uses the Pearson Moment correlation statistical test to describe and measure the degree of association/ relationship between two or more variables or sets of scores (Creswell, 2012). Correlation studies reveal the magnitude and/or direction of a link between two or more variables which is reported in the form of a correlation coefficient. The explanatory design which is a correlational design used to establish the extent to which two variables (or more) co-vary, that is where changes in one variable are reflected in changes in the other.

The Target Population

Creswell, (2012) defines population as a group of individuals who have the same characteristics. Population is the available objects for consideration for a specific study (Banarjee & Chaudhury, 2010). The study population was 3818 permanent employees of Nzoia, Butali, West Kenya, Busia and Olepito sugar manufacturing firms (except top managers) as shown in Table 3.1; This is the population that was studied and it is to this group that the study findings were generalized.

Table 3.1: ***Target Population***

Sugar Company	Permanent Employees
Nzoia sugar Factory	761
West Kenya sugar Limited	998
Butali Sugar Mill	961
Busia (Busibwabo) Sugar co. ltd	675
Olepito Sugar Industry	423
TOTAL	3818

Sample Size and Sampling Technique

Sample size

A sample is a proportion of the population that is assumed to be representative of the population under study. Yamane's (1967) formula for calculating sample size from the population was used. According to Yamane, for a confidence level of 95% and a precision or margin of error of 5%, size of sample is;

$$n = \frac{N}{(1+Ne^2)}$$

Where;

n = minimum sample size

International Journal of Research in Commerce and Management Studies

ISSN 2582-2292

Vol. 7, No. 06 Nov-Dec; 2025 Page. No. 497-520

N = Population size
e = Level of precision set at 95% (5% = 0.05)
In this study,
N is 3818
e = 0.05

$$n = \frac{3818}{1 + (3818 \times 0.0025)} = 362.0673$$

Sample size = 362

Sampling Technique

Sampling technique is a procedure for choosing a sample from a population (Omar, 2014) which is important for adequacy of data. Proportionate Stratified random sampling involved selecting a sample from each stratum (sugar firm) that is proportionate to the population size of the stratum. This means each stratum has the same sampling fraction which was achieved as shown in Table 3.2;

$$\text{Proportionate Sample size} = \frac{\text{sample size } (n)}{\text{Population size (N)}} = \frac{362}{3818} = 0.093347 \text{ X Stratum}$$

Table 3.2 Proportionate stratified Sample size

Sugar Firms	Target Population	Proportion	Proportionate stratified sample size
Nzoia sugar Factory	761	0.93347	72
West Kenya sugar Limited	998	0.93347	94
Butali Sugar Mills	961	0.93347	91
Busia sugar co. ltd	675	0.93347	64
Olepito Sugar Industry	423	0.93347	41
TOTAL	**3818**		362

Simple random sampling where each sampling unit of a population has equal chance of being included in the sample was used to select respondents (Kothari 2014). The ballot technique was used to select a sample size that was fully random to enable generalizability of findings to the population under study (Crossman 2020).

International Journal of Research in Commerce and Management Studies

ISSN 2582-2292

Vol. 7, No. 06 Nov-Dec; 2025 Page. No. 497-520

Validity

The study carried out a pilot in Chemilil Sugar Company, Kenya which was selected because it has similar characteristics with the study population. According to Connelly, (2008), extant literature suggests that a pilot study sample should be 10% of the sample projected for the main study. 36 (362 /10 = 36.2) respondents were involved in the pilot study. The main purpose of the pilot study was to assess the validity and reliability of the study instrument.

Validity of a research instrument assseses the extent to which an instrument measures what it is designed to measure (Robson 2011). Content validity which is the extent to which the questions and the scores from the questions represent all possible questions that could be asked about the concept (Cresswell. 2005) was used. Experts, that is the two supervisors and one other senior HR lecturer from School of Business and Economics (SOBE) checked the instrument to ascertain if the items met the criteria and covered all concepts and that it was suited for the purpose of the study. All the three expert judges independently rated the items, and all the items that were agreed and confirmed to be relevant retained and incorporated in the tool before actual data collection**.** Construct validity, which is the extent to which a research tool used in the collection of study data from the field measures actual study hypothesis (Copper and Schindler 2017) was used to check the degree to which research inferences could legitimately be made from operationalizations in the study. Bartlett's test of sphericity was used to ascertain if the items in the study tool were coming from a population with equal variance. The findings of the pilot are presented in Table 3.3;

Table 3.3 ***Bartlett's Test of Sphericity***

Variable	Bartlett's Test of Sphericity		
	Approx. Chi-Square	Degrees of freedom	p-value
Employee Performance	177.093	28	0.000
Monetary Pay	165.295	28	0.000
Working Conditions	198.644	28	0.000
Top Management	122.193	21	0.000
Job Security	231.351	36	0.000

Table 3.3 results shows that the Chi-Square test results for the Bartlett's test of Sphericity were all found to be significant for all the study variables; for Employee Performance, [$\chi2$ (28) =177.093, p=0.000 < 0.05]; for Monetary Pay, [$\chi2$ (28) =165.295, p=0.000 < 0.05]; for Working Conditions, [$\chi2$

International Journal of Research in Commerce and Management Studies

ISSN 2582-2292

Vol. 7, No. 06 Nov-Dec; 2025 Page. No. 497-520

(28) =198.644, p=0.000 < 0.05]; for Top Management, [χ2 (21) =122.193, p=0.000 < 0.05]; and for Job Security [χ2 (36) = 231.351, p=0.000 < 0.05]. The significant results of Bartlett's test of Sphericity indicates that the items that were used to measure the respective study variables (constructs) were coming from a population with equal variance thus suitable for structure detection. Therefore, the study concluded that the research tool was valid for main study data collection.

RELIABILITY

Reliability is about the level of accuracy of a study tool (Blumberg, Copper and Schindler 2017). Mohajan, (2017) explains that reliability is the degree to which any measuring tool controls for random error and emphasizes that a valid test must be reliable. Reliability test was conducted to assess properties and reliability of the 5-point Likert scale used in the development of the study tool items that compose the scales. Due to the nature of the 5-point scale used, the Cronbach's Alpha was deemed appropriate for the measure of reliability, for which the Cronbach's Alpha coefficient ranges from 0 to 1 and a coefficient of 0.7 and above indicating a reliable scale (Kendell & Jeblenky, 2003). The Cronbach Apha Coefficient results for reliability test are shown in Table 3.4.

Table 3.4

Reliability Analysis

Variables (Constructs)	Number of items	Cronbach Alpha
Employee Performance	8	0.747
Monetary Pay	8	0.735
Working Conditions	8	0.758
Top Management	8	0.762
Job Security	8	0.736
Overall	**40**	**0.750**

The findings of the reliability test using Cronbach Alpha as shown in Table 3.3 shows that for all the variables, the Alpha coefficients were above the recommended minimum threshold of 0.7 (Copper and Schindler 2017); Employee Performance = 0.747, Monetary Pay = 0.735, Working Conditions = 0.758, Top Management = 0.762, and Job Security = 0.736. The overall Alpha coefficient was 0.7 50 rated above the minimum threshold of 0.7. The study therefore concluded that the 5-point scale of the items used to measure the study constructs was reliable and acceptable.

Data Analysis and Presentation

Data collected were sorted, coded and cleaned to remove errors, then fed into the SPSS computer software for analysis. Quantitative data was analyzed by use of descriptive statistics where, means,

International Journal of Research in Commerce and Management Studies

ISSN 2582-2292

Vol. 7, No. 06 Nov-Dec; 2025 Page. No. 497-520

median, mode, standard deviation, skewness and kirtosis were used to establish trends and patterns in the findings. Inferential statistics correlation analysis and regression analysis were used to make predictions about the population. The linear regression was applied to identify the most significant extrinsic motivation factor that influenced employee performance. Correlation Coefficient (r) was used to assess the strength and direction of the relationship.

The Simple linear regression model used to assess the statistical relationship between the dependent variable and each of the independent variables is expressed mathematically as;

$$Y = \beta_0 + \beta i Xi + \varepsilon i;$$

i= 1, 2, 3, 4

Were,

Y – Dependent variable (Employee Performance)

B_0, β_1, β_2, β_3, β_4 Regression Coefficients

X - Independent (explanatory) variable

X_1 - Monetary pay, X_2 – working conditions, X_3 – quality of top management, X_4 – job security

and ε = the error of term.

Therefore;

(i) HO1 (Relationship between Employee Performance and Monetary Pay)

$$Y = \beta_0 + \beta_1 X_{1+\epsilon}$$

(ii) HO2 (Relationship between Employee Performance and Working Conditions)

$$Y = \beta_0 + \beta_2 X_{2+\epsilon}$$

(iii) HO3 (Relationship between Employee Performance and Supervision)

$$Y = \beta_0 + \beta_3 X_{3+\epsilon}$$

(iv) HO4 (Relationship between Employee Performance and job security)

$$Y = \beta_o + \beta_4 X_{4+\epsilon}$$

The Multiple Linear regression model was utilized to analyze the partial relationship between employee performance and all the independent variables. The model allowed the researcher to determine the partial influence of each of the independent variables on employee performance when controlling for others (MurphyIII 2010).

International Journal of Research in Commerce and Management Studies

ISSN 2582-2292

Vol. 7, No. 06 Nov-Dec; 2025 Page. No. 497-520

The mathematical representation of the model is,

$$Y = \beta_0 + X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: β_1, β_2, β_3, β_4, are constants, X_1 - Monetary pay, X_2 – working conditions, X_3 – quality of top management, X_4 – job security and ε = Error term that denotes unexplained factors affecting employee performance.

Data was presented using values, frequency tables, and narration.

Ethical considerations

The researcher obtained consent from the relevant operating sugar firms participating in the study to collect data. Respondents participated on the basis of informed consent and no pressure or coercion was applied. All information provided by or obtained from participants was kept confidential. Respondents were not required to disclose their identity for anonymity. All patents and copy right were respected with all published, unpublished data and all other contributions acknowledged. The findings of this study shall be made public; however, intellectual property rights of the researcher shall be respected.

DATA ANALYSIS RESULTS AND DISCUSION

Response Rate

The researcher randomly distributed 362 questionnaires to selected permanent employees excluding top managers (because part of the study was about them). Out of the 362 selected participants, 326 successfully filled and returned the questionnaires to the researcher leading to a response rate of 90% as shown in Table 4.1. The 90% response rate superseded the recommended minimum return rate threshold of 50% by Zikmund (2010) thus acceptable as a representative sample for subsequent data processing and analysis.

Table 4.1 ***Response Rate***

Sugar Company	Administered Questionnaire	Returned Questionnaire	Return Rate (%)
Nzoia sugar Factory	72	67	93
West Kenya sugar Limited	94	84	89
Butali Sugar Mill	91	81	89
Busia (Busibwabo) Sugar co. ltd	64	58	91
Olepito Sugar Industry	41	36	88

International Journal of Research in Commerce and Management Studies

ISSN 2582-2292

Vol. 7, No. 06 Nov-Dec; 2025 Page. No. 497-520

TOTAL	**362**	**326**	**90**

Demographic Characteristics

The study sought to assess the descriptive statistics for Gender and the findings were as shown in Table 4.2

Table 4.2. ***Gender of the Study Participants***

Gender	Count	Percentage
Male	215	66
Female	111	34
Total	**326**	**100**

The findings of Table 4.2 shows that majority of the respondents, 66% were male and 34% were female; these indicates that the researcher ensured gender inclusivity when carrying out the study.

The study also sought to describe the sample findings for the period the respondents have been working with the respective firms and the findings were as shown in Table 4.3

Table 4.3. ***Years of Working with the Firm among Study Participants***

Period	Count	Percentage
1-5 years	63	19
6-10 years	174	53
11-15 years	61	19
16 years and above	28	9
Total	**326**	**100**

The findings of Table 4.3 shows that majority of the respondents, 53% had worked with their respective current organizations for between 6 to 10 years, 19% had worked for 11 to 15 years, 9% had worked for over 16 years; this indicates that the respondents had adequate experience with the activities of the respective firms thus able to give reliable information.

Similarly, the study sought to assess the highest level of education among the study participants and the findings were as shown in Table 4.4.

International Journal of Research in Commerce and Management Studies

ISSN 2582-2292

Vol. 7, No. 06 Nov-Dec; 2025 Page. No. 497-520

Table 4.4. ***Highest Level of Education among Study Participants***

Period	Count	Percentage
Secondary Level	34	10
Technical Level	151	46
University Graduate	98	30
University Post-Graduate	43	13
Total	**326**	**100**

The findings of Table 4.4 shows that majority of the respondents, 56% had attained the Technical level of education, 30% had the first University degree and 13% had the post-graduate University degree; these are indications that majority of the respondents were well learned in their respective areas of profession thus able to give reliable information as pertaining the purpose and context of the study.

The study also sought to assess the job categories of the study participants and the findings were as shown in Table 4.5.

Table 4.5. ***Job Categories among Study Participants***

Period	Count	Percentage
Middle Level Manager	77	24
Technical and operations	249	76
Total	**326**	**100**

The findings of table 4.5 shows that majority of the respondents, 76% were technical and operations staff while 24% were middle level managers; this is an indication that majority of the study participants were in the work levels that they are able to give reliable information as per the context of the study.

4.5. Descriptive Statistics.

The researcher sought to describe the sample findings of the study variables (Employee performance, Monetary pay, working environment, top management, and job security) and the findings of the study were as shown in the subsequent sub-sections 4.5.1, 4.5.2, 4.5.3, 4.5.4, 4.5.5 and 4.5.6 below.

International Journal of Research in Commerce and Management Studies

ISSN 2582-2292

Vol. 7, No. 06 Nov-Dec; 2025 Page. No. 497-520

Top Management among Sugar Manufacturing Firms in Western Kenya.

In this section, the study sought to assess the descriptive statistics of quality of top managers and its relationship with the employee performance in the operating sugar manufacturing firms in Western Kenya. The findings were as shown in Table 4.9.

Table 4.6: ***Descriptive Analysis for Top Management***.

Strongly Disagree (SD) = 1, Disagree (D) = 2, Somewhat Agree (SWA) = 3, Agree (A) = 4, Strongly Agree (SA) = 5.

Statement	SD	D	SWA	A	SA
My manager clearly articulates (explains) the work objectives and goals for my department.	23 7%	142 44%	35 11%	65 20%	60 18%
I receive clear guidance about job activities and other job matters	19 6%	17 5%	124 38%	48 15%	118 36%
All tools, equipment, materials and finances required to perform my duties are available	9 3%	25 8%	123 38%	126 39%	43 13%
My manager shares his vision for the company and makes it clear what the company is trying to achieve	6 2%	135 41%	57 17%	62 19%	66 20%
My manager inspires me to do my best in my area of work	24 7%	142 44%	35 11%	64 20%	60 18%
I am persuaded that the company will do better in future	36 11%	110 34%	45 14%	73 22%	62 19%
Management listens to our issues	40 12%	117 36%	52 16%	52 16%	65 20%

Average level of Top Managers	Mean(%Mean)	Std. Dev.	Std. Error of mean	Minimum	Maximum
	3.1981(64%)	.87121	.04825	1.29	5.00

The findings of Table 4.9 shows that 44% of the respondents, disagreed that their respective managers clearly articulate (explain) the work objectives and goals for my department; this indicates that some of the managers in the sugar manufacturing companies in Western Kenya are not effective in articulating work objectives and goals. The findings also show that 38% of the respondents, somewhat agreed that they receive clear guidance about job activities and other job matters, 38% somewhat agreed that all tools equipment, materials and finances required to perform my duties are available, y, 41% who disagreed that their respective managers share their vision for the company and make it clear what the company is trying to achieve. Similarly, 44% disagreed that their respective managers inspire workers to do their best in their areas of work and 34% were not persuaded that their respective /companies will do better in future. The management for most of the sugar manufacturing companies

International Journal of Research in Commerce and Management Studies

ISSN 2582-2292

Vol. 7, No. 06 Nov-Dec; 2025 Page. No. 497-520

seem not to listen to issues raised by workers as indicated by 36% of the respondents who disagreed that their respective managements listen to their issues at work.

On average, the overall quality of top managers was 64% (Mean = 3.1981, Std. Dev. = 0.87121) rated average; this indicated that for most of the sugar manufacturing firms in Western Kenya, the top management was not much effective thus need for improvement. Findings of a similar study on effect of management on organization effectiveness among SMEs in Nairobi by Ndirangu (2018) indicated that management explained 70.8% of organization effectiveness. In another related study Diamantidis & Chatzoglou (2019) indicate that job environment and management support have the strongest impacts (direct and indirect) on job performance. There's need for all operating sugar manufacturing firms in Western Kenya to improve on the effectiveness of the managers because management support improves the job environment and hence performance

CORRELATION ANALYSIS

Pearson moment correlation (r) was used to evaluate the strength and direction of the relationship between extrinsic motivation (monetary pay, working conditions, quality of top management, and Job Security) and employee performance in the operating sugar manufacturing firms in Western Kenya. Gravetter *et. al,* (2000) indicates that correlation coefficient r ranges from +1 to -1 where a coefficient, $|r| \geq 0.5$ indicate a strong association, $0.3 \leq |r| < 0.5$ indicates a moderate association, $0.1 \leq |r| < 0.3$ indicates a weak association and $|r| < 0.1$ indicates a negligible association. The findings are as shown in Table 4.13

Table 4.7. ***Pearson Moment Correlation Matrix***

		Employee Performance	Monetary Pay	Working Conditions	Top Management	Job Security
Employee Performance	Pearson Correlation	**1**				
	Sig. (2-tailed)					
	N	**326**				
Monetary Pay	Pearson Correlation	**.530****	1			
	Sig. (2-tailed)	**.000**				
	N	**326**	326			
Working Conditions	Pearson Correlation	**.623****	.508**	1		
	Sig. (2-tailed)	**.000**	.000			

International Journal of Research in Commerce and Management Studies

ISSN 2582-2292

Vol. 7, No. 06 Nov-Dec; 2025 Page. No. 497-520

	N	**326**	326	326		
Quality of Top Management	Pearson Correlation	**.555****	.381**	.510**	1	
	Sig. (2-tailed)	**.000**	.000	.000		
	N	**326**	326	326	326	
Job Security	Pearson Correlation	**.779****	.636**	.537**	.415**	1
	Sig. (2-tailed)	**.000**	.000	.000	.000	
	N	**326**	326	326	326	326

***. Correlation is significant at the 0.01 level (2-tailed).*

The findings of Table 4.13 shows that there was a moderate positive correlation between employee performance and monetary pay and top management among operating sugar manufacturing firms in Western Kenya as indicated by; (r = 0.530, p-value= 0.000 < 0.05; r = 0.555, and p-value= 0.000 < 0.05; and a strong positive correlation between employee performance and working conditions and job security.r = 0.623, p-value= 0.000 < 0.05; and r = 0.779, and p-value= 0.000 < 0.05 respectively). The correlation among the independent variables were all significant (p-values < 0.05) though the coefficients were not very high, r = 0.8 and above (Gravetter *et. al,* 2000); this was an indication that there was no existence of multicollinearity among the independent variables (monetary pay, working conditions, quality of top management, and Job Security) thus supporting the findings of multicollinearity in Table 4.13.

Simple Linear Regression between Top Management and Employee Performance.

The third objective of the study was to determine the relationship between quality of top management on employee performance in the operating sugar manufacturing firms in Western Kenya. To achieve this, the researcher sought to test for the following hypothesis (***H03***);

H03*: *Quality of top management has no significant relationship with employee performance in the operating sugar manufacturing firms in Western Kenya

The findings were as shown in Table 4.16.

Table 4.8 *Linear Regression Analysis for Top Management and Employee Performance among Operating Sugar Manufacturing Firms in Western Kenya.*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.555	.308	.305	.52837

International Journal of Research in Commerce and Management Studies

ISSN 2582-2292

Vol. 7, No. 06 Nov-Dec; 2025 Page. No. 497-520

ANOVA

Model	Sum of Squares	df	Mean Square	F	p-value
1 Regression	40.185	1	40.185	143.939	.000
Residual	90.454	324	.279		
Total	130.639	325			

Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
Model	β	Std. Error	Beta	t	p-value
1 (Constant)	2.167	.111		19.436	.000
Top Management	.404	.034	.555	11.997	.000

The ANOVA findings of Table 4.16 show that F (1, 324) = 143.939, P-value = 0.000 < 0.05; these findings indicates that the simple linear regression used to model the relationship between quality of top management and employee performance among operating sugar manufacturing firms in Western Kenya was a good fit to the data. The simple linear regression model (top management) explained 30.8% of the variation in the employee performance among operating sugar manufacturing firms in Western Kenya as indicated by R Square = 0.308 (see model summary of Table 4.16).

The study findings under regression coefficients shows that the unstandardized beta coefficient for quality of top management was significant, β = 0.404, p = 0.000 < 0.05; the study therefore rejected the null hypothesis and concluded that quality of top management had a statistically significant positive relationship with employee performance among operating sugar manufacturing firms in Western Kenya. Top management had a positive standardized beta coefficient = 0.555 as shown in the regression coefficients results (see Table 4.16); this indicates that a unit improvement in quality of top management improves the employee performance among operating sugar manufacturing firms in Western Kenya by 55.5%. To predict the employee performance among operating sugar manufacturing firms in Western Kenya when given the level of quality of top management, the following model is appropriate for use;

Employee Performance = 2.167 + 0.404 Top Management

The findings concur with that of Kuria (2015) concluded that management efforts and extra input in enhancing performance was an essential motivational factor towards improving employee performance.

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SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary of Findings

The objective of the study was to investigate the relationship between extrinsic motivation and employee performance in operating sugar firms in Western Kenya. The independent variables were quality of top management while the dependent variable was employee performance. The data for the findings of this study was collected using questionnaires from 325 sampled permanent employees of five sugar manufacturing firms in Western Kenya.; therefore, the response rate was 90% from a sample size of 362. Reliability of the instrument ranged from 0.735-0.762. Further, the instrument was found to be valid as revealed by sampling adequacy. The assumption of linear regression was met. Descriptive statistics were used to describe the specific objectives of the study were achieved through conducting Pearson Correlation analysis and linear regression analysis. Pearson correlation produced r coefficients while linear regression produced β- coefficients and R square (coefficient of determination). These analyses were conducted a 95% confidence level ($p < 0.05$).
The major findings are as follows.

The Relationship between top management and employee performance

The third objective of the study was to assess the correlation between top management and employee performance in the operating sugar manufacturing firms in Western Kenya. On average, the overall quality of top managers was 64% rated average; this indicated that for most of the sugar manufacturing firms in Western Kenya, the top management was not much effective thus need for improvement. Pearson correlation results revealed a strong positive relationship between quality of top management and employee performance while linear regression coefficients revealed 30.8% of variation in the employee performance could be attributed to top management The study rejected the null hypothesis and concluded that top management had a statistically significant positive influence on the employee performance. The findings also revealed that improvement in management improves the employee performance among operating sugar manufacturing firms in Western Kenya.

Conclusions of the Study

The study concluded that the quality of top management has significant positive relationship with employee performance among operating sugar manufacturing firms in Western Kenya. That having effective top management enhances performance of employees of operating sugar firms in Western Kenya.

The study concluded that job security has significant positive relationship with employee performance in operating sugar manufacturing firms in Western Kenya. The results indicate that improving job security improves employee performance in operating sugar manufacturing firms in Western Kenya.

Recommendations

Based on the findings of the study; the researcher recommends that; In view of these findings, the sugar firms' management can utilize aspects of pay like bonus pay and annual salary increment which was rated low as a means of improving employee performance in general since Lauby (2015) gave indisputable proof that salary influences job performance. e as large monetary incentive improves employee performance (Adams, 2013).

The sugar firms could apply the findings of this study to improve employee performance in the sugar firms because employee performance is a contributor to productivity of the organizations. HR practitioners especially those in the sugar industry should adopt extrinsic motivation as a strategy for improving employee performance since findings show extrinsic motivation has a strong positive relationship with employee performance.

Policy formulators, should use findings as a basis for developing policy guidelines on working conditions and employee performance especially in the sugar industry in Kenya.

Academic researchers with interest in motivation may use study findings as well as the methodology as a reference tool.

Suggestions for Further Research

Further research could be carried out on the relationship between other extrinsic motivation factors identified by Herzberg such as status, co- worker relations, rules and policies which are not covered in this study and employee performance.

The relationship between extrinsic motivation and employee performance in other industries such as the tea or coffee industries could be studied.

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