

Effect of Leadership and Management Inefficiencies on Employee Motivation and Engagement in Community-Based Organizations in Turkana, Kenya

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<p>Corresponding Author Ekiru Francis Anno</p> <p>Unicaf University (UUM), School of Doctoral Studies, Lilongwe, Malawi</p> <p>Article History</p> <p>Received: 14 / 04 / 2025</p> <p>Accepted: 30 / 04 / 2025</p> <p>Published: 04 / 05 / 2025</p>	<p>Abstract: This research study examined the inefficiencies of leadership and management about the toxic triangle and its impact on the operations of Community Based Organisations (CBOs) and Refugee Led Organisations (RLOs) in Turkana. The study's objectives were to (i) define leadership, followers, and business environments of community-managed organisations in Turkana, (ii) evaluate how these organisations address elements of the toxic triangle, (iii) determine the extent to which organisational theory elements are utilised in their management, and (iv) assess the degree to which employee motivation and engagement are incorporated into the operations of CBOs and RLOs in Turkana. 10 organisations, comprising 5 Community-Based Organisations (CBOs) and 5 Refugee Led Organisations (RLOs), along with 63 staff members and managers, were selected at random. The study revealed that the leadership and management competencies of managers in chosen organisations were constrained, as the majority possessed just technical abilities. The components of the toxic triangle and detrimental work environments are apparent among the surveyed CBOs and RLOs, attributed to insufficient organisational capabilities to motivate and engage personnel, absence of structured leadership and management systems, and inadequate resources to finance operations, including human resource development. The study emphasizes the need for investments in human resources to develop productive, competitive, and resilient employees. Key elements of employee motivation include commitment, connection, organizational culture, and communication. Enforcing these elements improves performance, promotes a pleasant work environment, and helps organizations achieve their goals. Managers and leaders play a crucial role in maintaining operational efficiency, while ethics in business delivery instills good morals. Training and open-door policies promote communication and adaptability.</p> <p>Keywords: Leadership, Management, Motivation, Engagement, Community-Based Organization, Toxic Triangle.</p>
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INTRODUCTION

Leadership and management remain subjects of intense global discourse. Leadership enhances the capabilities of individuals and groups to direct members of organisations, societies, or teams, whereas management promotes coordination and task execution to attain objectives. However, there have been discrepancies in the implementation and practice of management and leadership principles and methodologies within organisations. Leadership fosters self-awareness and prioritises personal development for individuals and organisations, emphasises the development of others, develops strategic thinking, creativity, and action, promotes ethical behaviour and civility, and enhances effective cross-cultural communication practices. Management fosters communication skills, collaboration, emotional resilience, transparency, reliability, and optimism to enhance productivity inside businesses.

Leadership and management are critical factors influencing employee motivation and engagement, as they enhance the commitment, drive, and innovation that teams contribute daily. This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license

along with the enthusiasm and dedication people exhibit towards their professions. These characteristics are essential to an organization's success since they are associated with job satisfaction, employee morale, productivity, competitive, and sustainable business performance. Community-Based Organisations (CBOs) are primarily non-profit, non-governmental entities that deliver services to communities and specific target demographics across various domains, including social and cultural, economic, political, environmental, legal and paralegal, technology, innovation and inclusion, ethics, and advocacy, among others.

Most Community-Based Organisations (CBOs) are predominantly influenced by local residents in every facet of their operations, encompassing governance, staffing, decentralization of management and services delivery, identification of local and home-grown solutions, the design, execution, and assessment of programs conducted in partnership with communities and local leadership frameworks to enhance the welfare of community

members and areas of societal concern. For many years, community organisations have played a pivotal role in enhancing the understanding of the sociocultural, economic, and political dimensions of humanity, which are crucial for the socioeconomic advancement of marginalised populations. This is achieved through effective community social mobilisation and marketing, collaborative community development planning, oversight, and direct execution of contingency and development plans, as well as participation in change and risk management programs aimed at improving community well-being.

Turkana County is the largest region in Kenya and has been afflicted by socioeconomic issues that have significantly impaired its investment productivity. In addition to governmental structures, the quantity of civil society organisations (NGOs, CBOs, and Refugee Led Organisations [RLOs]) catering to Kenyan and refugee communities remains limited. Public-private partnerships are rendering Turkana's private sector a crucial element in service provision and employment generation. Notwithstanding previous successes, Community-Based Organisations in Turkana persistently encounter structural, economic, and political obstacles that hinder their development and efficacy. Despite the enthusiasm and determination demonstrated by CBOs to contribute to transformative ideas for improving population lives and living standards, resource scarcity has impeded the execution of their strategic objectives. Only a limited number of them have obtained direct sponsorship from donors.

The majority of projects executed by Community-Based Organisations (CBOs) are funded through sub-grants from Non-Governmental Organisations (NGOs) and contributions from their members. The levels of funds are insufficient to sustain operations and achieve established objectives. Although it is essential for organisations to achieve their objectives in a competitive business landscape, CBO and RLO strategy frameworks frequently prove inadequate and uncompetitive. The deficiencies stem from inadequate organisational capacities and situational analysis proficiency, suboptimal organisational structures, insufficient workforce and service coverage, limited financial and physical resources, low employee motivation and engagement, challenges in strategy implementation, and ineffective decision-making processes, all of which pertain to the state of leadership and management within organisations.

The Government of Kenya's registration of Community-Based Organisations, particularly RLOs, has significantly hindered the development of several community-managed organisations, especially in settings of displacement, aimed at expanding the providing of humanitarian assistance. In Kenya, Civil society campaigns through humanitarian activists are underway to alter the law to facilitate the foundation and legalisation of such organisations. The result will not only empower refugee-led organisations but also facilitate the integration of refugees and their contributions to Kenya's society and the economy.

LITERATURE REVIEW

Empirical literature shows that negative aspects of leadership and management in organizations have been less thoroughly examined (Jamal and Anwar, 2021; Blasé and Blasé, 2018). Clarity about the business vision and mission, bad behaviors, toxic relationships, and harassing tactics employed by authority figures are among the negative aspects depicting the dark side of leadership in organizations (Diedericks and Rothmann, 2013). Marginalization of specific groups, favoritism, and punitive

communications are examples of bad leadership behaviors that are directed at specific individuals or groups of which Kellerman (2004) subscribe a centralized leadership as a means of managing such behavioural practices. Maladministration is the term used to describe undesirable administrative and organizational practices in institutions, such as professional dishonesty, deception, embezzlement, misuse of power, neglect, and corrupt organizational cultures. These factors according to Anno et al. (2024) study about the significance of personnel health and wellbeing in business establishments affect employee motivation and commitment in organisations.

Toxic leaders or managers prioritize compliance concerns, are conflict-averse, and possess potent advocates within the organization. They consider perceived violations of their authority and respond in a variety of ways, such as bullying of specific individuals, increasing the workload for critics, threatening one-on-one talks, sending angry and intimidating emails, and exploiting employees (Padilla et al., 2007). The positive impact of transformational practices on individuals within the organization is the primary focus of a significant portion of the literature on organizational change. According to Conger (1990), additional research is required to comprehend the organizational contexts, cultures, and variables that enable and, in certain instances, perpetuate detrimental leadership and mismanagement behaviors. Toxicity of leaders is also presented in Lipman-Blumen (2006) where it leads to increased employee stress, decreased job satisfaction, and substantially worse levels of personnel well-being are directly associated with dark-side leadership attributes.

It is argued in Whicker (2006) that employee performance management is enhanced through additional empirical research which emphasizes the correlation between destructive leadership and organizational change, as well as to document the intricacies of these processes and their impact on the well-being of both individuals and organizations. Although different work environments exhibit distinct characteristics, the bottom-line identified in Conger (1990) is the presence of formal leadership and management approaches capable of promoting positive work settings and behaviors. Effective leadership and management gaps are evident in many organizations and systems employed which exhibit negative behaviors that are so injurious to the organization's culture and business performance remain areas of discomfort and performance risks.

Ahakwa et al. (2021) presents that negative behaviors in business delivery not only degrade the workforce's morale but also undermine employees' integrity, personality, and motivation to maximize their capabilities to achieve the required organizational productivity and competitiveness. In this regard, Robbins and Judge (2019) emphasize the need for clear and realistic goals for achieving intended business results, Wau and Purwanto (2021) underpin the importance of organizational public image, and Alsafadi and Altahat (2021) assertion on welcoming fresh business ideas can strengthen employees participation in leadership and management processes of their organizations.

Employee motivation and engagement according to Robbins and Judge (2019) are influenced by personality traits, emotional intelligence, and team development processes. Personality traits like extroversion, agreeableness, and conscientiousness influence motivation and engagement, while emotional intelligence enhances self-awareness and social skills. Findings in Armstrong (2020) show effective leadership styles, strategic Human Resources models, employee resilience,

innovation and productivity, and employee management can improve organizational success by avoiding negative behaviors. These findings are echoed in Jamal and Anwar (2021) where enhancing employee experiences, boosting performance, and fostering strong relationships and job designs positively impact business productivity.

The rationale behind employee motivation and engagement in contemporary organizations is that should consider employee motivation and engagement while delivering business services since these variables improve performance, promote job satisfaction, lower attrition, and help build a strong company reputation and great work culture (Diedericks and Rothmann, 2013). Work engagement and job satisfaction components according to Wau and Purwanto, (2021) enhance organizational efficiency and work culture, lower staff turnover, foster stronger customer and employee interactions, and boost socio-economic benefits for the clientele they serve. The Effect of career development, employee motivation, and job satisfaction to create innovative organizations and make employees happier, delighted, devoted, and goal-oriented, are emphasized in Wijaya and Suwandana, (2022) where employee motivation and engagement are critical for contemporary organizations to manage competition, create distinctive product brands, reduce risks, and have workforce that can contribute to organizational change.

The Cohen (2016) study on a conceptual framework of the relationship between the dark triad personality and counterproductive work behaviors correlates with the Cohen (2018) study on counterproductive work behaviors where both studies underscore the importance of understanding the dark side of personalities in organizational life. Likewise, Danişman (2010) findings on good intentions and failed implementations study focusing on understanding the culture-based resistance to organizational change found out that buffering roles of transformational leadership, tenacity, and passion for work are critical in overcoming the dark side of task conflict. Personality and individual differences are identified in Furnham (2017) and De Clercq and Belausteguigoitia (2017) studies to hinder job reliability and increasing levels of stress among employees. It is also argued in Krasikova et al. (2013) that destructive leadership hinders organizational worth and competitiveness in the market. This finding reinforces the results of Leithwood and Sun (2012) where understanding the nature and effects of transformational leadership limit negative organizational outcomes.

Lennard and Van Dyne (2018) prescribe best approaches that integrate leadership and workforce efforts towards achieving the intended organizational goals. It is also prescribed in Mathieu et al. (2014) that any form of help given to employees should be the one that doesn't do any harm to them and the business environment they are operating in. Instead, it should be the one that helps promote employee well-being and job satisfaction. Neves (2014) also cites the negative effects of making employees submissive, downsizing their capabilities and encouraging abusive supervision destroys trust and motivation in business delivery. Likewise, the study by Neves and Schyns (2018) on the interplay between destructive leadership and organizational change affirms the fact that meaningful change doesn't come from bad actions and decisions.

The Toxic Triangle which involves destructive leaders, susceptible followers and conducive environments is described in Padilla et al. (2007) as a recipe for organizational failure prompted by maladministration. Schyns and Schilling (2013) study on the

bad effects of leadership above all destroys the internal and external capabilities of organizations to thrive. Such organizations are heavily affected in high competitive business environments. It is also argued in Shin et al. (2012) that organizations need requisite resources to initiate and enforce positive attitudes and behaviors toward organizational change. The same idea is emphasized in Simonet et al. (2018) where avenues for predicting good organizational leadership performance are areas for investment. According to Woestman and Wasonga (2015), transformation of leadership behaviours and workplace attitudes bring sanity in the engagements of personnel and modalities of business delivery based on acceptable and approved ethical standards and practices.

MATERIALS AND METHODS

The research study was executed in Turkana, encompassing 5 Kenyan Community-Based Organisations (CBOs) and 5 Refugee Led Organizations (RLOs), with the participation of 45 staff members and 18 managers and leaders. The aspects of the toxic triangle i.e., Destructive leaders, Susceptible followers, and Conducive environments were utilised to develop research instruments, including questionnaires and study schedules, for data gathering. The mobilised data was qualitatively analysed to assess the linkages among the business environment in which CBOs and RLOs function, their leaders and administrators, and their workforce. Given the nature of their operations, the sensitivity of the information shared, and their significant reliance on NGOs, United Nations organisations, donors, and government agencies, they requested stringent confidentiality of the data to safeguard the identities of their organisations and personnel. This request was incorporated into the ethical conduct of non-disclosure research maintained throughout the study duration.

RESULTS AND DISCUSSION

Leaders, Followers and Business Environments

Managing Toxic Triangle

The research demonstrated that severe adversity and resource deficiency in Turkana substantially influence employee motivation, engagement, and organisational performance outcomes. It further indicated that more than 90 percent of leaders in community-based organisations surveyed are technical specialists, with merely around 2 percent having formal training and abilities in formal leadership and management. The propensity for organisational leaders to exhibit harmful behaviours, employees to become vulnerable to various behavioural practices, and the company environment to deteriorate is mostly attributable to insufficient information and the absence of best practice principles in management and leadership systems. The inadequate theoretical and practical knowledge of numerous managers in community-based organisations in Turkana, combined with uninformed management practices, disorganised human resource services, and the limited backgrounds of managers, particularly those from refugee settings and their hosting community counterparts, remain insufficient for the application of management and leadership theories necessary for effective organisational governance.

Corruption, fraudulent activities, tribalism, favouritism, greed, and a deficit of trust were identified as factors contributing to the inadequate performance of certain leaders and managers within community-based organisations. The absence of competent individuals, such as Human Resources Managers and Project Managers, impedes effective administration of workers and projects. Inadequate managerial abilities render leaders inept and

extreme, resulting in harmful judgements that further demoralise and jeopardise employee careers. Managers and leaders with inadequate knowledge and abilities in management and leadership basics make negative decisions marked by insufficient technical, professional, and experience competencies. Adverse business conditions exacerbate the susceptibility of organisational followers, specifically employees and service providers, who are categorised as conformists and colluders for the purpose of survival. The business environment is a critical factor influencing rationality within businesses. The dangers presented by the corporate landscape, along with ingrained beliefs and customs, and the lack of oversight, lead to ineffective institutions and an unstable business environment.



Toxic triangle. Source: Padilla et al.

Managing the Elements of a Toxic Leadership Setting

Destructive Leadership

The study emphasised the imperative for community-based organisations to evaluate the charisma of their leaders, as some charismatic leaders may display egocentrism and exploit their subordinates. To address this, it is best to incorporate rules and practices that promote equity, acknowledge employee contributions, and mitigate hubris within organisational strategic leadership frameworks. The study indicated that most Community-Based Organisations (CBOs) and Resource-Led Organisations (RLOs) in Turkana had a history of reporting adverse decisions made by leaders and managers regarding employees, along with widespread inefficiencies in organisational operations.

The majority of managers inadequately exhibit leadership behaviours necessary to foster a productive workplace environment. The prevalent countermeasure identified in the majority of organisations surveyed emphasised the necessity for regulations that prevent personalised power practices, since they can demoralise staff and hinder team development. Another notable countermeasure articulated, particularly by respondents from RLOs, is that local organisations in Turkana should decentralise leadership and establish a well-structured and coordinated management system that fosters collective accountability and ensures optimal team performance across all organisational dimensions. This plan will aid staff in executing their responsibilities and achieving their objectives.

The study indicated that damaging leaders in CBOs and RLOs in Turkana sometimes exaggerate their achievements to get respect and credit, hence consolidating their authority within the organisations. The predominant countermeasure favoured by most organisations is the mitigation of such behaviours through support from autonomous state entities, including the NGO Board of

Kenya, the National Government Social Development Department, donors, sub-granting organisations, and various law enforcement agencies, thereby discouraging leaders and managers from pursuing self-serving interests and perpetuating malpractices.

The study underscores the significance of organisations in facilitating employees' achievement of personal and organisational objectives by providing critical support and resources for task execution. It was widely advised throughout organisations that managers and executives who do not facilitate staff in achieving their full potential should be excluded from the organisational structure. Furthermore, supervisors often utilise animosity inside businesses to weaken dissenting employees, leading to unhappiness and hindering their contributions. This harmful behaviour must be reported to the organization's authorities, governmental entities, and law enforcement for appropriate disciplinary action.

Susceptible followers

The study indicates that toxic leadership adversely impacts the workforce in CBOs and RLOs, resulting in conformists who neglect their own well-being to adhere to regulations. The failure of most Community-Based Organisations (CBOs) and Local Resource Organisations (LROs) to consistently communicate their employees' professional and personal development needs to their Human Resources Management (HRM) and Performance Management Units engenders and perpetuates conflicts arising from competing personnel interests presented by employees and the organisational status quo, which serves as a defence for leaders and managers. Due to the inability of conformers to self-assess their performance, Human Resource Management and Monitoring, Evaluation, and Learning (MEL) departments can evaluate performance on their behalf. Regrettably, in community-based organisations, such departments are often neither completely established nor structured, nor do they operate in a professional and coordinated manner. This indicates that the vulnerability of employees in CBOs may endure for an extended period.

The study contends that it is unwise to rely on toxic leaders in community-based organisations to facilitate the development of staff concerning conformers' activities and programs designed for their benefit. In spite of the misleading work environment, toxic leaders often possess accomplices who validate their beliefs and actions. These conspirators disseminate principles detrimental to the development of these organisations and the well-being of staff. In the context of Turkana, it is asserted that Community-Based Organisations (CBOs) and Refugee Led Organisations (RLOs) should be cognisant of employees' objectives and ensure they align with the organization's goals to mitigate collusion. Organisational values must be explicitly defined within strategic frameworks to effectively encourage individuals to embrace them, while deterring ineffective leaders from advocating personal or external values.

Conducive environments

According to approximately 80 percent of research participants, toxic leaders significantly contribute to subpar performance and organisational failure, negatively affecting employee productivity and corporate output in numerous local organisations. The study recommends ensuring stability and adopting appropriate leadership and management styles across all organisations operational, technical, and administrative elements to overcome this challenge. Threats of exploitation, abuses of employee rights, resource misappropriation, and inadequate work ethics can severely impact organisations, resulting in unproductivity. Due to the workforce variety in local organisations,

especially RLOs, toxic leaders have undermined employee cultural values. This problem can be mitigated by enhancing organisational regulations and processes that support and regulate employee values and intentions, while also creating an environment favourable to their success.

The research further indicated that a lack of checks and balances inside organizations fosters detrimental business conditions. The application and implementation of stringent checks and balances can identify leadership weaknesses, enabling local organisations to develop into efficient institutions that maximise stakeholder satisfaction. Poor leadership exists inside organisations, and the harmful consequences of the toxic leadership triangle highlight the importance of prioritising human resources for the organization's advantage. An organisation should avoid adopting any leadership style that leads to negative outcomes.

Organizational Theories and the Application in Local Organizations

The study underpins the significance of theories for employee motivation and engagement. These theories include Maslow's hierarchy of needs theory which considers psychological, safety, social, esteem, and self-actualization, and McGregor's X and Y theory which shows that X types of individuals' dislike work and can only perform through threats, while Y individuals work through self-direction. Herzberg's two-factor theory shows that Motivators boost performance when present, and Hygiene elements reduce it when absent. McClelland's theory of wants focuses on achievement, power, and affiliation needs while Alderfer's ERG theory divides human wants into existence, relatedness, and growth. Pearson's equity theory allows employee self-comparison with others while Locke's goal-setting theory focuses on individuals who can set goals towards achieving results.

According to the study, most CBOs engaged in the study only sporadically use the principles of organisational theory to manage operations and staff performance. Also according to study findings, employees in all human domains have a positive and significant impact on organisational performance in the few organisations where employee motivation and engagement theories and best practices are strategically and intelligently applied. The study affirms that effective leadership and management practices that concentrate on rationalising individual and team behaviours in business delivery are the best way to achieve the fundamental principles of leadership, organisational culture, professional development, recognition, good working environments, flexibility, trust, work-life balance, and significance of rewards.

Employee Motivation and Engagement Action Plan

Employee commitment

Employee motivation, engagement, and performance are crucial; however, fostering a sense of purpose through enthusiasm in organisations relies on commitment, connection, a robust organisational culture, effective communication, and employee contributions to strategic objectives. Employee commitment is essential for a company's success, cultivating a robust emotional connection and facilitating employees' advancement towards business objectives through skill evaluations, mentorship initiatives, career development strategies, and technological integration. Dedicated individuals consistently assess, design, develop, execute, and evaluate their actions inside the organisation. Consistent information exchange, collaborative planning, mutual learning, and training enhance competencies for addressing

recognised deficiencies and implementing actions. This enables managers and staff to regularly recognise areas for improvement, establish objectives, and formulate impact strategies. Enhancing commitment pillars improves employee retention, satisfaction, organisational culture, and public perception.

Employee connection

Establishing a network of connections between employees and their leaders is essential for organisational success. An effective connection action plan should prioritise team-building activities to enhance social interactions and team efficacy, thereby cultivating a sense of purpose, community, process, and performance management. The strategy for employee engagement must foster interdepartmental collaboration, define attainable objectives, and implement explicit communication protocols. Promoting a collaborative culture, incentivising performance, ensuring open communication, and leveraging technology for employee involvement will enhance seamless collaboration. Recruiting suitable team members, establishing quantifiable goals, and creating efficient mentorship programs will cultivate a collaborative atmosphere. The employee connection action plan must explicitly delineate mentoring, tie it with organisational objectives, and integrate social models to improve relationships. It should encompass collaboration and enhanced connections to foster trust, productivity, creativity, learning, and the reinforcement of organisational performance.

Organizational culture

The culture of an organisation, encompassing its values, practices, and beliefs, significantly impacts employee engagement and motivation. A robust culture bolsters competitive advantages and productivity by fostering a conducive work environment, facilitating efficient onboarding, and encouraging collaboration. An actionable strategy that generates educational opportunities articulates corporate principles, endorses adaptability, and fosters diversity, all of which are essential for a robust work environment. An effective organisational culture action plan can enhance employee motivation and engagement through the establishment of committees, observance of holidays, implementation of inclusion training, provision of feedback, management of grievances, and adherence to ethical hiring procedures.

Contemporary management strategies and the appreciation of workplace diversity, encompassing implicit bias, intersectionality, and cultural diversity, can enhance organisational culture. The organisational culture action plan encompasses enhanced paid leave, flexible work arrangements, and the promotion of work-life balance. It underscores communication hours, asynchronous communication, a secure environment, automation, diversity, team participation, time management training, and explicit expectations.

Effective communication

Establishing open-door policies can facilitate communication between personnel and senior management, elevate employee engagement, increase workplace dynamics, and provide prompt access to information. The action plan must encompass open-door policies, communication protocols, dispute resolution strategies, and the encouragement of innovative ideas. To design an improved staff policy, it is essential to comprehend the workforce's requirements and solicit feedback. This will facilitate the formulation of explicit strategies for addressing organisational and people matters, delineate communication protocols, and implement feedback mechanisms such as surveys, performance

assessments, and 360-degree evaluations. Enhancing feedback techniques necessitates that the communication action plan promotes affirmative feedback, facilitates transparent communication, and delivers meaningful insights for both the organisation and its personnel. It should facilitate personal and professional development by understanding the work culture, addressing communication gaps, and employing research to enhance communication. It should underscore transparency, integrity, consistency, and clarity on the organization's vision and mission.

Aligning employee contributions with organisational goals enhances motivation and engagement. An action plan must delineate cascading objectives, centralise monitoring, furnish metrics, and guarantee staff comprehension of the mission. The applicability is contingent upon baselines, readiness to adapt, communication, negotiation, and the equilibrium between individual and collective objectives. Acknowledging and commemorating employee achievements enhances engagement, job satisfaction, and collaboration. It enriches organisational culture, elevates productivity, facilitates communication, and cultivates intrinsic motivation. It enhances creativity and innovation, fostering a positive reputation for the organisation, leadership, and people.

Evaluation of the Action Plan for Community Based Organizations in Turkana

Action Plan in relation to Appropriate Theories

The suggested action plan for enhancing employee motivation and engagement is both astute and empowering. The commitment element includes various aspects of fostering employees' emotional connections with the organisation. The significance of human resources in every corporate environment is essential not only for performance but also for achieving desired business outcomes. Employees who are profoundly dedicated to their organisations' objectives and who identify ways to fulfil an effective job will significantly contribute to the organizational businesses. Employees strive to fulfil their individual and familial wants; hence, Maslow's Hierarchy of wants theory is employed to ensure robust employee loyalty to the organisation.

Employee employment objectives vary significantly; therefore, it is essential to facilitate their identification of psychological, safety, social, esteem, and self-actualization needs according to their respective levels of need. This will assist them in addressing their urgent demands and advancing within the Maslow hierarchy of requirements. The organization's objective to enhance employee capabilities via training and improved job conditions would expedite their progress in alignment with needs while simultaneously ensuring sustained commitment to the organisation that fulfils their developmental requirements.

Employee connection is crucial as it cultivates a sense of belonging and attachment, ensuring that employees perceive themselves as integral members of the organisation. Herzberg's two-factor theory delineates two categories of characteristics that affect employee motivation and job satisfaction: Motivators, which enhance performance when present, and Hygiene factors, which diminish performance when absent. Consequently, motivators and hygiene factors are essential in fostering employee attachment to their organisations. Moreover, Maslow's hierarchy of needs cultivates robust employee affiliation with their organisations by necessitating the fulfilment of fundamental human desires.

While Maslow's hierarchy of needs theory is effective, Alderfer's ERG theory classifies human desires into three categories: existence, relatedness, and growth, encompassing physical and material needs, the aspiration for interpersonal connections, and the pursuit of creativity and productivity. Alderfer's ERG theory is precise and may assist individuals in fulfilling their needs. Pearson's equity theory promotes employee self-comparison, facilitating mutual learning as they strive towards a shared objective.

The organisational culture aspect of the employee motivation and engagement action plan is essential since it encompasses the values and beliefs that consistently influence employee behaviour within organisations. Pearson's equality theory is essential for cultivating a robust organisational culture. It facilitates employee comparison, fostering mutual learning and collaboration towards a shared objective. The capacity to concur on, adopt, and execute fundamental values, establish effective leadership, enhance communication, incorporate accountability mechanisms into the organization's operations, and appropriately acknowledge individual contributions would draw employees to the organisation and ultimately foster a healthy work environment.

Locke's goal-setting theory is utilised to cultivate organisational culture by encouraging individuals to set goals for achievement. Consequently, the organisation enhances its competitiveness, productivity, and sustainability, all of which are essential for market success. McGregor's X and Y theories are crucial for enhancing communication and the contributory aspects of employee motivation and engagement strategies. The exchange of ideas and the alignment of employee interests with organisational goals can facilitate the improvement of attitudes among X category employees, who are motivated by coercion, and Y category individuals, who thrive on self-direction, thereby encouraging them to devote their time and resources to the organization's interests without external inducement or pressure.

Strengths and Weaknesses of the Proposed Action Plan

The proposed action plan for enhancing employee motivation and engagement within organisations is effective as it is grounded in essential elements crucial for achieving motivation and engagement. It is founded on concepts and optimal practices that assist employees, managers, and leaders in attaining the desired organisational performance as the principal objective. It is deemed efficient as it accelerates human and organisational transformation, leading to enhanced corporate outcomes through coordination, prudent resource utilisation, and optimal time management. The action plan is founded on the essential enablers that contemporary organisations require to develop robust and prosperous business portfolios. Experience is synthesised, especially in domains where organisations apply theoretical frameworks and best practice principles to enhance employee performance and relationships.

Although the action plan pertains to a wider organisational context, its effectiveness, efficiency, and applicability may be hindered by insufficient resources to facilitate the implementation of the necessary activities for achieving the action plan's objectives. Streamlining diversity inside the organisation is challenging. Achieving comprehensive employee relationships, motivation, and engagement necessitates strategic management and leadership. Challenges in implementing an action plan may encompass fluctuating market demands, the expenses associated with recruiting and retaining personnel, the costs of communication and technology required for support, and the

management of timelines for executing specific organisational interventions.

CONCLUSION

The paper discusses the relevance of employee motivation and engagement in community based organizations (CBOs and RLOs) in Turkana. It examines organizations, the role of employees, and the benefits associated with developing employee capacities, converting them from groups to teams focused on the organization's business. The importance of human resources in organizations cannot be overemphasized. That is why necessary investments must be made to develop robust and result-oriented human resources that are productive, competitive, and resilient. The main elements of employee motivation and engagement comprehensively discussed commitment, which is key in developing an emotional relationship between employees and their organizations, connection, which increases a sense of belonging and attachment to organizations, an organizational culture, which builds values, beliefs, and practices that can result to employee and organizational productivity, communication, which is about the effective exchange of ideas and contributions.

The key takeaway from this article is the importance of enforcing employee motivation and engagement in an organization, which not only improves employee performance and promotes a pleasant work environment, but also helps the organization achieve its goals. It is also vital to remember that managers and leaders in organizations have a part in maintaining the efficiency of operations, which aids much in engaging employees in a lively, not dull, business environment. Ethics in business delivery within the organization is equally critical. It instils good morals in the workforce, making them honest and trustworthy in fulfilling the organization's business agenda. Training is crucial in developing employees' capacities to be more productive, and an open-door policy promotes communication and the ability to meet employee needs as they occur. If these tenets are applied effectively in community based organizations, can facilitate their productivity and transformation to national and international organizations.

Disclaimer

The views stated in this article are those of the author and do not necessarily represent those of any entities mentioned.

Interest Conflicts

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