

The Effects of Empowerment, Behavioural Management, and Wellness on the Productivity and Competitiveness of Livestock Marketing Associations (LMAs) in Turkana, Kenya

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Article History

Received: 15 / 05 / 2025

Accepted: 30 / 05 / 2025

Published: 02 / 05 / 2025

Abstract: The research study aimed to evaluate the impact of empowerment, behavioural management, and wellness on the productivity and competitiveness of livestock marketing associations (LMAs) in Turkana. It was conducted in the Lokichar, Lorugum, and Lokitaung livestock markets, involving 123 livestock traders as primary participants and 12 representatives from government, civil society organisations, and the private sector as secondary participants. The study objectives were to (i) evaluate personnel health and wellbeing in Turkana's livestock markets, (ii) identify critical components for behavioural management in these markets, and (iii) ascertain the productivity and competitiveness factors of livestock marketing associations in Turkana markets. The study highlights the significance of wellness in livestock marketing associations, which results from empowering initiatives and procedures that foster satisfied, motivated, and engaged stakeholders. The productivity of livestock enterprises and personnel influences market competitiveness, hence affecting profitability and the sustainability of corporate operations. Although livestock marketing associations in Turkana appear dynamic, they are hindered by various managerial and structural constraints, including inadequate participation in decision-making by governing bodies (management committees), insufficient capital resources to enhance trade operations, elevated market operation costs such as daily utilities and labour expenses, and challenges related to communication and waste disposal, among others. The study advocates for the enhancement of capabilities among livestock market stakeholders to empower livestock marketing associations, promote ethical practices via behavioural management in marketplaces, ensure personnel well-being, and maintain the engagement of livestock traders and their associations with productivity objectives throughout the livestock marketing seasons. Enhancing the efficacy of livestock markets relies on ongoing research, stakeholder involvement, and the provision of sufficient resources for strategic initiatives. Consequently, the livestock sector can benefit the entrepreneurs engaged and substantially enhance the local (Turkana) economy.

Keywords: Empowerment, Behavioural Management, Wellness, Productivity, Competitiveness, Livestock Marketing Associations (LMAs).

How to Cite in APA format: Anno, E. F., Nakeno, D. L., (2025). The Effects of Empowerment, Behavioral Management, and Wellness on the Productivity and Competitiveness of Livestock Marketing Associations (LMAs) in Turkana, Kenya. *IRASS Journal of Arts, Humanities and Social Sciences*, 2(6)8-17.

INTRODUCTION

There is a consensus among the majority of literature sources that well-being is defined as the experience of health, happiness, and prosperity. It is essential for people to have a positive attitude on life, to be comfortable, and to ensure that they perform their best in their professional endeavours. However, achieving complete physical, emotional, social, intellectual, and spiritual well-being in a variety of human settings is proving to be difficult. This is especially true in the developing world, where the processes for engaging and managing personnel and organisations are still in their infancy, despite the fact that they are making progress. One of the most important accomplishments that is worth investing in is the call for occupational health psychologists, psychiatrists, and career counsellors to assist the creation of health and wellbeing systems to improve human relationships in a variety of work situations.

Social-cultural dynamics and organisational management systems continue to be important factors in defining psychological experiences in organisations, despite the fact that health and well-being in organisations make a considerable contribution to the prized business performance that is achieved through a happy workforce. Individuals and groups are increasingly becoming a part of a larger network of forces in modern psychology approaches to health and well-being in organisations. They are also seen as agentic and, as a result, responsible for their own decisions and actions. Despite this, they are challenged by cultures that are individualistic and by a variety of business management practices. Therefore, leadership that inspires organisations and invests in good well-being practices, conducive work environments, and the attainment of human potential will not only create healthy people and organisations, promote positive and systematic organisational

cultures, but will also minimise risks that can affect the performance of both individuals and their organisations.

Since promotion of health and well-being in organisations is of the utmost importance, it is for this reason that evaluating the health and well-being of personnel is a sensible endeavour that aims to symbolise the centrality of human resources and their skills to construct highly performing institutions that are propelled by powerful human capital, ethics, integrity, and inspirational leadership. Marketing livestock is an essential component of livestock development in the majority of farming systems that are based on market principles. The livestock trade that is carried out by livestock marketing organisations has the potential to be successful provided certain characteristics of regulation are implemented. These features include capacity building programs that can empower individuals, manage behaviour, and promote wellbeing. Not only will these features make the atmosphere conducive to livestock industry, but they will also make commercial undertakings productive, competitive, profitable, and sustainable.

LITERATURE REVIEW

Empowerment, Behavioural Management and Wellness in Organizations

Management of organizations and the core business areas

Since human behaviour, according to Theorell (2007), is a consequence of psychological and relational responses to stimuli, changes in health and well-being are unavoidable in every business setting that employs human subjects. According to Leka et al. (2008), humans continue to confront behavioural experiences in their work contexts. These experiences are brought about by the mandates of the work environments and management styles that are utilised throughout the workplace. Consequently, the empowerment of human capital and relations for improved job outcomes is a direct result of the promotion of health and well-being in organisations. Molloy and O'Boyle (2005) and Rothwell et al. (2015) propose the institutionalisation of interventions to be carried out in order to effect change in individuals and their organisations. These interventions would target various types of problems, with the goal of altering feelings and emotional states of behaviour as they become apparent in organisations. This is because of the inherent risks that are present in organisations.

Conferring to the findings of Leka et al. (2008), the ability of identified organisational development systems to build personnel and leadership capacity to change and achieve greater effectiveness is dependent on the ability of these systems to facilitate assessment, motivation, design, delivery, and evaluation. This is because the ability to manage dynamics and factors at play in specific organisational settings in order to effect the desired changes is dependent on the management of these systems. As per Garavan et al. (2003), the well-known axiom "Form follows function" was coined by the architect Louise Sullivan. This axiom implies that human resources, through learning and development (L&D), make it easier to cultivate and align capabilities in order to achieve the desired results. This is accomplished through well-guided interventions delivery systems, personnel behaviours, and actions management.

Gagne's Nine Events of Instruction methodology, which was presented in Kurt (2021), states that learning in organisations is facilitated by reception, expectancy, retrieval, selective

perception, semantic encoding, responding, enforcement, performance, and generalisation. The evaluation of learning outcomes, which was submitted in Kirkpatrick & Kirkpatrick (2016), is a method that facilitates the effective transfer of knowledge for the purpose of enlightening stakeholders in organisations. The implementation of newly taught habits in the workplace, as stated by Ford (2007), provides an outlet for the transfer of training and competencies for the efficient performing of job activities. This is accomplished through the process of evaluating learning. Furthermore, this indicates that the difficulties that have been recognised in organisations with regard to learning, personnel health, and well-being can be addressed in a deliberate and sensitive manner.

Conducive business environment

Stress is something that people in organisations face on a variety of different levels. According to the World Health Organisation (2020), stress is created by pressures and demands that are not consistent with people's knowledge and skills, which in turn affects their capabilities to adjust and cope with the size of the impacts. Poor work planning and coordination, poor work design, poor management systems, an unfavourable working environment, and a lack of support from co-workers and supervisors are all factors that contribute to the escalation of stress and emotional response, as emphasised in Helman (2008). These factors, along with a lack of support from these individuals, contribute to the escalation of personnel stress and behavioural outcomes which are detrimental to a variety of the business outcomes expected.

Cooper et al. (2001) discovered that stress is both a process and a risk factor that can be mitigated, and that the degree of influence that stress has corresponds to the results of organisational productivity it can produce. According to Baumann and Karel (2013), focussing on personnel who require rehabilitation as a result of health disorders brought on by stress and challenges associated to work not only provides them with awareness of risk but also provides them with coping techniques that are already available to them. As stated by Bakker and Demerouti (2007), the Balance Model, which assists workers in managing need-based aspects of health and safety, relationships with others, and the maximisation of business engagements in organisations, states that components of the workplace interact to either increase or decrease the risk of health and safety in the workplace.

It is also stated in Warr (1996) that a person's mental health can strengthen their affective well-being, competence, aspiration, autonomy, and integrated functioning in organisations. The Warr-Vitamins Model of Occupational Health cites control, skill utilisation, demands, variety, clarity, money, security, and interpersonal ties as factors that either benefit or hurt people, depending on the dose that they are exposed to. Therefore, personal relationships and social positions bring about joy, comfort, and enthusiasm, which are essential components of well-being and in fact decide how individuals commit their time and resources to assuring that their organisations achieve the aims that they have set out to attain (Warr, 1994; Cooper et al., 2001).

Application of positive psychology in business environments

The study of what makes a life meaningful, a life that is engaged, and a life that is pleasurable is what Martin Seligman refers to as the field of positive psychology. Rather than using weaknesses as a means of evaluating performance, it places an emphasis on positive occurrences and the strengths of persons,

positive experiences, positive states and characteristics, and positive institutes. Luthans (2002) also contends that a constructive approach to organisational behaviour in the workplace enhances the skills and qualities of individuals, which in turn boosts the productivity of the organisation. In the same way that Boniwell (2008) discovered that good emotions improve job performance and have a ripple effect throughout the organisation, it has been discovered that even the smallest and most straightforward measures taken by an organisation can have a significant impact on happiness.

It does not take much to be able to encourage a pleasant environment in the workplace, which is why organisations are encouraged to maintain their efforts to create positive environments in the workplace. According to Seligman's PERMA model: Restoring and constructing happy emotions, engagement, positive connections, purpose, and successes are the primary focusses of the evidence-based approach to enhancing well-being in the workplace (Luthans, 2008). The optimal range of human functioning is achieved when individuals are able to flourish, which is defined as the process of achieving contentment in their life and successfully doing the responsibilities that have been assigned to them. According to Csikszentmihalyi and Csikszentmihalyi (1988), the idea of flow, which was investigated by Mihaly Csikszentmihalyi, demonstrates that individuals have a tendency to sharply concentrate their attention on the present moment and on their own personal control.

Lyubomirsky et al. (2006) study affirms that the management of stress elements in organisations is dependent on the presence of a positive culture capable of regulating reaction behaviours and maintaining the objectivity of response actions. Consistent with Ramirez (2021), savouring, which is being defined as the use of thoughts to notice and appreciate the positive aspects of life for the purpose of positive coping, assists in the regulation of positive feelings by supporting individuals in reflecting on positive experiences that have occurred in the past, positive experiences that are occurring in the present, and anticipated future positive capabilities. An additional argument is that people who are already happy can become even happier by being good to others and by taking pleasure in the moment that they are in. This is an example of an active-constructive reaction. In accordance with the findings of McCullough et al. (2002), human contact, collegiality, and cooperation are all strengthened when personnel are encouraged to forgive one another and a culture of forgiveness is established within the organisation.

Positive psychology and the identification of people's potential, as presented in Ramirez (2021), advocate for a strengths-based approach that places an emphasis on qualities that may be utilised in the workplace as well as in life in general. Values in Action Inventory (VIA), a proprietary psychological assessment tool that is used to measure a person's character strengths, leads to the identification of a person's strengths and virtues. The VIA was developed by the National Institute of Mental Health. As stated by Luthans (2002), these skills consist of transcendence, justice, wisdom, temperance, humanism, and courage. These are all needed for the long-term health and well-being of organisations.

Management of emotions, moods, and behaviour

On account of the increasingly diverse, competitive, and generally stressful nature of today's work environments, it is more necessary than it has ever been to be able to effectively manage emotions in the workplace. According to Wells and Papagorgious

(1998), the effective management of emotions in organisations is achieved by the development and implementation of appropriate management strategies during the process. Grandey et al. (2019) identifies the power of positive thinking as the ability to permit the suppression of emotions, as well as to limit emotional contagion and behavioural copying to those of others.

A collection of top-down, central executive processes that control a person's ideas, feelings, and actions can, as stated by Bakker and Demerouti (2007), reinforce the willingness of affected people to participate in the creation of solutions to their emotional situations. Positive feedback is found to improve the self-efficiency of affected persons, and volition is a collection of these processes. It has also been proven by Maslach et al. (2001) that those who are able to exercise self-control and resist temptation and burnout, emotional tiredness, cynicism (depersonalisation), meaningful rumination, and focus on positive internal matters are better able to regulate their emotions and strengthen positive feelings.

It is indicated in Cherniss and Goleman (2001), emotional intelligence, which is defined as the capacity of individuals to monitor not only their own emotions but also the emotions of others, is of utmost significance in enabling individuals to comprehend the factors that will lead to their flourishing and attaining greater levels of functioning. Consequently, persons who possess a significant amount of emotional intelligence are able to effectively manage their feelings, which contributes to their overall well-being in both their professional and personal lives.

Resilience and self-reliance in work environments

When it comes to health and well-being, resilience is an essential component. In spite of the high-risk status of the organisation and its staff, it assists in the achievement of positive developmental outcomes, the maintenance of competence under stress, and the eventual recovery from trauma. People's developable capacities to rebound or bounce back from adversity, conflict, and a variety of unpleasant occurrences are dependent on resilient capacities and duty to manage worst-case scenarios (Maddi and Khoshaba, 2005). According to Bonanno (2004) and Towler (2020), organisations are able to successfully adapt to stressful encounters when they have a stable trajectory of healthy functioning and the capacity of a dynamic system.

Findings in Southwick (2014) and Robertson et al. (2015) show that the utilisation of positively orientated resource strengths and psychological capacities, which are able to be measured, developed, and effectively managed for the purpose of performance enhancement in today's workplace, has been found to be effective. The fact that people in organisations need to succeed, regardless of what life throws at them, is dependent on their tenacity, learning habits, and communication, which are grounded on optimism, a good sense of humour, and the consequences of mental, physical, psychological, and job performance. These elements correspond well with a list of resilience competencies found in Joyce et al. (2018) which include self-awareness, self-regulation, mental agility, character strength, and connection.

Organisational resilience, which incorporates the prioritisation of reliability, the recognition of complexity, the cultivation of strong leaders, the acknowledgement of risk, and the support of decentralised decision-making, according to the insights provided in Towler (2020), makes it easier to communicate clearly, to make decisions quickly, to hold people accountable for their roles, and to empower people. In addition, the submissions in

Southwick (2014) demonstrate that emotions in organizations are a source of inspiration for creativity, and vice versa. It is an excellent opportunity to grasp the positive and negative feelings of individuals and groups within organisations, and from these understandings, strategic and corresponding mitigating actions may be designed and intelligently applied.

Creativity is essential for the invention of ideas to manage scenarios, and it is also essential for the management of scenarios. Having characteristics of creativity, such as personality, self-motivation, cognitive capacity, risk orientation, expertise, experience, brilliance, and social skills, is important for relational creation, happiness, and well-being in work situations. These characteristics include the ability to take risks, expertise, experience, brilliance, and social skills. Consistent with Robertson et al. (2015), good work settings encourage creativity, which is strengthened when individuals are encouraged to think outside of expected patterns.

Use of technology to improve efficiency of work environments

Technology use is essential for the health and well-being of personnel in organizations if it is utilised appropriately to motivate communication and increase the effectiveness of services provided (Riva et al., 2016a). In the process of digitising workplaces, it is important to take into consideration the incorporation of wisdom and well-being into the experience design of all technologies that are intended for usage. The avoidance of digital problems through regular exercise, stress management, work-life balance, remote working, and cost management will enable individuals and their organisations to make the most efficient use of their time and the resources that are available to them, as stated by Ryan et al. (2008).

Abuse of technology in the workplace is producing a variety of problems, including but not limited to: distractions at work, laziness, addiction to internet-supported technical devices, invasions of personal privacy, and an increased dependence on technology even for doing simple tasks. Riva et al. (2016a) advocate for the adoption of technology as a means of enabling service delivery in organisations; nonetheless, it is important to exercise prudence in order to avoid abusing the use of technical provisions.

MATERIALS AND METHODS

Research design, sampling and data collection

The study employed exploratory and descriptive research designs for in-depth analysis of organizational wellbeing variables being investigated and for understanding the socio-economic characteristics of livestock trader associations (LMAs), respectively. Three livestock marketing associations operating in Turkana County i.e., Turkana South, Loima, and Turkana North were randomly selected. The total population size of registered traders in these LMAs were 180 which became the study sampling frame. A confidence level of 95%, a margin of error of 5%, and a population proportion of 50% were utilised in the statistical sampling process. This resulted in a sample size of 123 individuals, which was equivalent to 61% of the total population under investigation. The research study included the participation of twelve (12) individuals from government, civil society organizations and private sector who are hereby referred to as secondary study participants.

Structured and semi-structured questionnaires were employed as research tools. Study tools were administered on one-

one-one basis to 20% of the study participants while for the rest, tools were administered through focus groups (FGDs). In order to create extra information and validate the findings of the study, a number of different participatory rural appraisal (PRA) procedures were utilised. These techniques included visualisation, ranking, and scoring, as well as secondary data and literature studies, and triangulation processes. The figure below shows to PRA tools used in data collection and triangulation.

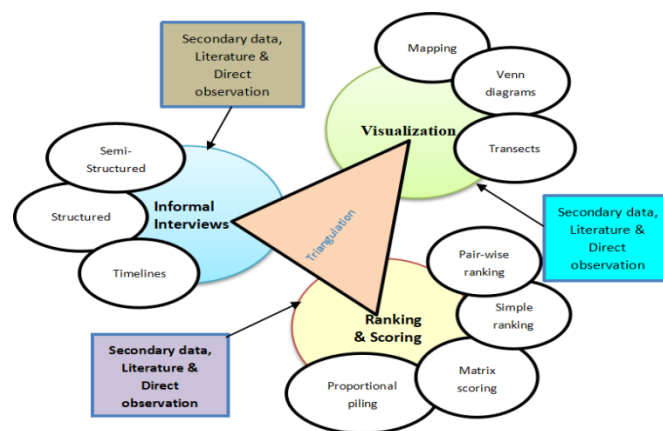


Figure 1: PRA tools used in the study

Data analysis and presentation

Descriptive methods were employed to conduct statistical analysis on the numerical data that was gathered regarding the demographics of the study participants as well as the frequency of replies on the Likert Scale. Content analysis, which aided the evaluation of data patterns and frequencies, led to a deeper interpretation of the data obtained. The perspectives of the respondents, which were mobilised individually and in focus groups, were analysed using qualitative techniques, which included content analysis. Presentations on livestock marketing using historical scenarios, events, and previous experiences were made easier with the use of narrative analysis. The discourse analysis focused on social-cultural concerns and the perceptions of stakeholders in the livestock market, and the grounded theory assisted in consolidation of ideas for empowerment, wellness, and behavioural management model for livestock markets in Turkana.

RESULTS AND DISCUSSION

Quantitative Results

Demographics

The average age of the respondents in all three marketplaces was the same, which was 37.10 years old. The standard deviation was 8.96 years, and the age range of the respondents was anywhere from 19 to 60 years old. Men made up the majority of the responses (85.1% of them). 75% of the people who responded to the survey were illiterate, and just 4% of them had completed schooling beyond the certificate level. The standard deviation of the respondents' years of experience in livestock farming was 6.16 years, with the average number of years of experience being 12.59 years. The Kruskal-Wallis test demonstrated that there was a statistically significant difference between the three markets with regard to the average number of years spent in livestock farming.

With a mean of 13.67 years, respondents in the Turkana South – Lokichar livestock market had the greatest mean in livestock marketing. On the other hand, traders in the Turkana

North – Lokitaung livestock market had the lowest mean of 10.70 years. At the 5% level of significance, there was a notable difference between these two marketplaces in terms of the mean number of years spent selling livestock. The majority of

respondents, which accounted for 95.2% of the total, were livestock keepers, and the findings were consistent across all three marketplaces (Table 1).

Table 1: Descriptive statistics of the study participants demographics

Market	Overall n=123	Turkana South - Lokichar Livestock Market n=41	Loima – Lorugum Livestock Market n=41	Turkana North – Lokitaung Livestock Market n=41	Kruskal Wallis test	Chi-square
Age	37.10 (8.96)	38.75 (7.81)	36.88 (10.68)	35.68 (7.99)	4.615	1.504
Male (%)	85.10	80.40	87.50	87.50		
Female (%)	14.90	19.60	12.50%	12.50		
Education level (%)					7.085**	2.645
Adult Education	20.20	26.8	17.9	16.1		
Certificate	4.80	5.4	3.6	5.4		
Non-literate	75.0	67.9	78.6	78.6		
Years in livestock marketing	12.59 (6.16)	13.67 (4.85)	13.41 (6.24)	10.70 (6.85)		
Main occupation						0.263
Business	4.80	5.40	3.60	5.40		
Livestock keeping	95.20	94.60	96.40	94.60		

Note: Figures in the parentheses are the standard deviations associated with the means for the variables indicated.

**P < 0.05 mean significant at 5% level.

Source: Survey data, 2025.

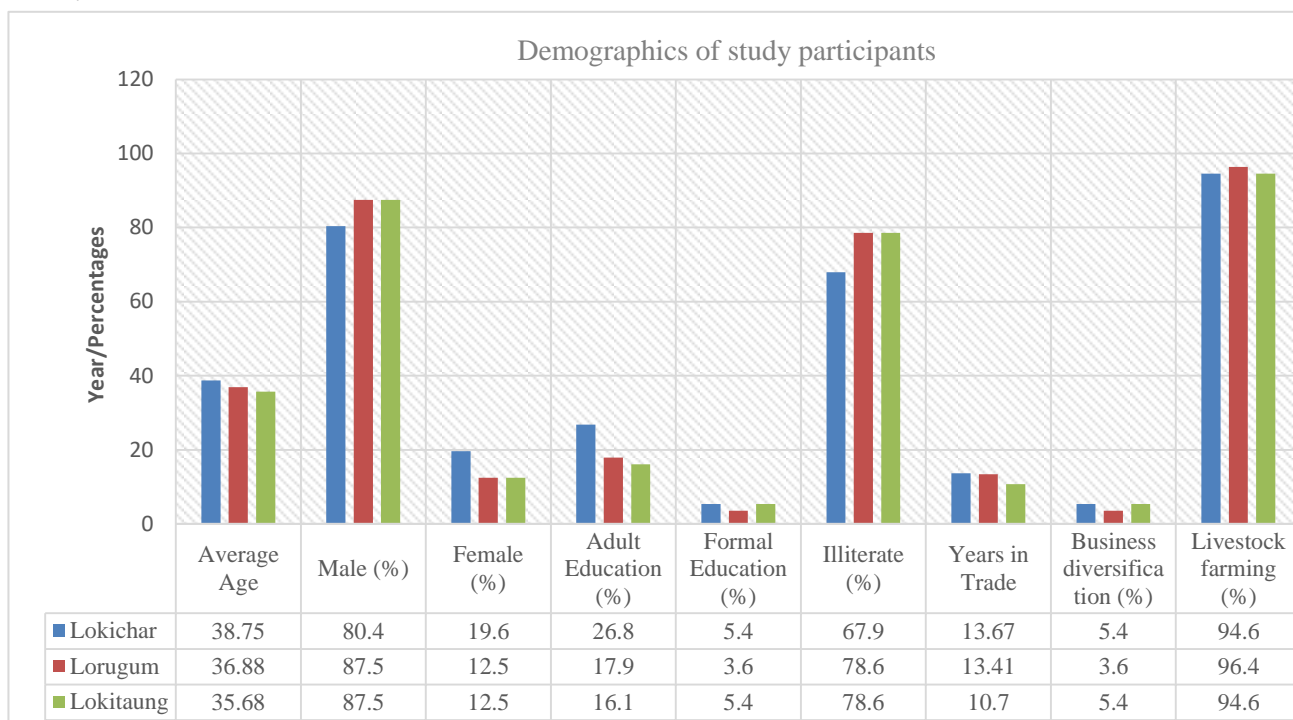


Figure 2: Summary of study participants demographics

Qualitative Results

Traders associations empowerment

According to the findings of the study, the vast majority of livestock traders do not have well-defined business expectations associated with their respective marketplaces. Their ability to make a living is the one and only expectation that they have in common. There is a lack of awareness among the markets that were studied regarding the significance of recognising the greatest performers in the market. Despite the fact that they are referred to as a group of livestock traders, they see themselves more as individuals who come into the market to exchange their stocks for the benefit of their families. Despite the fact that every livestock market has a governing body, also known as a management committee, inclusive decision making is rarely practiced. As a result, a significant number of market association members are always on the receiving end of any kind of decisions and directives that are issued by the governing body.

The majority of people who are members of livestock marketing associations have mobile phones, which enables them to communicate with both their clients and their suppliers. This is an important fact to keep in mind. However, it is important to note that there is a communication gap between the market leadership and the members. In markets where management does not link and engage with traders in critical areas of marketing activity and management of market operations, this scenario perpetuates the limited inclusivity that is visible in those markets. Despite the fact that the livestock marketing association is an organisation that engages in marketing activities in primary and secondary markets in Turkana, the organization's human resources are not as developed as they could be. This includes expertise in operations management, the development of human resources capacities, and skills that are essential for maintaining positive relationships in the workplace.

The research also discovered that actions related to the marketing of livestock are carried out on a daily basis. The lack of flexible timetables, such as organised marketing days, has exhausted market stakeholders, who have very little time to rest and recoup. This is despite the fact that everyday market activities represent daily livelihoods. All of the markets in Lorugum and Lokitaung demonstrate limited delegation of tasks, with the exception of the Lokichar livestock market, where the management body has assigned some managerial roles to the members of the association. Collaborations in livestock markets are being put under strain as a result of a lack of delegation of duties, which further reduces motivation and engagement, both of which are essential for the development of a supportive corporate environment. The majority of those who participated in the study believe that the absence of association members in the administration of their respective markets is a danger that can put stakeholder relations in jeopardy, provide leeway for managerial and operational blunders, and serve as a recipe for not holding management accountable for their actions.

Behavioural management in livestock markets

There are many different stakeholders that make up a market place. These stakeholders include the consumer and producer sides of the market, as well as service providers and regulators. The study identified gaps in the clarity of roles, which is essential for achieving harmony and coordination in marketing operations and market interactions. This was accomplished by

concentrating on the conduct of the stakeholders who are at the core of the livestock markets in Turkana, which are the buyers and sellers of livestock. In order to solve the difficulty, the majority of the people who participated in the study placed a high priority on identifying baseline characteristics that are typical of livestock markets and linking those behaviours with corresponding good behaviours that are necessary to counterbalance such behaviours. These are the habits that the market would adopt if they were included to the cultural values of associations that are concerned with livestock marketing.

The participation of stakeholders is also considered to be a recipe for modifying undesirable behaviours in livestock markets, as well as for making routines of livestock marketing operations workable for everyone and for maintaining the framework of market operations. The participants in the study ignored the emphasis placed on secondary behaviours, which are the ones that make the management of real behaviours difficult. This was done in order to retain neutrality in the process of regulating stakeholder behaviours in livestock markets. Many respondents believe that referring complexities on behavioral management to governing authorities, service providers, and regulators is a strategy that may be used to avoid incompatibilities that may occur as a result of a variety of behaviours, including secondary behaviours, in livestock marketing organizations.

Personnel wellness in livestock markets

Several characteristics of wellness in the workplace that are significant for emotional well-being were investigated in this study. This includes possessing the knowledge and abilities necessary to recognise human feelings and adapt to change among market stakeholders. Nutrition, disease prevention, and characteristics that predispose market actors to risks and dangers during livestock marketing activities are some of the aspects of physical welfare that were evaluated. According to the findings of the study, the level of personal happiness in the livestock industry is directly proportional to the level of occupational wellbeing. This level of satisfaction is further bolstered by social wellbeing factors present in the workplace, such as connections, relationships, and personal expression.

The respondents to the study, the majority of whom are members of Christian Catholic and diverse Christian protestant groups, Muslims, and traditional believers, were found to take into consideration the concept of spiritual welfare. Some traders, particularly those in Lokichar market, have experienced considerable improvements in their brain health and growth as a result of the numerous trainings that have been provided on intellectual wellness. Nevertheless, putting an emphasis on a wide range of dimensions of intellectual welfare would provide stakeholders more influence, which would in turn increase their motivation and involvement in activities related to livestock marketing. There is still a significant worry for the environment sanity, particularly with regard to the disposal of trash from livestock market yards and effluence from slaughter slabs within the markets. The recycling of waste is considered to be the most effective, cost-effective, and environmentally friendly method of waste management. This is an area that continues to be an important target for change.

As far as their financial well-being is concerned, the majority of traders continue to function with extremely limited monetary resources. This has had an impact on their capabilities to expand and diversify their business activities, including their

limited capacity to successfully compete with high capital traders coming from other secondary markets in Turkana, as well as tertiary traders and off takers from the industrial and consumer livestock market in Nairobi. It has also limited their ability to successfully compete with other secondary market traders. According to the findings of the study, the knowledge and abilities of financial planning and management that traders possess are still small in terms of facilitating resource economics and competitiveness, which is required of trade stakeholders.

Productivity of livestock businesses

The markets that were sampled for the study are secondary markets, which means that they are crucial to the trade of livestock in the region and are supplied by traders from primary livestock markets, which are located closer to locations where livestock is produced. This includes the physical work environment, which comprises market yards and infrastructure that is sufficient to support the trading and offtake of livestock. On the other hand, processes like information management and transactions have not yet been taken over by digital technology. There is still a significant amount of livestock marketing operations that takes place in cultural environments, where most transaction activities, including price negotiations, are carried out solely through negotiations between buyers and sellers.

In the sampled marketplaces, the determination of livestock pricing procedure through grading and weighing has not yet been implemented, which is to the detriment of the livestock producers, buyers and sellers. It is still not possible to improve communication skills in livestock markets, despite the fact that there is a leadership structure that is functional. It is difficult for many livestock traders to communicate effectively with tertiary traders and off takers from tertiary markets in Nairobi because they are unable to speak English and fluent Kiswahili. This prevents them from having the opportunity to communicate clearly and to negotiate competitively. The majority of people who participated in the study suggested that the solution to these problems would be to make it easier for livestock markets in Turkana to have strong leadership, communication and soft skills inside their organisations.

Factors of motivation and recognition, as well as the flexibility of the working environment, were found as significant contributors to the productivity of livestock marketing initiatives. This is accomplished through the utilisation of certain technologies and tools that are able to provide assistance to markets in the implementation of all the essential components of the livestock marketing value chain. The overall productivity of livestock markets must to be evaluated on a consistent basis, and feedback ought to be exchanged. This activity involves the capabilities of internal organisations, such as the formation of a team in order to achieve shared objectives.

Competitiveness of livestock-based businesses

Despite the fact that livestock markets deal in a variety of livestock species, there are still significant gaps in the livestock value chain. These gaps include the consistency of production and supply of livestock to markets, as well as processing, use of livestock resources, and waste disposal. The Lokichar and Loru-gum marketplaces are situated in a central location. The fact that Lokitaung market is located at the periphery of the county, on the other hand, makes it expensive for off takers and tertiary traders to purchase livestock supplies from it. Instead, livestock is

transported to markets that are located closer to the main highways, where they may be reached by external traders. This is done in order to improve market turnover.

Even though Lokitaung has the greatest livestock production catchment area, which encompasses the vast pastoral regions in South Sudan and Ethiopia, the performance of the Lokitaung livestock market is mostly affected by proximity. Intense competition that was started by traders themselves for the purpose of gaining their own personal gain. This can be ascribed to the mismanagement of competition in markets, which is a situation that is particularly prominent in the Loru-gum market because to the lack of excellent organisation that the livestock marketing association possesses. When prices are set by external traders, local traders end up losing a significant portion of the revenue they had anticipated.

Increasing awareness of competition and management knowledge, sales intelligence, marketing activity innovation, addressing the weaknesses of producers, buyers, and sellers in livestock market competition, reviewing prices based on target market prices, including price markups accruable, and making sure local livestock markets continue to build on their differentiation advantage; all of which are crucial for competing with external market actors. These aspects remain top priorities for the majority of study participants across the markets surveyed in order to make livestock markets in Turkana more competitive.

IMPLICATIONS OF THE STUDY

At the end of the study, a variety of practical implications are presented. These implications have the potential to improve organisational systems that are aimed to promote the health and well-being of personnel in the livestock markets. The study highlights the benefits that behavioural response management offers to organisations, taking into consideration the fact that human behaviour and practices are the results of responses to stimuli. This can be achieved through the use of human capital that is sufficiently empowered to identify risks and successfully manage the dynamics and outcomes that ultimately result from those risks. The research will make a contribution to the institutionalisation of strategies for managing the health and well-being of livestock market association, as well as to the alignment of solutions that are appropriate for solving specific marketplace challenges.

For the purpose of achieving results-oriented organisational establishments, the outcome of the study will provide strategic insights that will enhance the effectiveness of managerial and leadership systems and processes in livestock markets. Training continues to be the most widely used tool for capacity building, despite the fact that a number of other approaches have been implemented in order to enhance awareness among organisations and personnel regarding health and well-being. In order to lead future capacity development and to support the efficient transfer of knowledge and skills within livestock markets, the output of the study will increase the methodical and practical assessment of learning outcomes. In addition to shedding insight on the gaps in knowledge and abilities that hamper well-being transcendence and mitigation efforts, the findings and evidence of the research study are transformative to the livestock sector components such as livestock production and marketing and delight of the stakeholders involved in the livestock market system.

Utilising research and comparative learning to assist in organising work, identifying and managing risks, and upholding the role of stakeholders in assisting organisations to leverage their well-being scenarios, given that the degree of stress impact correlates with organisational productivity outcomes, the output of the study will promote professionalism and tact in addressing personnel health and well-being challenges and touchpoints in livestock businesses and stakeholder associations. This will be accomplished by integrating research and comparative learning. The field of positive psychology will be of assistance to organisations in their efforts to encourage good behaviour by putting more of a focus on the strengths of individuals rather than the inadequacies of individuals. This will be more empowering to the livestock marketing associations. Through the formation of positive institutions and characteristics, it will be of assistance to organisations in their efforts to achieve their goals of developing the character of their personnel.

The implementation of evidence-based strategies to enhance happiness, such as positive emotions, engagement, positive relationships, meaning, and accomplishments (PERMA Model), will additionally foster an environment that motivates personnel and organisations to appreciate the present moment, promote interpersonal connections and relationships, and strengthen workforce collegiality. These strategies are referred to as the PERMA Model. Consequently, it is predicted that livestock marketing associations and livestock traders who are subject to the findings of this study will recognise the significance of emotion management and improve individual and team resilience in preparation for investments that enhance productivity and efficiency in business establishments.

CONCLUSION

The study concludes that the institutionalisation of personnel policies and procedures, the management of organisational dynamics, training, the enhancement of positive psychology, the installation of tactful management systems, the building of personnel resilience, risk management, and communication are among the most important factors that determine health and well-being in organisations. When it comes to managing organisational change and the risks that come along with it, the identification of strategic interventions is considered to be fundamental. Additionally, the management of psychology, human relations, and behaviours is made possible with effective leadership paradigms that require conducive business settings for the effective management of organizational change.

The alignment of organisational capabilities to achieve intended results, the health and wellbeing of personnel, and the investment in people's knowledge, skills, and stress coping mechanisms will not only lead to a good organisation of work and systems of delivery, but it will also promote a positive approach that increases performance based on strengths and weaknesses of the organisation that are transformed into opportunities for growth. The findings of the study highlight the fact that indications of positive change contribute to the development of organisations and workforces that are dynamic, enthusiastic, and focused on achieving results.

One of the most important things that can be done to achieve the optimal range of human functioning, flow, and savouring of situations is to assist individuals in finding fulfilment in what they do. A focus on the health and well-being of personnel

and business stakeholders includes the management of emotions and the regulation of those emotions through appropriate management styles, the encouragement of self-control and restraint, and the promotion of learning for resilience, all of which contribute to the achievement of positive developmental outcomes for organisations.

These kinds of organisations are able to recover quickly from adversity and maintain their excitement in order to survive the uncertainties of the future. In the context of livestock markets and trade associations, there is need to promote self-awareness, mental agility of personnel, creativity and innovation, work-life balance, digitalisation of work environments, and grievance-and-feedback management in order to facilitate the attainment of health and well-being thresholds that enable the well-functioning of organisations and human resources. This is because human capital is the most important aspect of organisations and livestock sector and marketing activities require it the most.

SCOPE FOR FUTURE RESEARCH

Health and well-being elements have a substantial impact on the effectiveness of livestock marketing organisations and stakeholders involved. When it comes to the present dynamic and fast changing business climate, it is essential for every organisation to include research into all elements of organisational development. This is because every organisation is working hard to achieve the business objectives it has set for itself and to keep its competitive edge. It is of the utmost importance to investigate the ways in which organisations operating in different sectors of the economy can facilitate the effective promotion of context-based personnel health and well-being delivery systems. This expertise will supply a solution to the current predicament of applying techniques that are not suited in order to ease the issues that are being experienced by the organisation. These processes will benefit greatly the livestock sector.

Stress management is a complicated organisational phenomenon that requires a comprehensive understanding of the associated feelings and behavioural reactions in organisations. This understanding is necessary in order to effectively manage stress. Through the conduct of research and the informing of the programmatic alignment of strategies with actual business contexts, it is possible to accomplish further exploration into the reliance and resilience of persons and organisations in the face of adversity. Research may improve the efficiency and efficacy of organisational business strategies regarding the competitiveness, profitability, and sustainability of business endeavours by identifying present and future market demands and needs. This can be accomplished by understanding the needs and demands of the market. As a result, research will define and validate the essential investments that organisations ought to pursue, with a preference for those expenditures that are technology-driven.

Through more research studies, each and every factor that determines the health and well-being of personnel and stakeholders in livestock markets will be further investigated, and the knowledge that is gleaned from this investigation will be utilised to place livestock-based organisations in the appropriate business environment and to revitalise the potential of their workforce to achieve higher performance. Such research outputs and capacity development will make livestock resources more productive, and livestock markets will be competitive, profitable, sustainable, and, above all, able to support the livelihoods of those involved and

significantly contribute to the economy of the livestock-producing area.

Disclaimer

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

Interest Conflicts

All authors declare that they have no conflicts of interest whatsoever in this publication.

Funding Statement

This research study was conducted in its entirety without any form of funding from external sources. Fieldwork and publication costs were covered by the authors' contributions.

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