ASSESSMENT OF INFLUENCE ON HUMAN RESOURCE PRACTICES ON EMPLOYEE RETENTION AMONG SELECTED TEA FACTORIES IN KISII COUNTY

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PROJECT REPORT SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MASTERS DEGREE IN BUSINESS ADMINISTRATION (HUMAN RESOURCE OPTION), SCHOOL OF BUSINESS AND ECONOMICS KISII UNIVERSITY

SEPTEMBER, 2019
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DEDICATION

My special dedication goes to my sons Tony Nyamwaya, Bruce Mokua and Lewis Makambifor their moral support throughout the study. Your incitement and prayers have made me to come out successfully.
ACKNOWLEDGEMENT

Much appreciation to God for his sufficient grace during the study. I sincerely extend my thanks to my supervisors Dr. Stella Omari and Dr. Yobes Nyaboga from the School of Business and Economics (SOBE) for their devotion and patience to this wonderful work. They have enabled me to reach this far during difficult times. To all my family members, thanks for the conducive environment you accorded me during my study. My special appreciation goes to Kiamokama, Ogembo and Nyamache tea factories management for creating an enabling environment that I received during my data collection. My appreciation goes to the school of Business and Economics (SOBE) especially Prof. Christopher Ngach, Dr. Joshua Wafula and Dr. Andrew Nyangau for always addressing the needs of the students and to the Board of Postgraduate studies for effectively monitoring students’ progress towards successful completion of the research studies. Also my appreciation goes to my fellow workmates for who continued to encourage me throughout this period. Additionally, I sincerely thank my parents, late daddy and Mrs. Jenes Makambi for their support all through. Finally, I appreciate the Kisii University community for offering this course and to all University library staff for their support in availing the necessary and relevant reference materials for this study.
ABSTRACT

Employee retention is a critical challenge encountered by tea factories. For any organization to derive full gain from its employees there is need to establish an effective staff retention culture. Assessment of the influence of human resources management practices on staff retention among selected tea factories in Kisii County. Specifically, the study sought to determine the role of training and development practices on staff retention, to determine the effect of organizational justice practices, to determine the role of rewards management practices on employee retention and finally to establish the role of employee promotion practices on employee retention among selected tea factories in Kisii County. The study was supported by the Stacey Adam’s Equity Theory 1965 and Harvard model theory 1984. Descriptive and correlational research designs were adopted. The target population was 321 employees with a sample size of 178 comprising of staff in Administration section, field service coordinators section, production section, Tea extension services and maintenance/workshop. Three hundred and twenty-one staff in the three tea factories formed the sampling frame of the study. Questionnaires were used to collect primary data. Probability design of Stratified random sampling techniques was used to group samples into similar features and then simple random sample was applied in each stratum. Before actual data collection the questionnaires were pre-tested through a pilot study. Research experts and supervisors were used to test validity of the questionnaire. The questionnaires were tested by computing Cronbach Alpha to check the reliability. The researcher asked for permission to gather data by first applying for a research permit from NACOSTI and an introduction letter from Kisii University. The hypothesis was tested by Pearson’s product moment correlation coefficient (r) and multiple regressions. Inferential, correlational and descriptive statistics was used to analyse the data. Descriptive statistics was used to analyse data namely, mean, standard deviation, weighted averages and percentages. The inferential statistical method used was the regression model. Data collected and analysed was presented using frequency tables. Results demonstrated that there was a statistically significant relationship between all the four independent variables. The study recommended that tea factories in Kisii County should prepare training and development policies that are clear for easier implementation of the activities and proper training schedule which shall guide on the training needs assessment. Tea factories in Kisii County should create a strategy of rewarding high performers’ and finally, should review their reward policies to enhance opportunities for growth and retention. Lastly organizational justice should be enhanced in all the tea factories as a way of meeting the requirements of the constitution besides motivating staff to work hard because of the perceived justice within the organization.
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<tr>
<td>ASUU</td>
<td>Academic Staff Union of Universities</td>
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<tr>
<td>ER</td>
<td>Employee Retention</td>
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<tr>
<td>HR</td>
<td>Human Resource</td>
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<tr>
<td>ERP</td>
<td>Employee Retention Program</td>
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<td>HRP</td>
<td>Human Resource Practices</td>
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<td>KTDA</td>
<td>Kenya Tea Development Authority</td>
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<td>PM</td>
<td>Personnel Management</td>
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<td>SCDA</td>
<td>Special Crops Development Authority</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for the Social Sciences</td>
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<td>USA</td>
<td>United States of America</td>
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<tr>
<td>COTU</td>
<td>Central Organization of Trade Unions</td>
</tr>
<tr>
<td>KNUT</td>
<td>Kenya National Union of employee</td>
</tr>
<tr>
<td>KUPPET</td>
<td>Kenya Union of Post –Primary Education Employees</td>
</tr>
<tr>
<td>KUSU</td>
<td>Kenya University Staff Union</td>
</tr>
<tr>
<td>NACOSTI</td>
<td>National Commission for Science, Technology and Innovation</td>
</tr>
<tr>
<td>TANESCO</td>
<td>Tanzania Electric Supply Company Limited</td>
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<td>TUC</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Study

Practices of Human resource (HR) are very essential in any organization as they enable internal workings to be successful. These practices should be aligned with the policies and programmes that are related to the organizational objectives. Practices differ from one organization to another but the objectives of these practices are the same. Organization’s goals and objectives when linked with HR practices lead to effective use of HR practices. Organization practices differ from one to another in its importance. To achieve organizational objectives effective and efficient utilization of resources is done by HR (Arulrajah, Opatha, & Nawaratne, 2016).

Organizational justice is derived from equity theory by Adams (1965). The theory suggests that equity and inequity are derived from the balance between inputs and outcomes from an individuals’ commitment or effort. Inputs is what one contributes to the organization such like the (effort and knowledge) while the outcomes are what the individuals get from the output such as (pay and recognition). When employees get organizational justice that is fair, they feel part of the organization. Fair treatment of workforce in an organization is an important factor that employers need to take seriously.

In Africa, A study by Rahman, Haque, Elahi, & Miah (2015) fair treatment of employees is the evaluation of conduct by the organization by looking at the actions and organizational culture. When there is fairness in an organization the employer sees through actions that things are moving well also by knowing how employees conduct themselves. In Asia, Employees compare the rewards they get with their input and if they get what they did
not expect they immediately feel that the organization is unfair to them (Imran & Abida, 2015).

Employees in organizations are influenced by HR practices that retain them (Hong, Hao, Kumar, Ramendran, & Kadiresan; Malik, Danish, & Munir, 2011; Munyiva Kinyili, 2015; Osemeke, 2012). Employee turnover can result if HR practices are not properly implemented (Bai & Bhutto, 2016). HR practices assist to come up with decisions that are correct in organizations when giving priorities to important potential strategies and use them in achieving organizations results while keeping constant resources allocated. Ensuring that the available resources are exhausted according to the allocated activities is significant so as to sustain a favourable working environment where personnel are involved (Johari, Yahya, & Ahmad, 2012). Additionally, Tiwari and Saxena (2012) refer to HR practices as managerial processes used to manage available resources by ensuring that they are allocated to the achievement of goals identified by the organizations.

In India, Organizations are equitably and fairly rewarded when they are creating good perception within their employees. Therefore, they are in a position to retain staff who are satisfied and able to perform high within the organization (Al-Zu’bi, 2010). Organizations improve their performance, financial position and its functions by motivating and rewarding their employees. Employees put more effort to bring in new ideas to the organization (Aktar, Sachu, & Ali, 2012). They further noted that tangible rewards can be recognition, involvement and security while external rewards can be in terms of human resource practices. Employees get more satisfied especially when rewarded genuinely according to the organization policies with a variety of fringe benefits (Fatt, Khin, & Heng, 2010).

Reward is important especially when well designed to fit the organization policy since most personnel consider reward during the time of employment. Therefore, when an organization has a clear policy of reward it assists them to retain their workforce. Human resources feel
valued when they are well rewarded and also when their wellbeing is taken care of strictly by their organizations. Additionally, employees feel that their gain of knowledge and skills has to be honored and protected by the organization. Reward contributes much in enabling employees to be happy and devoted to the organization. Reward system is a continuous exercise that retains employees and enables them to be more productive in organizations (Nazir, Khan, Shah, & Zaman, 2013). Adopt fair and consistent reward practices in accordance to organizational values is being done by use of reward systems whose concern is formulation, implementation of strategies and policies. In Nigeria, also organizations implement processes when there is design, implementation, maintenance and communication of reward (Demeke, 2017).

There is need for an organization to establish an effective employee retention culture to enable them derive full gain from its employees. The process of recruiting qualified candidates is very expensive since a lot of money is spent. Therefore, employee retention is essential. Further, Chiboiwa, Samuel and Chipunza, (2010) assert that employees leaving the organisation to look for competitive advantage in other organizations may lead to poor firm performance since most organizations have a common practice and challenge of poaching skilled employees.

Employees and employers benefit from the specific activities and purposes the organizations offer to them directly or indirectly. Therefore, employee retention enables customer satisfaction, leads to high performance and improves employee-employer relations (Armstrong, 2010). Training and development is successfully preserved and developed in such organizations. An organization does not want to lose employees once they have hired good employees, trained them and built them into high-performing teams. Sharma and Mahendru (2010) assert that a happy organizational community is attained from the
importance of employee retention that has conducive environment, a strong good leadership and an organization with strong objective.

It has been argued that staff are a critical facet of a firm. The level at which staff are satisfied with the way things are done in the firm and the general organizational environment determines to a large extent, how far the organization will realise its objectives. Numerous organizations are facing serious challenges when trying to satisfy the needs of their workers (Azeez, 2017). However, retention policy and single strategy may satisfy all staff when effectively adopted. This emanates from the fact that staff have diverse needs, demands, expectations and personalities. Therefore, policies and practices should be used to enable organizations have effective HR practices that can create intelligent and flexible environment in hiring and developing talented staff within the organization (Armstrong, 2010).

Employees in an organisation need to be retained for a period of time which will be an indication that the organization recognizes their effort. Hence, this will motivate them to put more effort to ensure that they achieve or over achieve the set targets. According to Das and Baruah (2013) a process of staying with staff for a length of time or until the employees complete the task is known as retention.

In Kenya, Nyanjom (2013) asserts that encouraging employees in an organization to stay by use of policies and practices is termed as employee retention. Employees need to be brave so that they can be able to work in an organization for a longer period. Irshad and Afridi (2012) are of the opinion that retention and hiring of competent employees are very essential targets because when hiring a large amount of money is spent on the recruitment process. In their study, they found that the amount of money used to recruit new employees is more expensive rather than carrying out internal recruitment. In most cases, when an employee quits the organisation, faithful employees and customers are lost. Although, organizations encourage employee retention, cases of employee turnover are also reported.
Training and development is a crucial HR practice utilized by firms to motivate competent staff to continue working for the organization and enable them attain organizational goals once they possess adequate skills for performing work related tasks. Therefore, organizations aim to train and develop their staff so that they can have a valuable human resource section. Organizations should therefore make ensure training and development initiatives are held regularly among staff. When training is properly designed, employee performance can be achieved to solve problems, fill gaps and make activities happen and bring about innovation that would enhance organization’s effectiveness (Obisi, 2011). When supervisors empower their employees, provide relevant training and development, appraise them fairly, offer human resource practices equitably they remain committed to the organization (Mahal, 2012).

During training, employees become more eligible for promotion for the skills and efficiency acquired (Onyango & Wanyoike, 2014). Therefore, the organization’s most important asset are employees as they can succeed, fail, build or destroy an organization’s image and affect performance. In Nigeria, according to Elnaga & Imran, (2013), for important work to be done employees should be responsible in ensuring high quality products and customer satisfaction. They further noted that if employees are well trained they become more efficient and productive. Employees can be provided with comprehensive training and development by the organization so as to equip and produce quality of the existing employees. Less supervision will be needed for an employee who is trained and equipped with the job skills and knowledge. Thus, with acquisition of requisite skills through training and development, it enables an organization to incur less or no accidents and also enhances efficiency and effectiveness thus competitive advantage. The more trained employees become proficient and have less chances of committing accidents in job.
The progression of staff from one level to another and the change of a title from an inferior to a superior level has been defined as staff promotion. This is often associated with an increase in responsibilities. Gopinath (2014) noted that an employee once assigned a good salary he/she tends to assume other jobs in the marketplace. Promotion is known when an employee has changed a job title and the salary has increased in the job from the current scale. A study by Peter (2014a) asserts that for an employee to be promoted his/her career progression should be in line with the promotion that they want from their employer to make promotion programme systematic and effective. Proper procedures should be used to implement promotion policy which should be clearly known by administration and personnel. Njagi (2012) noted that promotion is highly valued by employees who have never been promoted even though they have worked with the organization for a length of time. If not promoted they may have a negative attitude towards the organization leading to loss of reputation. Therefore, organizations should have a clear policy on promotion which will guide on who should be promoted first before giving priorities to external employees. Incase jobs are reserved for outsiders then internal employees will not be motivated to do a better job.

1.2 Statement of the Problem

Tea factories seek to provide employees with Knowledge and skills, motivation, upward growth and equal treatment. Training and development, organizational justice, reward management and employee promotion are crucial HRPs that assist in attaining organizational goals. Tea factories expect to get human resource practices that assist towards retaining and enhancing skills and knowledge of their employees.

However, this is not the case in tea factories in Kisii County where employee retention has been seen to be a serious challenge. Many employees report that even though these human resource practices are in place, there still are some challenges being experienced. Therefore,
human resource management practices still remain a strategy not employed much by organizations, despite studies indicating that they are a cause of employee retention (Agoi, 2017). For instance, a report covering the period 2004 to 2015 for instance indicate that a total of 149 employees were not retained at Ogembo tea factory representing a high turnover of more than 50% which are partially associated with factory automation brought about by lack of training and development, age of employees which does not allow them to catch up with new technology, review of the collective bargaining agreement (CBA) which increases the wage bill making it difficult to promote employees and finally, lack of equal treatment brought about by the difference in the grading systems.

In response to the above problem, these organizations have a task of implementing proper human resource practices to retain their manpower through training and development, employee promotion practices as well as provision of rewards management. Therefore, the study proposes to assess several options for making tea factories adopt human resource practices that can make employees be retained.

1.3 Research Objectives

The following objectives guided this study.

1.3.1 General objective

This study sought to generally assess the influence of human resource practices on employee retention among selected tea factories in Kisii County.

1.3.2 Specific objectives

The following specific objectives guided this study:

i. To determine the role of training and development practices on employee retention among selected tea factories in Kisii County.
ii. To determine the effect of organizational justice practices on employee retention among selected tea factories in Kisii County.

iii. To determine the role of reward management practices on employee retention among selected tea factories in Kisii County.

iv. To determine the role of employee promotion practices on employee retention among selected tea factories in Kisii County.

1.4 Research Hypothesis

This study assessed the influence of human resource practices on employee retention among selected tea factories in Kisii County. The main hypothesis is:

H₀₁: There is no significant influence on human resource practices on employee retention among selected tea factories in Kisii County.

The following four sub hypotheses were tested:

H₀₁: There is no statistically significant relationship between training and development practices and employee retention among selected tea factories in Kisii County.

H₀₂: There is no statistically significant relationship between organizational justice and employee retention among selected tea factories in Kisii County.

H₀₃: There is no statistically significant relationship between rewards management practices and employee retention among selected tea factories in Kisii County.

H₀₄: There is no statistically significant relationship between employee promotion practices and employee retention among selected tea factories in Kisii County.

1.5 Significance of the Study
Evidence gathered from this study will have a significant effect among Human Resource managers and policy makers. This is because if they utilize the recommendations on policy changes, there will be a likelihood of enhanced efficiency and effectiveness in HRPs thus ultimately enhancing the performance of organizations and staff. Additionally, researchers and Academicians will benefit immensely from the findings of this study through its contribution to the HRPs knowledge base and staff retention. Results and recommendations emanating from this inquiry will be utilized as a foundation for other similar studies besides conducting studies that seek to validate, confirm and compare. Lastly, information and knowledge generated from this study on how various human resource practices influenced staff retention was useful to tea factory managers as they utilized the information to improve their practice of managing staff with the hope of enhancing retention. When organizations develop capacity to retain the most knowledgeable staff, institutional memory is enhanced which ultimately contributes to enhanced competitive edge besides consistent better performance that promotes organizational agility, survival and performance.

1.6 Scope of the Study

Staff in the three selected tea factories in Kisii County was involved in the study: Ogembo, Nyamache and Kiamokama tea factories in Kisii County. It was confined to the following sections Administration, field service coordinator, production section, tea extension services and maintenance/workshop. The study was limited to factors that influenced HRPs on retaining staff among selected tea factories in Kisii County. The study was further limited to staff working in the respective tea factories.

1.7 Limitation of the Study

This study was limited to the selected tea factories in Kisii County: Kiamokama, Nyamache and Ogembo. However, results from this study could be generalized to other tea factories in
the region. This is because of similar climatic conditions, topography, culture and work conditions. Several procedures were followed to ensure that data that was gathered from research participants were safeguarded. The kind of data gathered was sensitive hence necessary to ensure its protected. Assuring the research participants of the safety of the data was thus crucial in ensuring that the data provided was accurate and a true reflection of the actual status of the tea factories as relates to HRPs having capacity to retain staff.

1.8 Assumptions of the Study

It was assumed that all employees answered research questions honestly and to their greatest capabilities. It was assumed that relevant policies were going to remain constant during the research period. It was further assumed that data collected was accurate and reliable. Lastly, it was assumed that the prevailing economic condition was held constant during the study period. That respective factory will not experience any staff strike and change in economic conditions due to factors that are both natural and related to organizational decisions.

1.9 Operational Definition of Terms

**Human resource practices**
This are activities carried out within the organization focused on effective utilization of knowledge, skills and competencies possessed by staff towards the realization of organizational objectives (Armstrong, 2010).

**Trade unions**
An organization of workers who have come together to Protect and promote employees’ rights.

**Employee retention**
Refers to the process of staying with an employee for a long time or up to when he/she completes the task assigned.
<table>
<thead>
<tr>
<th><strong>Training and Development</strong></th>
<th>Is a planned procedure where employees acquire skills and knowledge that support their workplace activities.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Turnover</strong></td>
<td>is the number of staff that depart from the organization.</td>
</tr>
<tr>
<td><strong>Kenya Tea Development Agency</strong></td>
<td>Provide services to small tea farmers on processing, transportation and marketing.</td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td>refers to a process of growth.</td>
</tr>
<tr>
<td><strong>Reward management</strong></td>
<td>development and execution of structures, policies and strategies pertaining to fair and equitable reward to staff in a particular organization with the aim of enhancing performance and retention of hardworking staff.</td>
</tr>
<tr>
<td><strong>Employee promotion</strong></td>
<td>Is an advancement of an employee within an organization or job tasks.</td>
</tr>
<tr>
<td><strong>Organizational Justice</strong></td>
<td>It is the level of perceived fairness in an organization and the resultant actions pertaining to such perceptions.</td>
</tr>
</tbody>
</table>
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Theoretical Literature Review

Two theories were reviewed to determine and demonstrate the link HRPs and staff retention. The two theories were:

2.1.1 Stacey Adam’s Equity Theory

John Stacy Adam’s theory (1965) posits that staff seek to uphold equity between what they bring to work such as commitment, education, experience, and time and the job outcomes such as increased pay, recognition and promotion against the perceived inputs and outcomes of others. The equity theory posits that fair treatment is a greater determinant of staff motivation and it contributes to positive association. The equity theory therefore demonstrates its link to training and development, rewards and promotions through the equitable approach through which staff balance their inputs and outcomes. The less they receive, the less they give therefore significantly affecting HRPs.

De Cenzo, Coulter, & Robbins (2011), noted that the main theme of Adams’ Equity Theory was first that, there is need to have a sense of balance between employees work inputs (effort) and outputs (reward). Second, workers want to be treated fairly when comparing with their fellow workmates. Consistency and internal equity are important under Adam’s Equity Theory because it is reliant on the output-input balance. In this relationship, output is employee compensation, and input is effort, work, behaviors, etc. If this balance is in disequilibrium, this causes employees discomfort. Also, if they perceive that others are paid more for the
same effort, they will react negatively. In order to prevent this, there must be internal equity, and employers must be consistent with respect to employee compensation.

Other related studies that have used the same theory are (Kinyili, 2015; Mutua & Namusonge, 2012) Stacey Adam’s Equity theory contends that fair treatment of employees is required at work. Employees who feel that they are not well rewarded have a strong inclination that the organization is unfair in its dealings and there is need for the organization to ensure equity which sometimes may harm the organization’s image if failed to be reinstated. Chiboiwia, et al., (2010) noted that the productive employees are lost and the capacity to gain competitive advantage from other organization when the competent personnel leave the organization consequently joining competitors. The strength of this theory recognizes that individual input should be recognized in relation to the way equity is achieved as well as employees are recognized as part of the larger system. Therefore, the theory guides on the factors employees look at that can influence them to leave an organization on making comparison with other competitive organizations what their employees earn. Labour movement is contributed by this within and outside organizations.

Munyiva Kinyili (2015) asserts that equity is accountable if input-output ratio of employees is same as that of other employees. However, if the output is lower employees become dissatisfied hence inequity is perceived. The assumptions applied to Equity Theory are as follows: Employees expect equality for what they contribute to the organization, which is referred to as the "equity norm". Employees may decide to leave the organization when they perceive themselves as being in an environment that is not fair to them.
Therefore, this theory assist in understanding what may influence employees of tea factories to leave the organization, it reminds employees to keep on comparing what other factories earn and other competitive firms so that to understand both the inputs-output ratios. The theory further, acknowledges perception of their relationship with their work and their employer. Finally, equity theory is related to the study in that, the theory calls for fair treatment among employees in terms of rewards and incentives and equal working environment which leads to employee retention.

2.1.2 Harvard Model

The Harvard theory was proposed by Beer, Lawrence, and Mills, (1984), the theory portray the need for employee competent, commitment and cost effective in relation to include employee influence (Tabibi, Vatankhah, Nasiripour, Vahdat, & Hessam, 2011). Harvard model deals with human aspect of HRM and is a strategic approach to direct all employers and employees about their relationship. Organizations use human resource systems for recruitment, selection through placement and promotion. Employees are attracted and motivated through provision of reward system so as to retain them. The model suggests that HRM strategy, policy and processes reflect management choice on how to manage employees as important assets and the type of employment whether permanent or contract. The model indicates that more emphasis is put on the principles which is more broader and managerial than personnel management (Agoi, 2017). However, the theory has its weakness such as it can lead to hatred when employees comparing their rewards thus each individual may use their own judgment in deciding that may be right or wrong. On the other hand, the model is significant for this study in terms of retention, if employees are to be retained, proper reward
systems should be developed by organizations that must be perceived to be fair and equitable to all employees.

The Harvard model posits that the design of the reward system must be inclusive and involve all the stakeholders of the organization. However, the final decisions should be in-line with organizational policies besides meeting the needs of staff. It is further argued that management should have considerable effort towards staff needs. The model has five components: interests of stakeholders, situational factors, outcomes of HR, choices of HRM policies, and longstanding effects that support the central component of the model—engagement of staff towards realization of organizational objectives.

Numerous merits have been associated with the model and they include among others identification of stakeholder interests, tradeoffs’ widening the context of HRM policies, work planning and employee-employer relationship models and the need to recognize the various cultural factors that influence management decision making (Armstrong, 2010).

2.2 Empirical Literature Review

2.2.1 Training and Development and Employee Retention

Training is process of ensuring trainees acquires competencies that support and enhance good performance. The designed learning opportunities that promote employees growth are referred to as development (Johari, et al., 2012). Training and development represents activities within HR practices with a considerable effect on workplace diversity to the organization.

Dama & Bazza (2015) investigated the general effect of training and development on staff retention in selected commercial banks in Adamawa state reported that a one percent rise in internal training contributed to a steady rise of staff retention by 0.239. Therefore, it was
concluded that training and development contributed to enhanced staff retention. With adequate and effective training, possibility of key staff remaining in the organization is enhanced. Hence, it was concluded that training and development contributed positively to staff retention. This therefore calls for an increasing need for commercial banks to consistently and regularly engage staff in training and development activities. Further, it was reported that a one percent rise in fairness contributed to a 2.902 rise in staff retention. Treating staff with utmost fairness contributes to enhanced motivation and desire to deliver the best for the organization.

In a study conducted by Khakayi (2017) in selected public universities in Kenya of non-teaching employees at management level on influence of training on the performance. The researcher employed qualitative and quantitative study by use of survey and co-relational design methods. Respondents were issued 176 questionnaires, 173 questionnaires were returned representing 98%. The study revealed that the independent variables such as training needs assessment Training Mode, Training Duration, and Training feedback all played a significant role. He recommended that employees get feedback after attending trainings, adequate evaluation and timely training and programs should be well designed.

Sila (2014) conducted a study to determine the relationship between training and performance. The researcher used Questionnaires to collect data. Information was edited, coded and grouped into significant subject and analyzed qualitatively. Descriptive statistics were utilized in analyzing the data. Results revealed that training has an influence on performance with equal weight. Employee performance was determined by the three variables as stated by the study findings. The study recommends for a positive attitude at work place by carrying out training that can improve competence and success in performance and improve employees’ job
satisfaction. She further opined that employees must be trained to advance their competency constantly to enable them remain competitive and productive in the organization. Employees must perform excellently so that they can achieve organizational competitive advantage.

2.2.2 Organizational Justice and Employee Retention

In an organization all employees wish to be paid reasonably according to his/her input they put to the organization in relation to rewards and output the organization receives, if they find out that they are being under rewarded for their hard work, then they will feel that the organizational justice is unfair (Adams, 1965). In the event that a staff feels they are not paid according to the services they render, then there is a high likelihood of reduced work performance, low motivation and increased desire to leave the organization.

Imran (2015) noted that organizations that focus on HRPs are the ones that can progress. In this inquiry data collection was done through a questionnaire. Two hundred and fifty-four (254) questionnaires were returned after distribution of 300 questionnaires. This was therefore a high response rate making the findings of the study reliable. These findings assisted to understand how managers can implement the organizational policies that can guide them on how to conduct fair judgment to employees by use of reward policies and performance evaluation policies. Effective implementation of these policies would culminate in a highly motivated workforce thus enhancing retention and high organizational performance. Further, this finding indicated that employee’s had higher perception towards fairness this could assess the organizational justice processes which was to provide employee morale in motivating them hence employee turnover. Finally, employers that take into deliberation of employee’s perceptions provide conducive working environment that can potentially bring in profits including employee retention for those organizations that undertake proactive
approach. Conducive working environment is a significant factor in the retention of staff and enhanced organizational performance. When staffs are satisfied with their work environment, they commit their effort to the organization. This commitment is usually reflected in the length of time they are willing to continue working in the organization and the level at which they offer services hence contributing to enhanced organizational justice.

Organizations need to hire staff with high level skills and motivation for them to survive the dynamic and competitive business environment. However, ability to retain such personnel is important. It hence requires investments in orientation, training and support of staff (Irshad and Afridi, 2012). It is very expensive to replace old staff. When an employee leaves an organization, the organization is likely to lose its loyal clients, the knowledge staff poses and its competitive edge. Loosing qualified, skilled, motivated and loyal staff is detrimental to the survival of the organization. Besides the organization losing key skills, it also looses loyal clients who had faith and trust in those staff. Therefore, significantly affecting organizational justice.

Rahman, et al (2015) investigated the effect of various facets of organizational justice on staff job satisfaction in a pharmaceutical company in Bangladesh. Data was collected on 76 respondents by employing a questionnaire. Reliability was tested by use of Cronbach alpha method. Seventy five percent is explained by the model on the variance and it indicates the resistant of multi-co linearity on independent variables. Results reported that distributive and interactional justice had a greater effect. The study shows job satisfaction has no any significant relationship. The study will enable the decision makers to better understand how organizational justice relates and affects staff job satisfaction. It will provide suitable strategies that can lead to employees performing well. Rahman, et al (2015) is of opinion that organizational justice works as an instrument that every member in the organization should
get a sense of belonging and faithfulness by being satisfied with the justice practices within
the organization. Ajala (2015) on his study in Nigeria, Oyo State. A ex-post facto type of
descriptive survey research design was employed. Random sampling was taken from two
hundred and fifty (250) employees who were grouped into four cadres. Data was collected
through questionnaires and analysed through the application of multiple regression and
Product Moment Correlation. Findings indicated that combined dependent variables to the
dependent variable were significant. The relationship was significant and positive between
justice practices and staff commitment. It was recommended that fair and just dealings, and
effective justice practices combined with positive associations should be supported by
community workers on behalf of employees so that the organization can create opportunities
for staff to demonstrate commitment, devotion to duty, desirable and appropriate behavior
thus enhanced productivity. It should be noted that when staff feel that the procedures adopted
in undertaking work tasks including promotions, and rewards, their level of commitment to
organizational undertakings is enhanced therefore significantly contributing to enhanced
organizational performance and staff develop desire to work in the organization for a
considerably longer period of time.

2.2.3 Rewards Management Practices and employee retention

Anything given to repay for something done is termed as reward. This can be form of intrinsic
or extrinsic. Personnel feel good when they are motivated for good work done by them and
succeed to display that behaviour that has been recognized by their employer. Employers
reward personnel, by informing them on the well done work further cheering them for more
good work done. Employees tend to show very positive behaviour when they are rewarded
adequately for jobs well performed that make them remain in their organizations (Achieng’
Managers should therefore implement strict and systematic reward systems to ensure rewards are given fairly and objectively. This way, staff will be committed towards delivering the best to the organization for them to be recognized. Besides the recognition, there will be enhanced loyalty to the organization which will result in enhanced staff retention which may ultimately contribute to enhanced competitive advantage and organizational performance.

Competitive edge is attained when organizations acquire and retain their best staff. Okotoh (2015) observed that organizations are suffering from poorly developed reward management systems that contribute to low staff retention. Okotoh (2015) in his effort to determine the influence of reward management activities on staff retention within the Communications Authority of Kenya revealed that a well structured reward strategy and policy positively enhanced staff retention. It was recommended that the Communications Authority should adopt financial and non-financial rewards to ensure staff have a desirable work life balance therefore remaining well motivated to undertake work-place activities. It was further suggested that various team building initiatives such as loyalty clubs should be established. This way staff will remained objectively motivated and focused on offering the best services to the clients of Communication Authority. Management should also ensure that the reward management strategy is developed in consultation with all stakeholders. This is to make it as inclusive and acceptable to all staff as possible therefore easy implementation.

Vincent, Alala, and Kiongera (2017) investigated how extrinsic, intrinsic reward and fringe benefits of non-core staff of Catholic Sponsored Secondary Schools affected school performance. Survey research design was adopted. The study targeted 967 non-core staff from 40 well established secondary schools working in the following sections: Security, Library,
and compound maintenance, Catering, Health, Driving and the Farm. A sample size 336 employees was picked through Stratified Sampling technique to ensure representation from all sections out of which 250 employees responded positively. The Study concluded that reward system is a critical component on job satisfaction among non-core staff. A reward system that is critical to satisfaction of staff must be inclusive and fair in the procedures adopted to identify staff who deserve recognition and the way they are supposed to be rewarded. With a fair reward system, there is increased staff satisfaction. The study is of use to stakeholders, public sector partners’, and governments. Additionally, results will be of interest to parties interested in how rewards contribute to staff job satisfaction.

A study by Edirisooriyaa (2014) on the ElectriCo evaluated how rewards affected staff performance. Deductive approach was used under the quantitative research design. Questionnaire were utilized in gathering data. Lastly, the study assessed the extrinsic and intrinsic rewards relationship has towards employee performance in Electric Co. It was revealed that both extrinsic and intrinsic rewards positively influenced staff performance. When staff are motivated, they exert more effort in their duties, this definitely contributes to enhanced productivity which increases employee outcomes that are demonstrated through the performance of the organization. Results from this study can be utilized as a guideline on employee performance to understand significance of reward system. Additionally, it was to bring competitive advantage by designing and implementing strategic reward system. The study restricted the generalizability to other public sectors instead of one sector.

Sitati (2017) carried out an inquiry in the hospitality sector to understand how rewards contributed to supporting organizations to retain their valued staff. It was observed that Kenyan hotels are below average in terms of the industry turnover. At the same time, they are
ahead in terms of staff turnover. Presently, a teething challenge of retaining talented and appropriate staff continues to confront the sector. Sitati’s study focused on career development, remuneration, job promotion and how they influence staff retention. A descriptive research design utilizing questionnaire for data collection was adopted. It was reported that the relationship between career development was great, positive and strong. The more staff are supported to progress in their careers the high the chance of working longer with the same employer. It was further reported that job promotion positively and significantly determined staff retention. When staff are promoted to the next level and given more responsibility, they feel valued and motivated to continue offering their services in the organization. Remuneration and recognition also positively influenced behavior of staff towards the organization particularly the desire to remain in the organization. It was also reported that the rating of the hotel moderated the result of reward management practices on staff retention. Career development programmes should be developed and implemented fairly and equitably. This is to ensure fairness in the recognition, promotion and reward of staff. The hotels should also review their remuneration structure to reflect the market rates, develop a promotion policy that is fair and well-structured and that provides for adequate staff recognition.

2.2.4 Employee Promotion Practices and Employee Retention

Organizations use promotions as a reward for those employees who perform well and also the morale of the employees is improved towards achieving the vision of the organization. Most employees get satisfied once they are promoted which enables them to equip with the required skills and knowledge for better performance. Therefore, organizations need to promote their
employees since the employees have to benefit from the work done as well as the organization. To achieve this, the organization has to have a clear policy on promotion. Armstrong (2010) states that management should obtain best talent employees by use of promotion procedures in an organisation to fill the required posts internally and provide employees with career progress opportunity in relation to the available opportunities by ensuring equal justice. Organizations should ensure they have comprehensive promotion policies that ensure staff are fairly and procedurally promoted. In any organization where promotion policy and procedure are not adhered to, there arise problems of promotional opportunities. Therefore, it is advisable policies to be adhered to by the management board and employees.

A study by Peter (2014a) assessed the influence of promotion in Dar-es-Salaam city on performance of employees. A case study was used as a research design with a target population of 150 where purposive sampling and random sampling were used on 100 employees and convenience sampling was used to select 50 clients respectively. Questionnaires were used to gather data after which it was analyzed utilizing inferential and descriptive statistics. Results revealed that the respondents were familiar of procedures on promotion but there was need for administration to make it more clear to all personnel. Further, it was indicated that promotion had an effect to employees and performance of the organization as it influences good relations, increased remunerations, good performance and motivation. It was further confirmed that firms had numerous non-conformities relating to adhering to dings the promotion procedure which affected performance of the personnel and the firm resulting to low performance, lack of promotion, poor relationships and employees leaving the organization. It was recommended that availability of human resource strategic
plan and conducive environment improved promotion practices and implementation of public and private firms.

Haji (2013) assessed the factors in Zanzibar Government affecting employees’ promotion. Purposive and simple random sampling strategies were adopted to determine and select research participants. Questionnaires were adopted for ordinary officers to get the information while interview was used to guide the directors and chief planners. Study findings revealed performance appraisal system was not implemented and scheme of service not performed. When performance appraisal system is not adopted and further lack of scheme of service, then there is likelihood that staffs are not procedurally promoted hence unfair practices may be in place resulting in a highly dissatisfied workforce. Further, it was disclosed that employees were not promoted. Also the institutions do not allocate funds for promotion purpose. Finally, it was admitted that deficiency of Promotion and Policy implementation was not effective. It is recommended for appropriate proper implementation of policies that should be undertaken to provide transparency and responsibility. According to Haji (2013) promotion reduce employee’s discontent, conflict and unrest therefore, it is an important motivational tool. Promotion through assignment of suitable positions also increases the effectiveness of organizational employees.

Njagi (2012) assessed employee promotion nature in the organizations. To assess influence of social capital on promotion of an employee was the general objective. It is understood that relationships differ from one employee to another as social beings on the general belief. Through networking it is easier for employees to maneuver their ways as employees at the workplace by use of social networks. Results revealed that there was a link between social capital and employee promotion. Both complex descriptive and survey research design were
used. The study concluded between social capital and employee promotion that was a high relationship. Staff should be supported to create social networks that support carrying out work duties besides supporting staff to solve their social emotional issues. Employees should not be rewarded by the employers by expensing the organization through use of social networks, the study recommends. Rather staff should be rewarded based on their performance and the value they generate for the organization.

2.2.5 Working Environment and Employee Retention

Bushe (2012) noted that working environment are those aspects that promote conducive environment that lead to efficient performance of employees. Kwenin, Muathe, and Nzulwa (2013) investigated the perceived link between job environment, career growth and retention of staff in Vodafone Ghana Limited. A strong correlation was seen in career development opportunities that had an indication on employee retention. When staffs are supported to progress in their careers within the organization, their level of motivation and loyalty towards organization activities is significantly enhanced. Therefore, it was recommended that development opportunities should be provided to make staff work with the organization for a considerable length of time thus ensuring staff career progression. This way, qualified, experienced and loyal staffs stay in the organization for long hence ensuring sustained improved firm output.

Bushiri (2014) inquired into the effect of working environment on employees’ performance in Dar-es-Salaam Region at Institute of Finance Management. The findings indicate that employees were affected by working environment. When the organization provides a conducive working environment, staff are motivated to work extremely hard besides
developing a desire to continue working for the organization hence promoting staff retention. Secondly, the problems identified should be tackled by management so that employees may be motivated in the organization. The study recommended that periodic meetings should be convened to ensure the needs of staff are taken care of therefore develop sustained staff motivation. The mission and vision to be achieved proper channels of communication should be done by management.

A study conducted in Kenya on work environment by (Mokaya, Musau, Wagoki, & Karanja, 2013) using a decripto-explanatory study design was used then stratified sampling was applied to group employees into stratum. From the literature it indicates that the evidence derived concluded that employee satisfaction had a strong and positive correlation as well as remuneration. Promotion system was rated positively correlated with employee job satisfaction. When staff are promoted their level of motivation is enhanced therefore increased staff retention levels. Organizations should ensure they have a clear staff promotion criterion to eliminate unfair promotion practices that can negatively affect staff motivation thus contribute to increased staff attrition and poor organizational performance. Staff should be trained and their skills enhanced regularly.

2.3 Research Gaps

The literature reviews have generally indicated that human resource practices in different parts of the world face challenges. These challenges are training and development, organizational justice, reward management and staff promotion. These challenges differ from one country to another. Although there are several studies on the assessment of the influence on HRP on retention of staff in Kenya, not much has been done on how HRP contribute to firm retention of staff in Kenya. More specifically no research has been done on the subject
for tea factories in Kisii County. The studies conducted include Wambui (2014) that examined the influence of HRPs on Kenyan Universities ability to retain staff. This research study focused two human resource practices that are training and recruitment. To arrive at the findings, a descriptive research design was adopted focusing on 99 respondents. Munyiva Kinyili, (2015) determined the influence of HRPs on public health institutions in Machokos County ability to retain their staff. The effects of wages, career progression, job environment and life-work balance on staff retention were investigated. The study focused on one health institution with a sample size of 263 respondents. Amaeshi, (2014) delved into the effect of HRMPs such as promotion, career progression, training, and staff appraisal on staff retention in Nigeria’s manufacturing industries using a survey research design. Imna & Hassan (2015) investigated the effect of HRMPs on retention of staff in Maldives Retail Industry. This adopted a descriptive, cross-sectional and explanatory research design and investigated the following HRMPs; staff appraisal, career progression, training, salaries, wages, medical cover and job place safety.

Evidence in these studies focused in various HR practices but none has dealt directly on the HRPs effect on tea factories’ ability to retain staff. Therefore, this inquiry assessed the influence of HRPs on staff retention among tea factories in Kisii County. Additionally, there is scarcity of literature on organizational justice, reward management and employee promotion practices. It is on this basis, therefore, this study sought to fill the existing knowledge gap by assessing the influence of HRPs on staff retention among selected tea factories in Kisii County.
2.4 Conceptual Framework

The following independent and dependent variables guided the study as stated in figure 2.1

**Independent Variable**

**Training and development Practices**
- Training policy
- Training programmes
- Skills and knowledge
- Evaluation during and after training
- Training needs assessment

**Organizational Justice Practices**
- Decision making
- Team work
- Employee opinion cared
- Fair employee treatment
- Skills pay based
- Respect treatment of employees

**Rewards Management Practices**
- Reward system
- Reward strategy
- Hard working employees rewarded
- Praise and recognition

**Dependent Variable**

**Employee Retention**
- Intention to quit
- Job security
- Job satisfaction
Figure 2.1 seeks to elaborate the relationship between Human resource practices (HRPs) and staff retention. HRPs which are the independent variables in this study were: training and development, promotion and rewards whereas the dependent variable was staff retention characterised by intention to quit, job security and job satisfaction. Job security and satisfaction among staff are crucial in ensuring that staff are motivated and have a desire to continue working for the same employer for a considerable length of time. Managers should ensure they create an environment that does not stifle freedom, promotes value of hard work hence staff will feel motivated thus highly committed to the values and ethos of the organization. With this in mind, staff will develop a desire and a commitment coupled with loyalty to the organization therefore desire to remain in the organization will be enhanced. This study therefore delved into the influence of the independent variables on dependent variable as depicted in the conceptual framework in figure 2.1 above among selected tea factories in Kisii County.

**Moderating variables**

**Work Environment**
- There are safety measures such as medical care
- My office working space is adequate
- There is provision of healthy office environment
- There is enough floor space
- There is good ventilated office

**Employee promotion practices**
- Promotion policy
- Never been promoted
- Good opportunities for promotion
- Internal promotion
- Fair promotion

Source: Researcher (2018)
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Research Design

This study utilised descriptive and correlational research designs to investigate the effects of HRP on staff retention among selected tea factories in Kisii County. These research designs were appropriate since the researcher gathered data and reported exactly how the situation was without manipulating any variables. A study by Kepha (2015) on personnel in Kenya Research Institutes used similar research designs. Correlation research design was used to establish relationship between HRP and staff retention in tea factories within Kisii County.

3.2 Area of Study

In Kisii County there are six (6) tea factories namely: Ogembo, Nyamache, Kiamokama, Rianyamwam, Itumbe and Eberege. This study focused on the three factories since they are the oldest factories and fully established. Assessing the six factories I found that they have the same characteristics. The study was conducted in the three selected tea factories in Kisii County located southeast 309 km from the capital city of Nairobi. Kisii County is characterized by a hilly topography with several ridges and valleys. The three factories that the study was conducted on are located at different areas such as: Kiamokama tea factory in Masaba South District Kiamokama Division, 400 kms from Nairobi. It was commissioned in 1976. Ogembo Tea Factory is in Gucha sub-county, along the kisii-kilgoris road 20 kms South of Kisii town. It was commissioned 1984. Finally, Nyamache Tea Factory Co. Ltd is in, Bobassi constituency in Nyacheki Division. The factory is about 450 kms west of Nairobi and 38 kms from Kisii Town. It was incorporated under the company Act (Cap 486) on 1977.
3.3 Target Population

Mugenda and Mugenda (2003) defines population as a whole group of people with common features in any field of study. The study was conducted in Kisii County with a target population of 321 personnel in the three (3) selected tea factories Ogembo, Nyamache and Kiamokama. Majority of the staff are males since factories are labour intensive. Most of the staffs are engaged on permanent basis hence affected by human resource practices. The population that was to be included in the study was finite because it was possible to count the respondents and the population size was known.

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Selected Tea Factories</th>
<th>Administration Field Services Coordinator</th>
<th>Field Services</th>
<th>Production Section</th>
<th>Tea Extension Services</th>
<th>Maintenance/Workshop</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ogembo</td>
<td>6</td>
<td>26</td>
<td>50</td>
<td>14</td>
<td>12</td>
<td>108</td>
</tr>
<tr>
<td>Nyamache</td>
<td>6</td>
<td>24</td>
<td>48</td>
<td>12</td>
<td>13</td>
<td>103</td>
</tr>
<tr>
<td>Kiamokama</td>
<td>6</td>
<td>28</td>
<td>46</td>
<td>18</td>
<td>12</td>
<td>110</td>
</tr>
<tr>
<td>TOTALS</td>
<td>18</td>
<td>78</td>
<td>144</td>
<td>44</td>
<td>37</td>
<td>321</td>
</tr>
</tbody>
</table>

Source: (Human Resource Department of respective Factories, 2018)

3.4 Sample and the sampling Technique

Orodho (2005) defines a sample as a selected number that represents the population of the study. Sampling is a strategy for selection of research participants from the population (Kombo, 2002). The researcher used a probability design type which utilized stratified random sampling method to have confidence in the selection of respondents for the study. Stratified random sampling techniques was used to group samples into similar features and then simple random sample was applied in each strata (Kombo & Tromp, 2006). Kothari (2006) contend that simple random sample has an advantage of grouping the sample size into
different characteristics that may not cause bias. To minimize costs and time of the research sampling in this study was necessary.

3.4.1 Sample Size

The sample size for questionnaire respondents was determined using Yamane (1967) formula from the population within each stratum (section). Munyiva Kinyili (2015) used the same formula in determining the sample size. A standard error of 0.05 was considered when sampling employees of the three tea factories. A 95% confidence level is assumed for the equation.

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

Where:

- $N$ represents the target population
- $n$ represents the desired sample size
- $e$ represents the critical value of the confidence level (0.05)

$$ n = \frac{321}{1 + 321 (0.05)^2} = 178 $$

Using this formula a sample of 178 employees were selected.
Table 3.2: Sample Size

<table>
<thead>
<tr>
<th>Selected Tea Factories</th>
<th>Category of employee</th>
<th>Target population</th>
<th>Proportion of strata</th>
<th>Sample Size</th>
<th>Percentage of the population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ogembo</td>
<td>Administration</td>
<td>6</td>
<td>0.555</td>
<td>3</td>
<td>1.87</td>
</tr>
<tr>
<td></td>
<td>Field Services Coordinator</td>
<td>26</td>
<td>0.555</td>
<td>14</td>
<td>8.1</td>
</tr>
<tr>
<td></td>
<td>Production section</td>
<td>50</td>
<td>0.555</td>
<td>28</td>
<td>15.58</td>
</tr>
<tr>
<td></td>
<td>Tea extension services</td>
<td>14</td>
<td>0.555</td>
<td>8</td>
<td>4.36</td>
</tr>
<tr>
<td></td>
<td>Maintenance/workshop</td>
<td>12</td>
<td>0.555</td>
<td>7</td>
<td>3.74</td>
</tr>
<tr>
<td>Nyamache</td>
<td>Administration</td>
<td>6</td>
<td>0.555</td>
<td>3</td>
<td>1.87</td>
</tr>
<tr>
<td></td>
<td>Field Services Coordinator</td>
<td>24</td>
<td>0.555</td>
<td>13</td>
<td>7.48</td>
</tr>
<tr>
<td></td>
<td>Production section</td>
<td>48</td>
<td>0.555</td>
<td>27</td>
<td>14.95</td>
</tr>
<tr>
<td></td>
<td>Tea extension services</td>
<td>12</td>
<td>0.555</td>
<td>7</td>
<td>3.74</td>
</tr>
<tr>
<td></td>
<td>Maintenance/workshop</td>
<td>13</td>
<td>0.555</td>
<td>7</td>
<td>4.05</td>
</tr>
<tr>
<td>Kiamokama</td>
<td>Administration</td>
<td>6</td>
<td>0.555</td>
<td>3</td>
<td>1.87</td>
</tr>
<tr>
<td></td>
<td>Field Services Coordinator</td>
<td>28</td>
<td>0.555</td>
<td>16</td>
<td>8.72</td>
</tr>
<tr>
<td></td>
<td>Production section</td>
<td>46</td>
<td>0.555</td>
<td>25</td>
<td>14.33</td>
</tr>
<tr>
<td></td>
<td>Tea extension services</td>
<td>18</td>
<td>0.555</td>
<td>10</td>
<td>5.61</td>
</tr>
<tr>
<td></td>
<td>Maintenance/workshop</td>
<td>12</td>
<td>0.555</td>
<td>7</td>
<td>3.73</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>321</td>
<td>0.555</td>
<td>178</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Human Resource Departments of Respective Factories, 2018)

The target population was 321 respondents from which 178 respondents were the sample size.

The respondents were from the following sections: Administration, Field Services Coordinator, Production Section, Tea Extension Services and Maintenance/workshop. Using sample size and target population, the proportion of each category which was studied was worked out as in Table 3.2 (Kothari, 2004).
3.4.2 Sampling frame

Three hundred and twenty one staff in the three tea factories formed the sampling frame of the study. This number was derived by data provided by the Human Resource Departments of respective tea Factories. Further, the departments accepted to provide the data after receiving the research permit letter from NACOSTI allowing the researcher to conduct the study. The sampling frame enabled to get the right random sample that included all employees of the targeted population who had an opportunity to be sampled.

3.5 Data Collection Instrument

The study used primary data to collect the information. Questionnaires were used to collect data. The questionnaires comprised of part one, demographic information and second section included the independent and the dependent factors. The researcher used a questionnaire to collect data because it was affordable, quick way to gather information and they don’t have no time limit. The questionnaire was pre-tested to determine its validity and reliability.

3.5.1 Reliability of research instrument

Reliability was conducted by use of a pilot study in which Cronbach’s Alpha used to measure internal consistency by assessing if the items were within a scale measure. Table 3.1 below shows that Reward management practices had the highest reliability (a=0.910), followed by Training and Development Practices had (a=0.771), Employee Promotion practices (a=0.719 and finally Organizational Justice Practices (a=0.717)). From the four variables it was indicated that they were all reliable because they were over 0.7 of the reliability. Therefore, it does not need any amendments.
Table 3.3: Reliability

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach’s alpha</th>
<th>No of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training and Development Practices</td>
<td>0.771</td>
<td>5</td>
</tr>
<tr>
<td>Organizational justice Practices</td>
<td>0.717</td>
<td>6</td>
</tr>
<tr>
<td>Reward management practices</td>
<td>0.910</td>
<td>5</td>
</tr>
<tr>
<td>Employee Promotion practices</td>
<td>0.719</td>
<td>5</td>
</tr>
<tr>
<td>Average of Cronbach’s alpha</td>
<td>0.779</td>
<td>21</td>
</tr>
</tbody>
</table>

Source: Field Data, 2018

3.5.2 Validity of Research Instrument

Kothari (2004) defines validity as a test that attempts to measure the extent to which a research instrument determines what it was constructed to determine. Content validity was used to establish and improve the validity of the questionnaire, whereby the questionnaire was assessed by the supervisors and experts after which they gave out their recommendations on whether the questionnaire was appropriate for the study. This was done to ensure relevance of the questionnaire with research instrument and research objectives.

3.5.3 Piloting

The questionnaires were pre-tested before the actual data collection through a pilot study using employees who were not included in the study in the neighbouring tea factory in Nyamira County (Tombe tea factory). This was done using 15 respondents within a period of one week.
3.5.4 Administration of Research Instrument

The researcher asked for permission to gather data by first applying for a research permit from NACOSTI and an introduction letter from Kisii University which she presented to the Human Resource Departments of Respective Tea Factories. Primary data was collected using questionnaires. The research tool was administered by the researcher using drop and pick method.

3.6 Data Analysis and Presentation

Achieng’Odembo (2013) asserted that evaluating the findings and arriving at some valid reasonable and relevant conclusion of data, analysis was done during the study. Questionnaires were coded and then edited for accuracy. Then coded data from the likert scale questions were entered and ran using Version 20 for Statistical Package Social Sciences (SPSS) as a tool for data analysis. Descriptive statistics and correlational design were used to analyse data such as the mean, standard deviation, weighted averages and percentages. Presentation of the analyzed data was in form of tables. Inferential statistics was used for the research analysis. The study adopted a confidence interval of 95% to determine the strength of the association between different variables, the hypothesis were tested by Pearson’s product moment correlation coefficient (r) and multiple regressions. This described the strength and direction of the relationship, whereby some general guidelines are provided by Cohen, West, & Aiken (1965).

Multiple regression model determined the relationship between dependent and independent variables. All tests were tested at an alpha level of significance of 0.05 below (i).

The multiple regression formula used was: \( Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \)

Where: \( Y \) = Employee retention

\( \beta_0, \beta_1, \beta_2, \beta_3, \beta_4 \) are the regression coefficients

\( X_1 = \) Training and Development practices
$X_2 = \text{Organizational justice practices}$

$X_3 = \text{Reward Management practices}$

$X_4 = \text{Employee promotion practices}$

$\varepsilon = \text{is the error term}$

To establish the moderating relationship of work environment, participation and involvement and trade unions on between HRPs relationship and employee retention the equation below was used:

$$Y = \beta_0 M + \beta_1 X_1 M + \beta_2 X_2 M + \beta_3 X_3 M + \beta_4 X_4 M + \varepsilon$$

3.7 Ethical Issues

To meet the ethical standards as set out in the National Commission for Science Technology and Innovation (NACOSTI), the researcher applied for a research permit from NACOSTI after acquiring clearance to collect data from the School of Postgraduate studies at Kisii University. The researcher abided to the requirements as stated in the research permit. The researcher ensured confidentiality, privacy and anonymity by assuring the research participants that the study was purely for academic purposes, questionnaires were coded, pseudonyms were used to ensure non-traceability and participants were requested not to write their names on the questionnaires. Additionally, names, payroll numbers or any other sensitive personal data of the respondents was not provided therefore, not available for disclosure. Access to the data will also be limited to the researcher and the research supervisors.
CHAPTER FOUR

4.0 DATA ANALYSIS, PRESENTATION AND DISCUSSION OF RESULTS

4.1 Demographic Information

Demographic summary analysis of the respondents was included in this section; gender, age, educational level, years worked and terms of employment. Personal details of employees’ enabled the researcher to have firsthand information on the respondents hence this enabled the study to discuss the personal characteristic of employees and the general well-being.

4.2 Response Rate

The sample population consisted of employees in all the three (3) tea factories in Kisii County. Out of 178 questionnaires that were given to respondents, 143 were returned translating into 80% response rate. Mugenda and Mugenda(2003) recommends 75% response rate as the required minimum response rate to ensure reliable findings that can be used to make interpretations. The table below indicates the percentage of response rate.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Name of the Organisation</th>
<th>Total number of Questionnaires Distributed</th>
<th>Total number of Questionnaires Completed returned</th>
<th>Response rate per organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ogembo</td>
<td>60</td>
<td>47</td>
<td>78.3%</td>
</tr>
<tr>
<td>Nyamache</td>
<td>57</td>
<td>43</td>
<td>75.4%</td>
</tr>
</tbody>
</table>
It is indicated in table 4.1 the three tea factories were above 50%. 178 questionnaires were distributed out of 143 were completed and collected. The number of response rate at each factory was shown as above. Kiamokama tea factory had the highest response rate 86.8% followed by Ogembo tea factory with 78.3% closely followed by Nyamache tea factory 75.4%. The total response rate for the three factories was 80.3%.

4.2.1 Distribution of respondents by Designation

The researcher required to know the designation held by each employee. The distribution of different designations of the respondents is as shown on table 4.2. The production workers had the highest percentage with 67.8% followed by field services officers 18.9%, then the mechanics 4.9% followed by factory accountants 2.8% the production manager and system administrators had equal percentage 2.1% lastly, 1.4% for factory unit manager for the three factories in Kisii County.

<table>
<thead>
<tr>
<th>Designation</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factory Unit Manager</td>
<td>2</td>
<td>1.4</td>
</tr>
<tr>
<td>Field Services Officers</td>
<td>27</td>
<td>18.9</td>
</tr>
<tr>
<td>Production Manager</td>
<td>3</td>
<td>2.1</td>
</tr>
<tr>
<td>Mechanic</td>
<td>7</td>
<td>4.9</td>
</tr>
<tr>
<td>Factory Accountants</td>
<td>4</td>
<td>2.8</td>
</tr>
<tr>
<td>System Administrators</td>
<td>3</td>
<td>2.1</td>
</tr>
</tbody>
</table>
Table 4.3 showed that 56.6% of the respondents were from production section then field service section with 16.8% followed by Administration section with 15.4% then maintenance/workshop section with 8.4%, lastly 2.8% extension services section.

Table 4.3: Respondents Department

<table>
<thead>
<tr>
<th>Department</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>22</td>
<td>15.4</td>
</tr>
<tr>
<td>Field Service Section</td>
<td>24</td>
<td>16.8</td>
</tr>
<tr>
<td>Production Section</td>
<td>81</td>
<td>56.6</td>
</tr>
<tr>
<td>Extension Services Section</td>
<td>4</td>
<td>2.8</td>
</tr>
<tr>
<td>Maintenance/workshop</td>
<td>12</td>
<td>8.4</td>
</tr>
<tr>
<td>Total</td>
<td>143</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data, 2018

4.2.3 Respondents’ Gender

The gender of the respondents was assessed in this study. Results from this analysis helped to determine whether the one third gender constitutional rule is being followed among tea factories in Kisii County. Table 4.4 depicts the gender distribution.

Table 4.4: Respondents Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>93</td>
<td>65.0</td>
<td>65.0</td>
<td>65.0</td>
</tr>
<tr>
<td>Female</td>
<td>50</td>
<td>35.0</td>
<td>35.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>
Table 4.4 demonstrates that a significant percentage of the respondents were male at 65% and female at 35%. The findings show that the gender policy regulation was being applied within the tea factories as per the sampling frame used by the study. The study provided evidence that the tea factories were male dominated. However, as much as they are male dominated, they have adhered to the constitutional requirements of a third of either gender.

4.2.4: Respondents’ Age

Findings on respondent’s age are detailed in Table 4.5.

**Table 4.5: Respondents Age**

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 -29 years</td>
<td>21</td>
<td>14.7</td>
</tr>
<tr>
<td>30 -39 years</td>
<td>55</td>
<td>38.5</td>
</tr>
<tr>
<td>40-49 years</td>
<td>45</td>
<td>31.5</td>
</tr>
<tr>
<td>50-59 years</td>
<td>20</td>
<td>14.0</td>
</tr>
<tr>
<td>60 above</td>
<td>2</td>
<td>1.4</td>
</tr>
<tr>
<td>Total</td>
<td>143</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data, 2018

Table 4.5 revealed that most of the research participants were between 30-39 years with 38.5% followed by 40-49 years presenting 31.5%. Those between 20-29 years presented 14.7%, 50-59 years, 50-59 years presenting 14% respectively. Those who had 60 years and above had the least number of age representing 1.4% of the respondents. Findings revealed that most of the staff were in mid-life and at their most fruitful and productive age and therefore add value to the workforce. These are the kind of staff an organization needs to
motivate and retain for a long period of time to ensure institutional memory is sustained and competitive edge is gained hence improved organizational performance.

4.2.5: Respondents Level of Education

Table 4.6 presents research participants level of education.

Table 4. 6: Respondents level of Education

<table>
<thead>
<tr>
<th>Respondents level of Education</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Primary</td>
<td>3</td>
<td>2.1</td>
<td>2.1</td>
<td>2.1</td>
</tr>
<tr>
<td>Secondary</td>
<td>57</td>
<td>39.9</td>
<td>39.9</td>
<td>42.0</td>
</tr>
<tr>
<td>College</td>
<td>62</td>
<td>43.4</td>
<td>43.4</td>
<td>85.3</td>
</tr>
<tr>
<td>University</td>
<td>21</td>
<td>14.7</td>
<td>14.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>143</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Data, 2018

It is evident from table 4.6 that most (43.4%) of the participants had a college qualification whereas 39.9% of the participants had a secondary level education. Those with University level education represented 14.7% of the participants while those with primary level education represented on 2.1% of the participants. It was therefore concluded that majority of the respondents were educated and had knowledge and skills that made their employers to retain them for a considerable length of time.

4.2.6: Respondents’ Work Experience

The number of years worked in a specific tea factory was utilized as a determinant of work experience. Findings are reported in table 4.7 using frequencies and percentages.
Table 4.7: Respondents work Experience

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid 1 - 3 years</td>
<td>39</td>
<td>27.3</td>
<td>27.3</td>
<td>27.3</td>
</tr>
<tr>
<td>4 - 6 years</td>
<td>46</td>
<td>32.2</td>
<td>32.2</td>
<td>59.4</td>
</tr>
<tr>
<td>Above 6 years</td>
<td>58</td>
<td>40.6</td>
<td>40.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>143</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Data, 2018

Table 4.7 revealed that 40.6% of the staff who formed the significant majority had worked for over six years. Following this group are the staff who had worked for approximately 4-6 years at 32.2% while staff who had served between 1-3 years represented 27.3%. In conclusion therefore, the majority of staff in the tea factories had served for more than six years hence possessing the requisite knowledge and experience to participate in this study and offer reliable data. Additionally, staff having worked for more than six years have greater experience and knowledge. Organizations should develop strategies to retain this cadre of staff even longer.

4.2.7: Terms of current employment

The responses were grouped into three categories that are permanent, contract and casuals. Table 4.8 show employees’ nature in terms of current employment, number of respondents and the overall percentage.
Table 4.8: Respondents Terms of Employment

<table>
<thead>
<tr>
<th>Respondents Terms of Employment</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permanent</td>
<td>102</td>
<td>71.3</td>
<td>71.3</td>
<td>71.3</td>
</tr>
<tr>
<td>Contract</td>
<td>30</td>
<td>21.0</td>
<td>21.0</td>
<td>92.3</td>
</tr>
<tr>
<td>Casual</td>
<td>11</td>
<td>7.7</td>
<td>7.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>143</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Data, 2018

According to table 4.8 findings in terms of current employment show that 71.3% of the employees were on permanent terms, 21% were on contract while 7.7% of employees were on casual terms. Permanent employees were more as indicated by the study than non-permanent employees therefore their job security was guaranteed, so they tend to be more comfortable and secure thus employee retention. Recruiting staff on permanent terms is one way of ensuring they work in the organization for a long period of time, however, other factors may influence an employees’ desire to continue working in the organization.

4.3: Descriptive Statistics

This section describes responses of respondents on the agreement or disagreement on whether HRPs influence selected tea factories capacity to retain staff. Descriptive statistics was used to describe the factors that were to be tasted. The study used means, standard deviation and percentages to present data.

4.3.1: Descriptive Statistics for Training and Development Practices

This section analyzed how training and development practices influence the employee retention among selected tea factories in Kisii County. A five point Likert-type scale questions were used to gather respondents’ feelings. Table 4.9 presents the findings:
Table 4.9: Training and Development Practices Indicators

<table>
<thead>
<tr>
<th>Statement</th>
<th>Response in Percentage</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>In an organization there is a clear training policy</td>
<td></td>
<td>23.1</td>
<td>61.5</td>
<td>4.9</td>
<td>7.0</td>
<td>3.5</td>
<td>3.94</td>
<td>.936</td>
</tr>
<tr>
<td>An organization has a schedule of training programs</td>
<td></td>
<td>18.9</td>
<td>44.1</td>
<td>21.7</td>
<td>11.9</td>
<td>3.5</td>
<td>3.63</td>
<td>1.032</td>
</tr>
<tr>
<td>I willingly attend training and development to improve my knowledge and skills</td>
<td></td>
<td>14.7</td>
<td>37.8</td>
<td>9.1</td>
<td>28.7</td>
<td>9.8</td>
<td>3.19</td>
<td>1.272</td>
</tr>
<tr>
<td>Training programs are evaluated during and at the end of every training</td>
<td></td>
<td>14.0</td>
<td>41.3</td>
<td>18.2</td>
<td>19.6</td>
<td>7.0</td>
<td>3.36</td>
<td>1.153</td>
</tr>
<tr>
<td>A staff training needs assessment is done on regular basis in the factory</td>
<td></td>
<td>10.5</td>
<td>39.9</td>
<td>22.3</td>
<td>18.2</td>
<td>9.1</td>
<td>3.24</td>
<td>1.146</td>
</tr>
<tr>
<td></td>
<td><strong>GRAND AVERAGE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>3.47</strong></td>
<td><strong>1.1078</strong></td>
</tr>
</tbody>
</table>

Source: Field Data, 2018

From table 4.9, the respondents agreed that there was a clear policy on training and development with highest mean of 3.94 and SD of 0.936 to increase employee retention.
Overall, 84.6% of the respondents agreed that an organization has a clear policy while 4.9% were undecided and lastly 10.5% disagreed.

The study also had a mean of 3.63 and SD of 1.032 that an organization has a schedule for training programs. Overall, 63% of the respondents agreed that an organization has a schedule for training programs while 21.7% were undecided lastly 15.4% disagreed. With the majority agreeing that there is a schedule for training, then with regular training staff would be empowered to acquire skills and experiences that could support them to perform better thus develop desire to remain in the same organization.

On the statement that sought to establish whether training programs are evaluated during and at the end of every training, it was reported by the mean of 3.36 and SD of 1.153. Overall, 55.3% of the respondents agreed with the statement on evaluation of training programs whereas 18.2% of the respondents were undecided. Lastly, 26.6% disagreed. When training programmes are evaluated, it is determined whether they meet the training objectives and whether they meet the needs of the trainees and the organization. Thus ensuring staff have competencies that enhance success of the organization.

There was need to establish the regularity at which staff training needs assessment was conducted among the target factories. This statement had a mean of 3.24 and SD of 1.146. Overall, 50.4% of the respondents agreed with the statement whereas 22.3% of the respondents were undecided while 27.3% disagreed. With over 50% of the respondents confirming that staff training needs assessment are carried out regularly, this means that staff are trained on skills that are on demand and necessary for staff to meet organizational goals thus making them motivated to continue working for the organization.
In addition, the respondents revealed that attendance to trainings was voluntary with the aim of advancing their expertise with a mean of 3.19 and SD of 1.272. Overall, 52.5% of the respondents agreed that attendance to trainings was voluntary while 9.1% of the respondents were undecided while 38.5% disagreed. Lastly, on this segment, with a grand average of 3.47 while the overall SD was 1.1078 training and development proves to be a very important factor that contributes greatly on employee retention. Gurbuz & Mert (2010) reported that through training staff develop a strong motivation and commitment to the organization besides feeling that they are a valued and crucial asset in the organization. On that basis, managers should support frequent training activities.

The following therefore, were found to be in place in the tea factories: there was a clear policy as well as a schedule of training programs. In addition, staff voluntarily participated in training and development activities to acquire knowledge, skills and competencies, further, training programs were regularly evaluated and finally, staff training needs assessment was done on regular basis in the factories. These findings indicated that training and development should be identified as a key human resource practice that should be well implemented to support the organization activities.
This analysis sought to evaluate how training and development affected retention of staff among tea factories. The result is as shown in Table 4.10 and 4.11 below.

**Table 4.10: One-Way ANOVA Testing Training and Development on Retention**

<table>
<thead>
<tr>
<th>Source: Field Data, 2018</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>10.498</td>
<td>19</td>
<td>.553</td>
<td>5.572</td>
</tr>
<tr>
<td>Within Groups</td>
<td>12.197</td>
<td>123</td>
<td>.099</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>22.694</td>
<td>142</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.10 shows results of the one way ANOVA that revealed training and development had statistically significant effect on staff retention in tea factories (F=5.572,df=19,123,p<0.05). This implies that the calculated value is substantially higher than the table value hence the model is a good fit.

The ANOVA result showed that the training and development practices had a greater effect on staff retention in tea factories at a 0.005 level of significance. Thus, if training and development practices cultivated and prioritized by the organization then productivity, efficiency and effectiveness of tea factories will as well improve. When firms develop and adopt effective training and development strategies, they experience enhanced staff performance (Kossek, Pichler, Bodner, & Hammer, 2011).

**4.3.3: Relationship between Training and Development**

Table 4.11 shows the link between Training and Development practices and staff retention that was computed by using Pearson method of correlation coefficient statistics.
Table 4.11: Correlation between Training and Development

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Training and Development</th>
<th>Employee retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training and Development</td>
<td>Pearson Correlation</td>
<td>.610**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>143</td>
<td>143</td>
</tr>
<tr>
<td>Employee retention</td>
<td>Pearson Correlation</td>
<td>.610**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>143</td>
<td>143</td>
</tr>
</tbody>
</table>

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

Source: Field Data, 2018

Training and development practices and staff retention have a positive association N(143)= 0.610**, p<0.01. The table further reveals that there is a strong, positive and statistically significant link between training and development and staff retention. There is high retention for those organizations that take most of their time to train and develop their employees. Thus a unit increase in training and development causes a 61% increase in the employee retention.

Based on the results of ANOVA, the null hypothesis which states that the relationship between training and development and staff retention is not statistically significant is therefore rejected (r=0.610(p<0.01),(F=5.572,df=19,123,p<0.05)and the alternative hypotheses is accepted. It states that there is a statistically significant relationship between training and development and retention of staff in tea factories in Kisii County at 0.05 level of significance. This finding is supported by findings by (Bai & Bhutto, 2016)) that revealed that training and development is vital in empowering personnel by enhancing their skills and knowledge and also keeping them up-to-date in terms of new ideas and finally making them innovative. Therefore, this indicated that tea factories have put first priority on training and development so that they can equip their employees with knowledge and skills which will
lead to retaining their employees. A research by Obisi (2011) asserts that organizations should make training and development a continuous activity.

**4.4: Organizational Justice Practices on Employee Retention**

**4.4.1 Descriptive Statistics for Organizational Justice practices on employee retention**

This objective sought to establish the influence of organizational justice practices how it affects employee retention among selected tea factories in Kisii County. Table 4.12 contains the results.

**Table 4.12: Descriptive Statistics for Organizational Justice Practices Indicators**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Response in Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SA</td>
</tr>
<tr>
<td>Employees are involved in decision making</td>
<td>6.3</td>
</tr>
<tr>
<td>There is team work in our organization</td>
<td>14.0</td>
</tr>
<tr>
<td>The supervisor cares about my opinions</td>
<td>7.7</td>
</tr>
<tr>
<td>I feel that my organization treats me fairly</td>
<td>21.0</td>
</tr>
<tr>
<td>Employees are paid according to their skills</td>
<td>27.3</td>
</tr>
<tr>
<td>Supervisors always treat employees with respect</td>
<td>7.0</td>
</tr>
<tr>
<td>GRAND AVERAGE</td>
<td>3.41</td>
</tr>
</tbody>
</table>

Source: Field Data, 2018
Table 4.12 depicts a mean of 3.04 and SD of 1.180 as to whether they are involved in decision making. Most of the participants (47.6%) revealed that they are involved in decision making while 14% of the respondents were undecided and lastly, 38.4% disagreed.

Also the respondents had the mean of 3.38 and SD of 1.209. Overall, 62.3% of the respondents agreed that there was teamwork in the organization while 7.7% of the respondents were undecided and lastly, 30% of the employees disagreed. With over 62% of the staff confirming that there is teamwork in the organization, it implies that staff cohesion is greater which is a strong indicator of a conducive working environment existing within the organization that motivates staff to work together. This can consequently encourage staff to work longer in the organization.

In addition, as to whether the supervisor cares about employee’s opinions, respondents agreed with 57.4%, 17.5% were undecided lastly 25.2% disagreed with a mean of 3.32 and SD 1.092. When supervisors value staff’s opinion and ideas, the staff feels motivated and encouraged to share their innovative ideas and thus contribute to the success of the organization. This way, staff are likely to work longer in the organization.

A significant number of respondents reported that they felt that their organization treated them fairly with a mean 3.83 and a SD 0.949. The respondents further reported that they were treated fairly with their organisation 76.2%, 12.6% were undecided, lastly, 11.2% disagreed. Feelings of fair treatment by the organization play a significant role on the motivation and desire to continue working in the organization by staff.

Overall, 72.1% of the respondents agreed that employees are paid according to their skills while 9.1% of the respondents were undecided. Lastly, 18.9% of the personnel disagreed. When staff salaries are fair and commensurate with their knowledge, skills and experiences, staff are strongly motivated to perform their best and thus work longer in the organization.
Personnel agreed on the factor that supervisors always treat employees with respect with 51.8%, 15.4% were neutral while 32.9% disagreed with the statement, this had a mean of 3.15, while the SD was 1.165. The general feeling among the respondents was that organizational justice practices greatly influenced employee retention since the overall mean was 3.41 while the overall SD was 1.124. The findings revealed that organizational justice practices positively influenced employee retention also employees felt that their organization treats them fairly and employees are paid according to their skills. The study revealed a connection between organizational justice and the retention of staff. In regard to organizational justice the findings indicated that staff participated in decision making, there was teamwork in the organizations, supervisors cared about employees opinions, employees felt that their organization treats them fairly, employees were paid according to their skills and finally supervisors always treat employees with respect. All these influenced the organizational justice hence lead to employee retention.

4.4.2: ANOVA Test on Organizational Justice Practices on Employee Retention

The study sought to determine how organizational justice affected staff retention. This was ascertained through the testing of a hypotheses that was stated as “there is no statistically significant relationship between organizational justice practices and staff retention on tea factories within Kisii County”. The result is as shown in Table 4.13 and 4.14 below.
Table 4.13: One-Way ANOVA Organizational Justice practices Analysis

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>12.791</td>
<td>20</td>
<td>640</td>
<td>7.878</td>
<td>.000</td>
</tr>
<tr>
<td>Within Groups</td>
<td>9.904</td>
<td>122</td>
<td>.081</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>22.694</td>
<td>142</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Data, 2018

Table 4.13 shows the Analysis of Variance (ANOVA) which indicated that the independent variable organizational justice practices was statistically significant in influencing the employee retention in tea factories (F=7.878, df=20, 122, p<0.05).

The ANOVA result shows that the organizational justice practices have a significant influence on employee retention in tea factories at a 0.05 level of significance. Thus fair justice systems influence employee retention. Organizational justice was considered to be an important factor contributing in retaining the employees (Imran, 2016). Once staff felt that they were treated in a just manner, their loyalty and commitment will be enhanced therefore increased likelihood in remaining in the organization for a longer period of time.

4.4.3: Relationship between Organizational Justice Practices and Employee Retention

The table 4.14 depicts the link between organizational justice practices and staff retention that was computed using Pearson method of correlation coefficient statistics.
Table 4.14: Correlation between Organizational Justice Practices

<table>
<thead>
<tr>
<th></th>
<th>Employee retention</th>
<th>OrganizationalJustice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee retention</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.694**</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>143</td>
</tr>
<tr>
<td>OrganizationalJustice</td>
<td>Pearson Correlation</td>
<td>.694**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>143</td>
</tr>
</tbody>
</table>

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

Source: Field Data, 2018

Table 4.14 demonstrated that organizational justice practices and employee retention are positively correlated $N(143) = 0.694^{**}, p<0.01$. This indicates a statistical significant positive influence between organizational justice practices with employee retention. Thus a unit increase in organizational justice practice causes a 69.4% increase in employee retention.

The null hypothesis that states “There was no statistically significant association linking organizational justice system to employee retention” ($r=0.694(p<0.01),(F=7.878, df=20,122, p<0.05)$) therefore rejected the null hypothesis while the alternative hypothesis states that there is a statistically significant relationship between organizational justice and employee retention in tea factories within Kisii County at 0.05 level of significance was accepted.

4.5: Relationship between Reward Management Practices and employee Retention

4.5.1: Descriptive Statistics for Reward Management Practices Indicators

The researcher analyzed how reward management practices affected employee retention among selected tea factories in Kisii County. Table 4.15 presents the findings.
Table 4.15: Reward Management Practices Indicators

<table>
<thead>
<tr>
<th>Statement</th>
<th>Response in Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reward system is in place and operation</td>
<td>11.8 42.7 11.2 28.0 6.3</td>
</tr>
<tr>
<td>Organization has a reward strategy</td>
<td>7.5 31.5 25.0 26.9 9.1</td>
</tr>
<tr>
<td>Hard working employees are rewarded</td>
<td>5.6 26.6 16.8 42.0 9.0</td>
</tr>
<tr>
<td>Employees receive praises &amp; recognition from their employers</td>
<td>7.0 37.1 10.4 30.8 14.7</td>
</tr>
<tr>
<td>Performance-based rewards are used</td>
<td>4.2 27.3 22.3 26.6 19.6</td>
</tr>
<tr>
<td>GRAND AVERAGE</td>
<td>2.54 1.049</td>
</tr>
</tbody>
</table>

Source: Field Data, 2018

Tables 4.15 indicated that the respondents agreed with regard to reward system being in place and operation with 54.5% with a mean of 3.26 and a SD of 1.173. Overall, 11.2% of the respondents were undecided that reward system is being in place and operation while 34.3% of the respondents disagreed. When staff are not satisfied with the reward system in their firms, it may imply that they are not happy and may not be motivated to undertake work duties. This therefore makes them desire to leave the organization.

The respondents agreed that the organization has a reward strategy indicated by 39%, with a mean of 3.24 and SD 2.745. Overall, 25% of the respondents were undecided that organization has a reward strategy while 36% of the respondents disagreed. This contradictory comments by staff need to be investigated to ascertain the actual status regarding availability of a reward strategy.
Additionally, the respondent disagreed that hard working employees were not rewarded with 51% a mean of 2.78 and SD of 1.110. Overall, 16.8% of the respondents also were undecided, finally, 32.2% agreed.

Further, the respondents agreed that employees do receive praises and recognition from their employers as reflected by a mean of 2.91 with SD of 1.244. Overall, 44.1% of the respondents agreed that employees do receive praises and recognition from their employers while 45.5% of the respondents disagreed. Lastly, 10.4% were undecided.

The respondents with regard to performance-based rewards being used at least mean of 2.70 and SD of 1.187. Overall, 31.5% of the respondents agreed that Performance-based rewards were used while 46.2% of the respondents disagreed. Lastly, 22.3% were undecided.

The general feeling among the respondents was that reward management practices have little influence on retention of staff. The reward factors indicated that with regard to reward system being in place and operation 54.5% of the respondents agreed, 39% respondents agreed that the organization has a reward strategy. Additionally, the respondent disagreed that hard working employees were not rewarded with 51%. Further, the respondents disagreed that employees do not receive praises and recognition from their employers as indicated by 45.5%. Finally, 46.2% of the respondents disagreed that Performance-based rewards were not being used. This finding was also in agreement with a study by Ayele (2017) who found that on assessment on the Reward Practices in the Case Commercial Bank of Ethiopia Employees felt some kind of unfairness and injustice in the company’s reward system. Employees claimed that there was clear policy and procedures but how to implement the reward system was unfair in this system.
It was however noted that organizations had reward strategies but their employees were not aware of those strategies. Therefore, the researcher proposes that human resource department has to ensure that all employees are made aware of what reward strategies are and how they function. A proper reward policy should be in place that defines clearly on how employees should be rewarded either on merit or performance based.

The general feeling among the respondents was that reward management practices have little influence on retention of staff since the overall mean was low while the overall SD was 1.049. The finding indicated that hard working employees were not rewarded, employees do not receive praises and recognition from their employers as to whether the organization has a reward strategy majority of the employees were undecided and disagreed with 64%. This result was consistent with findings by Armstrong (2017) argued that reward is considered as important factor for retaining employees. Also this finding was in disagreement with a study by Agoi(2017) in public sugar firms in Kenya that found out that a positive relationship existed between reward management and employee satisfaction. That the existence of a reward management system contributed to staff retention in tea factories.

4.5.2: ANOVA on Influence of Reward Management Practices on Employee Retention

The study inquired into the role of reward management practices on retention of staff in tea factories by testing the hypothesis whether there is no statistically significant relationship between reward management and employee retention in tea factories with Kisii County. The result is as shown in Table 4.16 and 4.17.
Table 4.16: One-Way ANOVA Reward Management Practices Analysis

<table>
<thead>
<tr>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>7.681</td>
<td>20</td>
<td>.384</td>
<td>3.121</td>
</tr>
<tr>
<td>Within Groups</td>
<td>15.014</td>
<td>122</td>
<td>.123</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>22.694</td>
<td>142</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Data, 2018

Table 4.16 showed the Analysis of Variance (ANOVA) which indicated that the independent variable reward management practices was statistically significant in influencing the employee retention in tea factories (F=3.121, df=20, 122, p<0.05).

The ANOVA result shows that the reward management practices have a significant influence on employee retention in tea factories at a 0.05 level of significance. Thus if fair reward management practices are used by the management of tea factories the productivity and morale of employee will improve hence retaining them for a longer period.

4.5.3: Relationship between Reward Management Practices and Employee Retention

The table 4.17 demonstrates the link between rewards and staff retention. This link was computed using the Pearson method of correlation coefficient statistics.
Table 4.17: Correlation between Reward Management Practices

<table>
<thead>
<tr>
<th></th>
<th>Employee retention</th>
<th>Reward Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee retention</td>
<td>Pearson Correlation</td>
<td>.283***</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.001</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>143</td>
</tr>
<tr>
<td>Reward Management</td>
<td>Pearson Correlation</td>
<td>.283***</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.001</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>143</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Field Data, 2018

Table 4.17 it can be noted that reward management practices and employee retention are positively correlated N(143)= 0.283**, p=0.001. This indicated a statistical significant positive relationship between reward management practices with employee retention. An organization that has a fair reward management practice has the capacity to motivate staff to work for it for a considerably longer period of time. Thus a unit improvement in reward management practices causes a 28.3% increase in the in employee retention.

The null hypothesis states that “There is no statistically significant association linking reward management practices to employee retention”(r=0.283(p=0.001),(F=3.121,df=20,122, p<0.05))was rejected while the alternative hypothesis states that there is a statistically significant relationship between reward management system and employee retention in tea factories within Kisii County at 0.05 level of significance was accepted. This findings was supported by Okotoh(2013) who indicated that there was a strong agreement that reward management promotes career progression in Communications Authority, they further
indicated that total reward at Communications Authority recognizes superior performance, that they are satisfied with the Communications Authority Reward Policy, bonus policy health plan and Communications Authority car loan policy.

4.6: Relationship between Employee Promotion Practices and Employee Retention

4.6.1: Descriptive Statistics for Reward Management Practices Indicators

The researcher analyzed how employee promotion practices influence employee retention among selected tea factories in Kisii County. The results are as shown in Table 4.18

Table 4.18: Descriptive Statistics for Employee Promotion practices Indicators

<table>
<thead>
<tr>
<th>Statement</th>
<th>Response in percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SA</td>
</tr>
<tr>
<td>In my organization there is a clear promotion policy</td>
<td>21.7</td>
</tr>
<tr>
<td>I have never been promoted</td>
<td>11.9</td>
</tr>
<tr>
<td>Employees are internally promoted</td>
<td>9.1</td>
</tr>
<tr>
<td>Good opportunities for promotion is provided in my organization</td>
<td>5.6</td>
</tr>
<tr>
<td>Promotion in the factory is fair to all employees</td>
<td>5.6</td>
</tr>
<tr>
<td>GRAND AVERAGE</td>
<td>3.10</td>
</tr>
</tbody>
</table>

Source: Field Data, 2018
From the findings in table 4.18, with regard to their organization having a clear promotion policy had a highest mean of 3.68 and a standard of 2.027. Overall, 62% of the respondents agreed that their organization has a clear promotion policy while 21.7% of the respondents disagreed. Lastly, 16.4% were undecided.

A good number of respondents agreed that employees are internally promoted with a mean of 3.41 and a SD of 1.023. Overall, 60.1% of the respondents agreed that employees are internally promoted while 25.2% of the respondents disagreed. Lastly, 14.7 % were undecided. Thus implying that as staff are promoted their level of motivation and loyalty is enhanced hence their desire to continue working in the organization for an extended period is motivated.

The factor that employees have never been promoted had a mean of 2.99 and SD of 1.343. Overall, 47.6% of the respondents agreed that employees have never been promoted while 43.4% of the respondents disagreed. Lastly, 9 % were undecided. This is a worrying finding. If staff are never promoted, it implies that they are not motivated to engage in work related tasks. If they are provided with an opportunity to exit the organization and join a firm with better promotion strategies, then they are likely to exit the organization. Promotion will support firms to retain their most valued asset.

Further, the respondents disagreed that good opportunities for promotion were not provided in their organization, with 42.7% with a mean of 2.86 and SD of 1.136. Overall, 35% of the respondents agreed that good opportunities for promotion were provided in their organization. Lastly, 22.4% were undecided.

Finally, as to whether the factory promotion was fair to all employees majority of the respondents disagreed with 57.5% indicating a mean of 2.58 and SD of 1.144. Overall, 25.9
of the respondents agreed that good promotion in the factory was fair to all employees while 16.1% were undecided. The general feeling among the respondents was that the grand average of mean was 3.10 while SD is 1.34 on employee promotion practices. The finding shows that promotion in the factory was somehow fair to all employees because there was a clear promotion policy and employees were internally promoted. This findings is similar to Wambugu and Ombui (2013) opined that promotion should be done to the right person in the organization before hiring people from outside.

A clear promotion policy should be used by the human resource managers to guide them on how internal promotions should be done and how long it should take for promotions to be undertaken, also promotion should be fair to all employees. This conclusion is in relation to John Stacy Adam’s theory (1965), that states that staff desire to strike a balance between what they bring into the organization (commitment, experience, time and effort) and what they get in return (pay, recognition, and promotion) and outcomes of others.

4.6.2: ANOVA test on the Influence of promotion Practices Analysis

The study investigated the influence of employee promotion practices on employee retention in tea factories by testing the hypothesis that states that there is no statistically significant relationship between promotion and staff retention in tea factories within Kisii County. The result is as shown in Table 4.19 and 4.20 below.
Table 4.19: One-Way ANOVA Promotion Practices Analysis

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>7.265</td>
<td>16</td>
<td>.454</td>
<td>3.708</td>
<td>.000</td>
</tr>
<tr>
<td>Within Groups</td>
<td>15.429</td>
<td>126</td>
<td>.122</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>22.694</td>
<td>142</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Data, 2018

Table 4.19 shows the Analysis of Variance (ANOVA) which indicated that the independent variable promotion practices was statistically significant in influencing the employee retention in tea factories (F=3.708, df=16,126, p<0.05).

The ANOVA result shows that the promotion practices have a significant influence on employee retention in tea factories at a 0.005 level of significance. Thus if fair promotion practices are used by the management of tea factories the productivity and morale of employee will improve hence retaining them for more period.

4.6.3: Relationship between Promotion Practices and Employee Retention

In an effort to determine the link between promotion and staff retention, there was need to test the hypotheses whether the link between organizational justice practices and staff retention was significant among tea factories within Kisii County. The result is as shown in Table 4.20.
Table 4. 20: Correlation between promotion Practices Analysis

<table>
<thead>
<tr>
<th></th>
<th>Employee retention</th>
<th>EmployeePromotion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee retention</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>143</td>
</tr>
<tr>
<td>EmployeePromotion</td>
<td>Pearson Correlation</td>
<td>.384**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>143</td>
</tr>
</tbody>
</table>

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

Source: Field Data, 2018

Table 4.20 noted that promotion practices and employee retention are positively correlated N(143)= 0. 384**.p<0.05. This indicated a statistical significant positive relationship between promotion practices with employee retention. An organization that has a fair promotion practices was likely to retain employees for a longer period. Thus a unit improvement in promotion practices causes a 38.4% increase the in employee retention.

The null hypothesis that states that “There is no statistically significant relationship between employee promotion practices and employee retention”(r=0.384(p<0.01), (F=3.708,df=16,126,p<0.05)) was rejected while the alternative hypotheses that states there is a statistically significant relationship between employee promotion practices and employee retention in tea factories within Kisii County at 0.05 level of significance was accepted. The finding was supported by a study by Sitati, Were, & Waititu, (2016) who concluded that there was a positivesignificant relationship in the hotel industry between job promotion and employee retention.
4.7: Analysis of the Employee Retention Indicators

The respondents were requested to rate their level of agreement to the various employee retention indicators. Table 4.21 contains the findings.

Table 4.21: Frequency Weighted Averages for Employee Retention

<table>
<thead>
<tr>
<th>Statement</th>
<th>Response in Percentage</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would like to quit this job</td>
<td>4.9 12.6 11.9 32.9</td>
<td>37.8</td>
<td>2.14 1.196</td>
</tr>
<tr>
<td>I plan to stay in this factory as long as possible</td>
<td>25.2 44.1 19.6 6.3</td>
<td>4.9</td>
<td>3.78 1.049</td>
</tr>
<tr>
<td>I plan as soon as possible, to leave this organization</td>
<td>2.1  5.6 32.2 36.4</td>
<td>23.12.27</td>
<td>0.952</td>
</tr>
<tr>
<td>Work conditions at the factory are convenient</td>
<td>10.5 58.7 13.3 12.6</td>
<td>4.9</td>
<td>3.57 1.003</td>
</tr>
<tr>
<td>I worry about my job security</td>
<td>17.5 32.2 16.1 22.4</td>
<td>11.9</td>
<td>3.211.299</td>
</tr>
<tr>
<td>I have security and stability at my work</td>
<td>7.0  42.0 21.0 15.4</td>
<td>14.7</td>
<td>3.111.199</td>
</tr>
<tr>
<td>I have a reasonable and stable income</td>
<td>6.3  37.1 4.9 38.5</td>
<td>13.3</td>
<td>2.851.235</td>
</tr>
<tr>
<td>Salaries and yearly allowances are controlled by a fair system</td>
<td>9.8  37.8 11.9 24.5</td>
<td>16.13.011.292</td>
<td></td>
</tr>
<tr>
<td>I am recognized for work accomplished</td>
<td>9.1  42.0 15.4 23.8</td>
<td>9.8</td>
<td>3.171.181</td>
</tr>
<tr>
<td>I enjoy my work most days</td>
<td>23.1 53.1 8.4 11.9</td>
<td>3.53.801.036</td>
<td></td>
</tr>
<tr>
<td>Employees trust one another</td>
<td>8.4  28.0 27.3 27.2</td>
<td>9.12.991.123</td>
<td></td>
</tr>
<tr>
<td>I am satisfied with the variety of job responsibilities allocated to me</td>
<td>7.7  51.0 11.9 19.6</td>
<td>9.8</td>
<td>3.271.158</td>
</tr>
</tbody>
</table>
Majority of the respondents agreed with 86% with no doubt of being extremely proud to tell people that they work for this factory 7.0% were undecided while 7% disagreed. This indicated that employees in the three factories were extremely proud to tell people that they work for these factories. This was an indication that they had no signs of quitting the factory.

With regard to whether employees enjoy their work most days the response was high with 76.2% agreed with a mean of 3.80 and SD of 1.036, 15.4% agreed lastly, 8.4% were undecided. The result showed that employees at the three tea factories enjoyed their work most of the days. If staff enjoy their work, this is an indicator that the work environment is conducive thus creates an atmosphere that allows staff to develop a desire to continue offering their services in the same organization for an extended period of time.

The respondents who had a plan to stay in this factory as long as possible 69.3% agreed, 19.6% were undecided while 11.2% disagreed. The highest mean was 3.78 while the SD was 1.049. Therefore, implying that a greater part of the workforce planned to stay in the factory as staff for a longer period.

With 69.2% of the respondents agreed that work conditions at the factory are convenient, 13.3% were undecided and 17.5% disagreed with this regard. It had a mean of 3.57 and SD of 1.003. This implied therefore, that most staffs were satisfied with the work conditions at the factory, hence may work in the factory for an extended period of time.

On the question on satisfaction with the allocation of diverse job responsibilities 58.7% staff revealed that they were satisfied, 11.9% were undecided while 29.4% disagreed. The factor
had a mean of 3.27 and SD of 1.158. This was an indication that most of the employees were satisfied with the variety of job responsibilities allocated to them.

With the respondents who were worried about their job security had 49.7% and 34.3% strongly disagreed while undecided were 16.1%. This shows that the respondents were worried about their job security with a high mean of 3.21. When staff are worried about their job security they will spend most of their time searching for job opportunities thus leading to poor performance. Additionally, they will stay in the organization as long as they have not found a new job.

Majority of the respondents agreed that they are recognized for work accomplished with 51.1% and those disagreed had 33.6%, undecided were 15.4% with a mean of 3.17 and SD of 1.181. This finding indicated that most of the employees are satisfied that they are recognized for work accomplished. This is a predictor that they can stay with the organization for a long period of time.

With regard with whether employees had security and stability at their work, the response was 49% while 21% were undecided, 30% disagreed. The result indicated that a number of employees had security and stability at their work place with a mean of 3.11 while the SD was 1.199. With enhanced job security, there is increased commitment to the organization therefore a greater chance of working with the organization for a long period of time.

The respondents agreed 47.6% that salaries and yearly allowances are controlled by a fair system, 11.9% were undecided while those who disagreed had 40.6%. This had a mean of 3.01 while the SD was 1.292. The findings indicated that the respondents agreed that salaries and yearly allowances were controlled by a fair system with a mean of 3.01 and SD of 1.292. With a fair salary system, there is increased motivation and commitment resulting in high staff retention.
Employees were neutral to whether they trust one another, 36.4% agreed, 27.2% were undecided while 36.4% disagreed. This was an indication that they were not sure whether they trusted each other. The mean was 2.99 with SD of 1.123. This situation needs to be investigated further. This is because if staff trust each other, there will be increased desire to continue working together.

Majority of the respondents 51.8% disagreed with the statement that they had a reasonable income, while 43.1% agreed and 4.9% were undecided. The result indicated that employees were not enjoying their reasonable and stable income with a mean of 2.85 with SD of 1.235.

With regard to employees who plan as soon as possible, to leave this organization had 7.7% agreed, 59.5% disagreed while 32.2% of the respondents were undecided. The results indicated that most of the employees had a plan to stay with the organization with mean of 2.27 with SD of 0.952. It can be concluded that these organizations had capacity to retain staff.

With regard to the employees who would like to quit this job, 70.7% of the respondents disagreed not to quit, 11.9% were undecided while 17.5% agreed to quit the job. The result suggested that most of the employees were not willing to quit with a mean of 2.14 and SD of 1.196.

4.8. Multiple Linear Regression Analysis

4.8.1 Testing of Assumptions for Regression Analysis

4.8.1.1 Test for Normality of Data

Figure: 4.1 shows the results of the tests of normality of the data being depicted on a graph using a p-p plot showing a normal diagonal line with a bunch of little circles following a normal distribution.
Figure 4.1 indicates that the dotted circles are running parallel with the diagonal line. This confirms that the assumptions for normality were met. In multiple regression analysis it is assumed that variables must be normally distributed. This is because variables that are not normally distributed have the capacity to affect relationships and significance tests. A normality test seeks to establish the closeness of a series of variables and how the variables function against each other. However, in this study, the model suggests that the normality assumption may have been violated. Despite this suggestion, the model is accepted because there are no extreme variations which may have significant impact on the findings.
4.8.1.2 Assumption to Check Homoscedasticity of Data

Scatter diagram was plotted and utilized to determine the association between independent and dependent variable as depicted in figure 4.2.

Figure: 4.2 Showing Scatter Plot of Regression Standardized Residual
Source: Field Data, 2018

Figure: 4.2 depicts that the circles are distributed equally below and above zero and to the left and right of the y axis therefore confirming that the assumption for homoscedasticity has been met and the scatter plot takes the shape of a rectangular score will be concentrated in the center.

4.8.1.3 Assumption to Check Multicollinearity of Data

It is crucial to determine the level of association of the predictors of the study through a collinearity test that focuses on the Variance Inflation Factor (VIF). VIF determines multicollinearity through regression model Table 4.22 shows the coefficients tolerance and variance inflation factors (VIF).
Table 4.22 Showing Collinearity Statistics

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.641</td>
<td>.130</td>
<td></td>
</tr>
<tr>
<td>Training and Development</td>
<td>.108</td>
<td>.037</td>
<td>.244</td>
</tr>
<tr>
<td>Organizational Justice</td>
<td>.265</td>
<td>.050</td>
<td>.484</td>
</tr>
<tr>
<td>Reward Management</td>
<td>-.020</td>
<td>.027</td>
<td>-.049</td>
</tr>
<tr>
<td>Employee Promotion</td>
<td>.081</td>
<td>.037</td>
<td>.146</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee Retention

Source: Field Data, 2018

Table 4.22 reveals that there is no multicollinearity. This is because the variance inflation factors (VIF) are below 10 and tolerance score. The result shows that only three human resourced practices are significantly and positively influence employee retention where training and development has (Tolerance=0.496, VIF=.2.018), Organizational justice (Tolerance=0.411, VIF=2.432), Reward management VIF=0.763 finally, employee promotion (Tolerance= 0.789, VIF=1.267). Therefore, the model did not violate the multicollinearity assumption. The constant is positively significant. The reward management is not significant and negative Beta -049, (Tolerance=0.763, VIF=1.311.Keith, (2014) suggests that for any study to meet the assumptions of multicollinearity, the VIF scores must
be below 10 while the tolerance scores must be above 0.2 any deviation from the suggested norm depicts potential problems in the data that could significantly affect the results of regression. However, analysis of collinearity statistics show this assumption had been met, as per the VIF scores and tolerance scores presented here (VIF 2.018, 2.432, 1.311, 1.267 and Tolerance 0.496, 0.411, 0.763, 0.789) respectively. The results of the regression model are therefore accurate and not misleading. Therefore, the empirical model (original) can be illustrated as follows:

\[ Y = 0.244(X_1) + 0.484(X_2) - 0.049X_3 + 0.146(X_4) \quad \text{Model 1} \]

This empirical model (original) indicated that changing 1 unit of \( X_1 \) (Training and development), \( X_2 \) (organizational justice), \( X_3 \) reward management and \( X_4 \) (employee promotion) while other things remain same, \( Y \) (ER) will change by 0.724 units.

### 4.8.2 Model summary

A multiple linear regression equation was developed to test the relationship. The regression equation:

\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon \]

Where: \( Y = \) Employee retention

\( \beta_0, \beta_1, \beta_2, \beta_3, \beta_4 \) are the regression coefficients

\( X_1 = \) Training and Development practices

\( X_2 = \) Organizational justice practices

\( X_3 = \) Rewards Management practices

\( X_4 = \) Employee promotion practices

\( \varepsilon = \) is the error term
Table 4.23: Model Summary between HRPs on Retention of Staff

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.726a</td>
<td>.526</td>
<td>.513</td>
<td>.27907</td>
</tr>
</tbody>
</table>

Source: Field Data, 2018

Table 4.23 shows that R-squared for link between HRPs (training and development, organizational justice, reward management, promotion) and staff retention was $R^2 = 0.726$. This reveals that there is a strong and positive link between HRPs and staff retention. This showed that the HRPs in this study explain 52.6% of the change in staff retention whereas 47.4% of the change in staff retention is explained by other factors hence suggesting that the model was a good fit. A high $R^2$ value, the better the model fits the data. This indicated that the regression model was statistically significant in predicting the effect of HRPs on staff retention among tea factories in Kisii County.

4.8.3: ANOVA Test between HRPs on Employee Retention

ANOVA test was conducted to find out the level of significance. The ANOVA results showed that P-value (0.000) was less than alpha (0.05) as shown table 4.24.

Table 4.24: ANOVA Model between HRPs on Retention of Staff

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>11.947</td>
<td>4</td>
<td>2.987</td>
<td>38.353</td>
<td>.000a</td>
</tr>
<tr>
<td>1</td>
<td>Residual</td>
<td>138</td>
<td>.078</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>22.694</td>
<td>142</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Data, 2018
The results of the ANOVA analysis as indicated intable 4.24show that F-critical was (4.138), while the F-calculated 38.353. This showed that the F-calculated was greater than the F-critical hence a linear relationship existed between HRPs (training and development, organizational justice, reward management, employee promotion) and staff retention. The p-value was 0.000 which was less than the significance level (0.05). The F value also showed that the multiple regression model was statistically significant. Therefore, retention of tea employees in Kisii County was being played a significant role by the four variables.

Table 4. 25: Regression Coefficients between Human Resource Practices on Retention

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>95.0% Confidence Interval for B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Std. B</td>
<td>Error</td>
<td>Beta</td>
<td></td>
<td>Lower Bound</td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.641</td>
<td>.130</td>
<td>12.585</td>
<td>.000</td>
<td>1.383</td>
</tr>
<tr>
<td>Training and</td>
<td>.108</td>
<td>.037</td>
<td>.244</td>
<td>2.928</td>
<td>.004</td>
</tr>
<tr>
<td>Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.035</td>
</tr>
<tr>
<td>Organizational</td>
<td>.265</td>
<td>.050</td>
<td>.484</td>
<td>5.294</td>
<td>.000</td>
</tr>
<tr>
<td>Justice</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.166</td>
</tr>
<tr>
<td>Reward Management</td>
<td>-.020</td>
<td>.027</td>
<td>-.049</td>
<td>-.725</td>
<td>.470</td>
</tr>
<tr>
<td>Employee Promotion</td>
<td>.081</td>
<td>.037</td>
<td>.146</td>
<td>2.212</td>
<td>.029</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee retention

Source: Field Data, 2018

To assess the significance of the regression coefficients in the model, the regression coefficients and the standardized beta values were used. The unstandardized regression coefficients and t-test values were presented in table 4.25.
Organisational justice was the most influential where (B) (0.265), and (t) value (5.294) with (0.000) which was less than 0.05 significance level, that is statistically significant followed by training and development which had B value of 0.108 and significance level of 0.004 while reward management does not influence employee retention as indicated B(- 0.20), Beta = - .049, (t) value -.725, significant level of p-value 0.0470 which was statistically insignificant finally, employee promotion had 0.81, Beta =.146 and (t) value 2.212 and significant level of (0.029>0.05) which was not statistically significant because it is p-value is greater than significance level of 0.05. Multiple regression analysis was conducted to determine how employee retention was affected by the four variables. The regression equation \( Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon \) was:

\[
Y = 1.641 + 0.108X_1 + 0.265X_2 -0.020X_3 +0.081X_4
\]

Where \( Y \) = Human resource practices, \( X_1 \) = training and development, \( X_2 \) = Organizational justice, \( =X_3 \) Reward management, \( X_4 \) = Employee promotion.

From the study findings, it was revealed that training and development and organizational justice were the most influencing variables that determined employee retention.

\[
Y= 1.641 + 0.108\text{TrainingDevelopment} + 0.265\text{Organizational justice} -0.020\text{Reward management} + 0.081\text{Employee promotion}
\]
4.9 Moderating Variables

4.9.1 Correlation Analysis

Table 4.26: Correlation Analysis between Moderating and Retention Practices

<table>
<thead>
<tr>
<th>Moderating variable</th>
<th>Employee retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>143</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.676**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>143</td>
</tr>
</tbody>
</table>

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

Source: Field Data, 2018

Moderating variable was found to relate positively to employee retention though high positive significant (r=0.676, p<0.05) n=143) as shown in Table 4.26. This meant that the moderating variable was a better way of checking the strength of the variable with high significant. Therefore, there was a positive connection between the moderating variable and staff retention of the respondents in the tea factories.

4.9.2: Model summary

The Researcher sought to establish whether it exist the moderating effect on the relationship between human resource practices and Employee Retention. The multiple regression analysis was presented in table 4.27 showing the Regression results for HRP’s, moderating variable and Employee Retention.
Table 4.27: Model Summary between Human Resource, Moderating and Retention

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.755a</td>
<td>.570</td>
<td>.554</td>
<td>.26685</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Moderating variable, Reward Management, Employee Promotion, Training and Development, Organizational Justice

Source: Field Data, 2018

Table 4.27 shows R for the connection between HRPs (training and development, organizational justice, reward management and promotion), moderating variable and staff retention was 0.755. The HRPs used in the study explain 57.0% of the change in staff retention while 43% of variation in staff retention is explained by other factors suggesting that the model was a good fit.

4.9.3: ANOVA

Table 4.28: ANOVA between Human Resource Practices, Moderating and Retention

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>12.939</td>
<td>5</td>
<td>2.588</td>
<td>36.341</td>
<td>.000b</td>
</tr>
<tr>
<td>1</td>
<td>Residual</td>
<td>9.756</td>
<td>137</td>
<td>071</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>22.694</td>
<td>142</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee retention
b. Predictors: (Constant), Moderating variable, Reward Management, Employee Promotion, Training and Development, Organizational Justice

Source: Field Data, 2018
The ANOVA analysis on the effect of staff retention moderating variables and training and development, organizational justice, reward management and employee retention is indicated in Table 4.28. From the ANOVA table, it was reported that an F-calculated of 36.341 with (0.000) was significant while critical value is 5.137. The p-value was 0.000, hence less than 0.05. This meant that moderating variable had an influence on staff retention in diverse ways.

4.9.4: Regression Coefficients

Table 4.26: Coefficients of Human Resource, Moderating and Retention in the Model

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>95% Confidence Interval for B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.403</td>
<td>.140</td>
<td></td>
</tr>
<tr>
<td>Training and Development</td>
<td>.093</td>
<td>.036</td>
<td>.210</td>
</tr>
<tr>
<td>Organizational Justice</td>
<td>.166</td>
<td>.055</td>
<td>.303</td>
</tr>
<tr>
<td>Reward Management</td>
<td>-.017</td>
<td>.026</td>
<td>-.041</td>
</tr>
<tr>
<td>Employee Promotion</td>
<td>.038</td>
<td>.037</td>
<td>.068</td>
</tr>
<tr>
<td>Moderating variable</td>
<td>.224</td>
<td>.060</td>
<td>.321</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee retention

Source: Field Data, 2018

The study utilized the beta value to respond to questions related to the independent variables that significantly contributed to staff retention. Table 4.29 above indicated that the most important factor was organizational justice followed by training and development then employee promotional lastly, reward management. The beta values for these variables were
as follows: 0.303, 0.210, 0.068, and 0.041 respectively. This indicated that the dependent variable employee retention should change by a corresponding number of other factors Reward Management $B = -0.017$, $t = -0.641$, $Beta = -0.041$ significance level 0.522 and employee promotion $B = 0.038$, $t = 1.029$, $Beta = 0.068$, significance level of 0.305 a significance value greater than 0.05 of 95% significance level. This meant reward management and employee promotion was not statistically significant.

Moderating variable (Work environment, participation and involvement and trade unions) has a positive connection between HRPs and staff retention in the tea factories in Kisii County.

Employee retention $= 0.093 \text{Training and development} + 0.166 \text{organizational justice} - 0.017 \text{reward management} + 0.038 \text{employee promotion} + 0.224 \text{moderating variable}$

$Y = 0.093X_1 + 0.166X_2 - 0.017X_3 + 0.038X_4 + 0.224M$.

### 4.9.5: Model Summary between Moderating and Employee Retention

To establish the moderating relationship equation below was used:

$Y = \beta_0 M + \beta_1 X_1 M + \beta_2 X_2 M + \beta_3 X_3 M + \beta_4 X_4 M + \varepsilon$

| Table 4.30: Model Summary between Moderating and Employee Retention |
|-----------------------------|-----------------------------|
| Model | R | R Square | Adjusted R Square | Estimate |
| 1 | 0.676 | .458 | .454 | .29546 |

a. Predictors: (Constant), Moderating variable

Source: Field Data, 2018

Table 4.30 shows that R for the link between moderating variable and staff retention was 0.676. This showed that the HRPs combined can explain 45.8% of the variation in staff retention while 54.2% of the variation is explained by other factors suggesting that the model was a good fit.
Table 4.31: ANOVA between Moderating and Employee Retention

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>10.386</td>
<td>1</td>
<td>10.386</td>
<td>118.977</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>12.308</td>
<td>141</td>
<td>.087</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>22.694</td>
<td>142</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- a. Dependent Variable: Employee retention
- b. Predictors: (Constant), Moderating variable
Source: Field Data, 2018

The ANOVA analysis on the effect of moderating variables and employee retention is indicated in Table 4.31. From the ANOVA table, it was reported that an F-calculated of 118.977 with (.000) was significant while critical value is 1.141. The p-value was 0.000, hence less than 0.05. This meant that moderating variable had an influence on staff retention.

Table 4.32 Coefficients of Moderating and Employee Retention in the Model

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>95.0% Confidence Interval for B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Lower Bound</td>
</tr>
<tr>
<td>(Constant)</td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>1</td>
<td>1.528</td>
<td>.148</td>
<td></td>
</tr>
<tr>
<td>Moderating variable</td>
<td>.473</td>
<td>.043</td>
<td>.676</td>
</tr>
</tbody>
</table>

Dependent Variable: Employee retention
Source: Field Data, 2018
The study utilized the beta value to respond to questions related to the independent variables that significantly contributed to staff retention. Table 4.32 above indicated that moderating variable had significant influence on employee retention. The beta value for moderating variable was 0.676. Moderating variable (Work environment, participation and involvement and trade unions) has a positive connection on staff retention in the tea factories in Kisii County.
CHAPTER FIVE

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The study addressed the following objectives; to determine the role of training and development practices on employee retention, to establish the effect of organizational justice practices on employee retention, to assess the role of reward management practices and to establish the role of employee promotion practices on employee retention among selected tea factories in Kisii County. Employee retention was measured by intention to quit, job security and job satisfaction. The study used correlational and descriptive designs as it was appropriate since data collected was reported exactly as the situation was without manipulating any variables. Target population comprised employees of the three tea factories in Kisii County. Stratified random sampling was used for administration, field services coordinator, production section, Tea extension services and Maintenance/workshop then simple random sample in each stratum. There was an 80% response rate.

The researcher required to know the designation held by each employee. The production workers had the highest percentage with 67.8 percent followed by field services officers 18.9 percent, then the mechanics 4.9 percent followed by factory accountants 2.8 percent the production manager and system administrators had equal percentage 2.1 percent. Lastly, 1.4 percent for factory unit manager for the three factories in Kisii County. Of these respondents, 65 percent were male while 35 percent were female. The ages of the respondents ranged between 30 - 39 years, 43.4 percent of the respondents had college qualifications with the
least qualification of the respondents was the primary school level with 2.1 percent. The findings indicated that 40.6 percent had more than 6 years’ experience. Those respondents who were permanent comprised 71.3 percent while casuals had the least percentage of 7.7.

5.1.1 Relationship between Training and Development Practices on Employee Retention

The first objective of the study sought to determine how training and development practices affect staff retention among selected tea factories in Kisii County. It was revealed that training and development had a major role in influencing staff retention. Analysis of Variance (ANOVA) indicated that training and development had a statistically significant effect on staff retention in tea factories (F=5.572, df=19,123, p<0.05). Training and development practices and staff employee retention had a positive link r(143)= 0.610**, p<0.01. Based on the data analysis on training and development and staff retention it was revealed that there was a strong positive link between the two variables since R is 0.610. Implying therefore that training and development was a strong predictor of staff retention among tea factories in Kisii County.

5.1.2 Relationship between Organizational Justice Practices on Employee Retention

Objective two of the study sought to determine the role of organizational justice practices on employee retention among selected tea factories in Kisii County. Results revealed that there was a strong significant and positive association between organizational justice and staff retention since R is 0.694. Analysis of Variance showed organizational justice practices was statistically significant in influencing the employee retention in tea factories (F=7.878, df=20,122, p<0.05). Hence therefore revealing a positive link between organizational justice practices and staff retention r(143)= 0.694**, p<0.01.
5.1.3 Relationship between Reward Management Practices on Staff Retention

The study’s third objective sought to determine the role played by reward management practices on the retention of staff among selected tea factories in Kisii County. The tea factories have a lot of interest on how to reward their best performing staff. It was however reported that reward management minimally influenced tea factories capacity to retain staff. Therefore, the tea factories do not associate rewards with the retention of experienced, talented and committed staff.

The findings indicated a statistical significant positive relationship between reward management practices with employee retention. Analysis of Variance (ANOVA) indicated that reward management practices was statistically significant in influencing the employee retention in tea factories (F=3.121,df=20,122,p<0.05). Reward management practices and employee retention were positively correlated r(143)= 0.283**, p=0.001.

5.1.4 Relationship between Employee Promotion Practices on Employee Retention

Objective four sought to determine how staff promotion practices affect staff retention among selected tea factories in Kisii County. Findings related to employee promotions practices in the three factories revealed the existence of a clear promotion policy and employees were internally promoted. It was noted that employees had never been promoted, good opportunities for promotion were not provided in the organization and finally there were unfair promotion practices in the factories. This indicated that promotional practices were not in line with John Stacy Adam’s theory (1965), that explains the value people attribute to fair treatment that culminates in high levels of motivation consequently leading to maintenance of relationships with staff and their employers. This finding was in agreement with the promotion practices that posit that if promotions practices do not satisfy staff needs and are generally not in line with the principles as explained by the equity theory which is equality as
concluded by (Ng'ethe, 2014). This finding was also in agreement with a study by Peter (2014b) noted that the provision of promotion, training, incentive was HR practices which could be found in many organizations which faces difficulties in the implementation. The study accepted that promotion practices contributed significantly to staff performance. Analysis of Variance (ANOVA) reported that staff promotion practices had a significant and positive effect on staff retention among tea factories (F=3.708, df=16,126, p<0.05). Promotion practices and employee retention are positively correlated r(143)= 0.384**, p<0.05.

5.2 Conclusions

5.2.1 Training and Development Practices on Employee Retention

The ANOVA result showed that training and development practices have a positive and significant influence on staff retention in tea factories at a 0.005 level of significance. Resulting in the rejection of the null hypothesis that posited that training and development and staff retention did not have a significant association. Hence, accepting the alternative hypotheses. There should be deliberate measures to institute training and development activities in the tea factories because they have a great significant on the extent to which the tea factories could retain their most valuable assets ‘staff’.

5.2.2 Organizational Justice Practices on Employee Retention

Analysis of Variance (ANOVA) showed organizational justice practices had a positive and statistically significant influence on staff retention in tea factories. Therefore, resulting in the rejection of the null hypothesis which posited that organizational justice practices and the retention of staff did not have a significant link. Hence, the alternative hypothesis is accepted. Further, the study found that organizational justice played a significant role on influencing
employee retention. When decisions are fair, staff are motivated to perform better because they feel they are valued and they will be treated fairly.

5.2.3 Reward Management Practices on Employee Retention

The ANOVA results depict that reward management practices had a positive and significant effect on staff retention in tea factories at a 0.05 level of significance. This resulted in the rejection of the null hypothesis that states that “There is no statistically significant association linking reward management practices to staff retention. Therefore, alternative hypotheses was accepted. Rewards strategies should therefore be carefully developed and implemented to enhance staff retention.

5.2.4 Employee Promotion Practices on Employee Retention

Results generated from ANOVA analysis depicted that staff promotion practices had positive influence on staff retention among tea factories. The results were statistically significant. The null hypotheses was therefore rejected because it stated as follows: “There is no statistically significant association linking staff promotion practices to employee retention” whereas the alternative hypothesis which states that there was a statistically significant relationship between staff promotion and employee retention in tea factories within Kisii County at 0.05 level of significance was accepted.

5.3 Recommendations

The following recommendations were made from the findings of the study:

i. Tea factories in Kisii County should prepare training and development policy that is clear and will help in improving the efficiency of human resources practices. Also they should introduce proper training schedule which shall guide on the training needs assessment.
ii. Tea factories in Kisii County should create a strategy of rewarding high performers’ and should review their reward policies to enhance opportunities for growth and retention.

iii. Tea factories in Kisii County should enhance organizational justice among employees that will assist them for easier communication and decision making.

5.4 Suggestions for Future Studies

Based on the results of the study, it is therefore suggested as follows:

i. A comparative study be compared to this study’s findings with findings from other counties.

ii. Studies adopting different methodology from those that were adopted in this study should be conducted. This will help in verification of the findings.

iii. A study on the influence of HRPs in the tea industry focusing on other counties should be conducted. Additionally, other studies focusing on other sectors of the economy should be conducted.

iv. A study on the enhancement of HRPs should be conducted with the aim of ensuring strategies for adoption and improvements are developed therefore contributing to enhanced staff retention.
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Adams, J. S. (2010). Equity theory. *chair in human resources at the State University of New York–Buffalo and was faculty director of the Center for Entrepreneurial Leadership there. Previously he was Research Professor of Management at Georgia State University. He has written over fifty books and over 135 other publications.*, 134.


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Kossek, E. E., Pichler, S., Bodner, T., & Hammer, L. B. (2011). Workplace social support and work−family conflict: A meta-analysis clarifying the influence of general and


Malik, M. E., Danish, R. Q., & Munir, Y. (2011, 2011). *Employee’s Turnover Intentions: Is this HR Failure or Employee’s better employment opportunity?*


Ng'ethe, J. M. (2014). *Determinants of academic staff retention in public universities in Kenya.*


Please you are required to respond to the questions below as accurately as possible by ticking the suitable answer from the scale provided. Your answers will be treated with confidentiality.

SECTION A: DEMOGRAPHIC INFORMATION

1) Job designation

2) Department/Section

3) Gender (please tick as appropriate)
   a) Male (  )
   b) Female (  )
4) Age
   a) 20 - 29 years  (  )
   b) 30 - 39 years  (  )
   c) 40 - 49 years  (  )
   d) 50 - 59 years  (  )
   e) 60 above      (  )

5) Highest level of education
   a) Primary       (  )
   b) Secondary     (  )
   c) College       (  )
   d) University    (  )

6) How long have you worked in this factory?
   a) 1 – 3 years    (  )
   b) 4 – 6 years    (  )
   c) Above 6 years  (  )

7) Terms of employment
   a) Permanent      (  )
   b) Contract       (  )
   c) Casual         (  )

SECTION B: TRAINING AND DEVELOPMENT PRACTICES

In relation to training in your Organisation present your views by ticking (√) in the box from the scale of 5-1 your appropriate answer.

Key
Using the scale given below indicates how accurately the following statements describe the effectiveness of your organization’s training and development practices. Read each statement and indicate your response using a tick (✓) in the appropriate box.

<table>
<thead>
<tr>
<th>No.</th>
<th>Training and development practices</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>In an organization there is a clear training policy</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2.</td>
<td>An organisation has a schedule of training programmes</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>3.</td>
<td>I willingly attend training and development to improve my knowledge and skills</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>4.</td>
<td>Training programs are evaluated during and at the end of every training exercise</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>5.</td>
<td>A staff training needs’ assessment is done on regular basis in the factory before training is done</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

SECTION C: ORGANIZATIONAL JUSTICE PRACTICES
This section seeks to bring out information on how relevant organizational justice influences employee retention in your organisation:

<table>
<thead>
<tr>
<th></th>
<th>Organizational justice</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
<td>Descriptions</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>6.</td>
<td>Employees are involved in decision making</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>There is team work in our organisation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>The supervisors cares about my opinion</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>I feel that my organisation treats me honestly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>Employees are paid according to their skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>Supervisors always treat employees with respect</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION D: REWARDS MANAGEMENT PRACTICES

This section seeks to elicit information on how rewards are being practiced on employees and how it influences their employees:

<table>
<thead>
<tr>
<th></th>
<th>Reward Management Practices</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
<td>Descriptions</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>12.</td>
<td>Reward system is in place and operation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td>Organization has a reward strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14.</td>
<td>Hard working employees are rewarded</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.</td>
<td>Employees receive praises &amp; recognition from their employers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.</td>
<td>Performance-based rewards are used</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION E: EMPLOYEE PROMOTION PRACTICES

How accurate the following statements describe the promotion provided by the organization using the scale given below

<table>
<thead>
<tr>
<th>Employee Promotion</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>17. In my organization there is a clear promotion policy</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>18. I have never been promoted</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19. Employees are internally promoted</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20. Good opportunities for promotion is provided in my organisation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21. Promotion in the factory is fair to all employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION F: INTENTION TO QUIT

Please tick (✓) the best response about your present job as an employee of the tea factory.

<table>
<thead>
<tr>
<th>No.</th>
<th>Statements</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>22.</td>
<td>I would like to quit this job</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>23.</td>
<td>I plan to stay in this factory as long as possible.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24.</td>
<td>I plan as soon as possible, to leave this organisation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION G: JOB SECURITY

Please tick (✓) how you perceive the following job security in your organization.
<table>
<thead>
<tr>
<th>No.</th>
<th>Opinions</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>25.</td>
<td>Work conditions at the factory are convenient</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>26.</td>
<td>I worry about my job security</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27.</td>
<td>I have security and stability at my work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28.</td>
<td>I have a reasonable and stable income</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29.</td>
<td>Salaries and yearly allowances are controlled by a fair system</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SECTION H: JOB SATISFACTION**

Please tick (✓) how you perceive job satisfaction in your organization.

<table>
<thead>
<tr>
<th>No.</th>
<th>Opinions</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>30.</td>
<td>I am recognized for work accomplished</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>31</td>
<td>I enjoy my work most days</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>Employees trust one another</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>I am satisfied with the variety of job responsibilities allocated to me</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>34</td>
<td>I am extremely proud to tell people that I work for this</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### SECTION I: WORK ENVIRONMENT

Please tick (✓) how you perceive work environment in your organization.

<table>
<thead>
<tr>
<th>No.</th>
<th>Descriptions</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>35</td>
<td>There are safety measures such as medical care</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>36</td>
<td>My office, working space is adequate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>37</td>
<td>There is provision of healthy office environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>38</td>
<td>There is enough floor space</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>39</td>
<td>There is good ventilated office</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### SECTION J: PARTICIPATION AND INVOLVEMENT

Please tick (✓) the best response about participation and involvement in your organization.

<table>
<thead>
<tr>
<th>No.</th>
<th>Descriptions</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>40</td>
<td>Employees are involved in decision making</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>41</td>
<td>Freedom to solve problems within the area of my responsibility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>42</td>
<td>Supervisor allows me participate in designing the policies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION K: TRADE UNIONS

How accurate the following statements describe the trade unions provided by the organization using the scale given below.

<table>
<thead>
<tr>
<th>No.</th>
<th>Descriptions</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>43.</td>
<td>Trade union leadership contributes much to their members</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>44.</td>
<td>Union leaders need to undergo some training courses on good leadership from time to time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>45.</td>
<td>Most union leaders are selfish and corrupt</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>46.</td>
<td>I can resign if accused of incompetence from leadership position to pave way for better performance in my union</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
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THE END

THANK YOU VERY MUCH

Appendix 2: List of Selected Tea Factories in Kisii County

NAMES OF THE FACTORIES IN KISII COUNTY

1. Ogembo Tea Factory
2. Kiamokama Tea Factory
3. Nyamache Tea Factory

Source: (Human Resource of Respective Factories, 2018)
Appendix 3: NACOSTI Research Authorization Permit
Appendix 4: Ministry of Education Research Authorization Letter
REPUBLIC OF KENYA

MINISTRY OF EDUCATION
State Department for Early Learning and Basic Education

Telegram: "EDUCATION"
Telephone: 058-30695
Email address: cdekisii@gmail.com
When replying please quote

REF: CDE/KSI/RESECH/21

COUNTYDIRECTOR OF EDUCATION
KISII COUNTY
P.O. BOX 4499 - 40200
KISII.

DATE: 4TH September, 2018

Priscah Nyaboke Makambi
Kisii University
P.O. Box 408-40200
Kisii.

RE: RESEARCH AUTHORIZATION.

Following your research Authorization vide your letter Ref. NACOSTI/
P/18/80816/24684, to carry out research in Kisii County, this letter refers.

I am pleased to inform you that you can carry out your research in Kisii County on
"An Assessment of the influence of Human Resource Management practices on
employee retention among selected tea processing factories in Kisii County”.

I am pleased to inform you that you have been authorized to undertake research
in Kisii County for the period ending 17th August, 2019.

Wish you a successful research.

DR. WILLIAM SUSUT
COUNTY DIRECTOR OF EDUCATION
KISII COUNTY.
ASSESSMENT OF INFLUENCE OF HUMAN RESOURCE PRACTICES ON EMPLOYEE RETENTION AMONG SELECTED TEA FACTORIES IN KISII COUNTY BY MAKAMBI PRISCA NYABOKE

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