

Effect of Human Resource Development Management Strategies on Organizational Performance of Tea Factories in Kenya: A Case of Tea Factories in Nyamira County

Richard Mosota¹, Dr. Charles Mamanyi², Dr. Stella Omari²

¹Kisii University (MBA Candidate)

²Kisii University (PhD)

Abstract: Human Resource Development play an important role in creation of new competencies, capabilities, and attitude in an organization and this results into improved employee performance. The general objective of this study was to determine the effect of human resource development strategies on organizational performance of tea factories in Kenya. The specific objectives of the study were to establish the effect of motivation strategy on organizational performance of tea factories in Kenya, to determine the effect of staff training strategy on organizational performance of tea factories in Kenya and to establish the effect of performance appraisal strategy on organizational performance of tea factories in Kenya. The study adopted a descriptive research design. The study was carried out in Nyamira County. This study's target population was all the 50 employees of the six tea factories under study. The study obtained its primary data using a structured questionnaire which was administered to 50 respondents. The study found out that factories offered medical benefits and that there is regular promotion of employees. These are used by the factories as part of their motivation strategies. Secondly, it was realized that the factories have only embraced on-job training in the factory as their only staff training strategy. Thirdly, it was indicated that the factories have also adopted some performance appraisal strategies and these are undertaking evaluations, having a detailed evaluation criteria, undertaking performance appraisal was carried out annually and giving immediate feedback on performance.

Keywords: Nyamira County, Tea Factories, Human Resource Development, Organizational performance, Management strategies.

1. INTRODUCTION

The relationship between human resource development strategies and organizational performance is one which has attracted attention of many scholars throughout the world in an effort to identify the best practices which can be adopted by the organizations. Some scholars view human resources development as a theoretical framework for the expansion of human capital within an organization through the development of both the organization and the individual to achieve performance improvement (Nuredin, 2016). A study by by Ahmeti (2015) confessed that, development of competent, modern, effective and knowledge based human resource were some of the challenges that faced businesses and governments in post conflict countries. The report further pointed out that most firms try to avoid human resource development because they view it as unnecessary expensed to the organization. On the contrally, Nda and Fard (2013) stated that those firms which embrace human resource development management strategies have employees who are better placed in adjusting to swift dynamic business environment.

According to Ahmeti (2015), the best human development strategies can be established once an organization knows what HR development entails and comprises of. For this reason, organizations, need to keep their HRD strategies in line with

the overall company strategies. Those in charge of HRD must develop various subsystems and suitable environment that promotes the competence and commitment of HRD (Nuredin, 2016). There are various Human resource Strategies that have been documented by various scholars. For instance, Wali, Omar and Sadq (2016) identified three human resources development strategies namely, training strategy, development strategy and empowerment strategy. Ahmeti (2015) singled out the following as the major HRD strategies that can be adopted by an organization: Having different education programs which are geared towards addressing the market needs, formulating policies which inspires employees to embrace training and so on. According to Kareem (2019), there are seven HRD strategies and these are provision of security to workers, employing qualified people, employing self-motivated and effective people, equipping employees with proper skills and trainings, having a fair compensation that is pegged on performance, creating a flat and democratic organization and making facts open to those who need it.

Nyamira County is a home to six tea factories which are owned by the Kenya Tea Development Agency (KTDA). These are; Gianchore, Tombe, Nyansiongo, Sanganyi, Nyankoba and Kebirigo Tea Factories; and one privately owned (Mogeni Tea Factory). Most of these factories have been developing and running specialized training for staff at all levels in the factories, bespoke to the issues at their place of work (County Nyamira of Nyamira, 2018).

Tea farming contributes greatly to the economy of this country. It is one of the sectors that offers job opportunities to many people in Kenya besides being one of the greatest foreign exchange earners. For this reason therefore, there is need for it to be sustained and even improved so as to retain the job opportunities and even create more. Various studies have indicated that an organization that is well nourished with well-defined human resource development management strategies end up experiencing improved organizational performance (Saharuddin & Sulaiman, 2016; peter, 2014). Further studies by Obwongi (2011) and Asamoah (2012) documented that promotion and training and development are key in boosting employees' efforts towards work. Further, motivation and performance appraisal have been cited as major contributors to an organization's overall performance (Kahungya, 2014; Ondieki & Bula, 2018). Federman (2006) further observed that when HRD practices for instance organizational development, T&D, career development and talent development play an important role in creation of new competencies, capabilities, and attitude in an organization and this results into improved employee performance.

However, it has been observed that, besides the vital contribution of tea sector to the economy, its performance has been deteriorating in the recent past (Ondieki & Bura, 2018). The bonus payments per kilo had been either stagnant or deteriorating trend among the factories in Nyamira County while their counterparts in Central region are on an upward trend or stagnant to say the least, yet the factories are managed by the same Agency, and this has led to some farmers uprooting the crop in frustration (Magutu, 2016). Worse still, the volume of tea leaves processed has been on a decline in some of the factories (Nyakwana & Atambo, 2017). Poor HRD strategies have been cited as some of the possible causes of the poor performance of the tea factories. Recent studies have documented the importance of HRD to the survival of any organization. This is because of the realization that an organization which continuously develops its employees makes them keep in pace with the ever changing world in the business arena, and this leads to improved performance. The general objective of the study was to determine effect of human resource development management strategies on organizational performance of tea factories in Kenya, a case of tea factories in Nyamira County. The specific objectives of the study were to establish the effect of motivation strategy on organizational performance of tea factories in Kenya, to determine the effect of staff training strategy on organizational performance of tea factories in Kenya and to establish the effect of performance appraisal strategy on organizational performance of tea factories in Kenya.

2. EMPIRICAL LITERATURE

2.1 Motivation Management Strategy and Organizational Performance

In order to understand the impact of motivation on worker performance among the Non-Governmental Organizations under study, Ileri (2015), focused on four objectives and a descriptive research design was deemed to be the most appropriate. A sample of 260 respondents was picked by means of stratified random sampling method and descriptive statistics was adopted. The study realized that all the attributes of motivation under study (compensation, promotion, recognition and supervision) played a significant role in influencing employee's morale to perform. In view of this, the report indorsed on the need for the NGOs to develop and implement a payment policy to attract sufficient and suitable employees, come up with a clear promotion and career advancement policy, develop an organizational structure to

communicate to employees on different levels of authority and enhance employee recognition with a financial reward. This study concentrated on NGOs which are not profit oriented while the current study focuses on tea factories whose operation has profitability as the driving force.

Waiyaki (2017), explored the consequence of motivation on worker's performance in Kenya, having Pam Golding Properties Limited as the point of reference. The research used exploratory research design used and a census of 50 employees was adopted. The study relied only on descriptive statistics to analyze the collected data. It was discovered that the management involved employees whenever they wanted to set goals and that, they ensured that whatever goals that were set were always clear, specific and realistic to achieve. However, monetary incentives were not properly used to motivate their employees as it was found out that majority of the employees were unhappy with their pay relative to those of similar companies. It was also observed that the existing appreciation and remuneration programs have little role to play in boosting an employee's morale. Moreover, the study recommended on the need for organizations to embrace mentorship besides undertaking regular training in an effort to make employees motivated and answerable to their objectives, that it re-evaluates its salary and benefits package and that the organization enforce non-monetary rewards as a cheaper way of boosting employee's morale. This study used a different research design (exploratory) while the current study uses descriptive research design. Besides, the modes of operation for the two study areas are incomparable.

Omollo and Oloko (2015), investigated how employee performance was instigated by employee motivation among commercial banks which are licensed to operate in Kenya. Descriptive research design was used and a sample of 45 respondents was drawn from the four KCB branches which were operating within the County. The study reported that monetary reward, job enrichment, training and team building all played a significant role in motivating employee's performance. Of the four types of rewards, monetary rewards had the highest significance and this was attributed to the fact that a higher percentage employees monetary rewards were more influential to their performance than were non-monetary rewards. The study recommended on the essence of coming up with an elaborate motivation structure in an organization since it was perceived that this is likely to boost employees' performance. This research was done on financial institution hence the findings may not be applicable on tea industry.

A study was done by Olaniyi (2013), on the impact of motivation and job stress on an employee's performance having special focus on the hotel industry in Ireland. The study involved a qualitative approach. A sample of 40 employees were given questionnaires to fill and then analyzed by inferential statistics. The study found out that monetary rewards were the most preferred, followed by challenging and meaningful work then good bosses. It was also observed that most organizations rewarded their employees through open recognition, by giving incentives or by giving prizes. The study recommended on the need for the organizations to use guest cards so as to assist the management in tracking down productivity of the employees better. This research was carried out in the hotel industry hence the findings may be different from the tea industry.

Muogbo (2013), directed a study to ascertain the role of motivation on employees output in Nigeria. The research deemed it fit to use survey research design method with a sample of 63 workers was chosen from the 21 industrial companies in mind. The data so collected were analyzed using descriptive statistics and also inferential statistics. The study realized that financial motivation good working environments, promotion, marginal benefits, security, involvement in decisions and rewards on formulated organizational policies were some of the extrinsic motivations employed by the firms. However, it was also noted that although the employees received appreciation and positive recognition, the firms did not allow an employee to use another employee's ability in work place, nor did it allow use of a sense of challenge and achievement as an intrinsic motivator. The research did not witness any significant bond between intrinsic motivations and performance of the firm, although it gathered sufficient information to conclude that extrinsic motivation greatly influences workers performance. This study was done on diverse manufacturing firms hence the findings may not replicate on the tea factories. Besides, the study did not use descriptive research design.

2.2 Staff Training Management Strategy and Organizational Performance

Ondieki and Bula (2018), pursued to establish the association between HR Management Practices and Employee Performance in Tea Factories in Nyamira County, Kenya. The study realized that the factories often organized seminars for their employees, there existed on-job training in our factory, training was key in improving employee performance and that it should be done in a continuous manner so as to help them deal with the unending challenges of in life. Further

analysis revealed that employees were satisfied with the training that is offered by their organizations and that, by holding more seminars on various issues, employees were likely to boost their performance. It was also evident from the study that majority of the employees were conversant with the various HRM practices and that continuous training is vital to an organization in the sense that it influences the performance of workers.

Onyango and Wanyoike (2014), researched on the influence of training on employee output among the employees in the Ministry of Health in Siaya County, Kenya. A sample of 56 respondents was used in the study. The study observed that most health facilities considered a number of factors when training their employees and these include experience, education background and seniority. The study observed a strong positive affiliation between employee training and their productivity. This study was done in the health sector therefore the findings may not apply in the tea industry.

Nuredin (2016), investigated the influence of HRD Practice on workers' Performance in the Ministry of Agriculture. A sample of 130 respondents were used in the study and the data obtained were analyzed using descriptive and inferential statistics. The study regretted that HRD played an insignificant role in reducing the worker turnover. Further scrutiny disclosed that the Ministries strove to improve educational level of employees, they appreciated the Ministries' efforts to improve educational level of their employees and that the ministries were willing to sponsor and to provide trainings to employees. It was also noted that the ministries were a bit fair in giving their employees equal access for education and trainings. This study based its findings on the whole Ministry of Agriculture at large, while the current study narrows down to tea sector only.

Odhiambo (2018), did a research on the link that existed between T&D workers performance among the employees working at the mobile service industry. Special focus was attached to the Safaricom Limited. This was achieved by administering a descriptive survey research on a sample of 377 respondents which was obtained through simple random sampling. Primary data were collected and analyzed through descriptive statistics. It was discovered that there was regular evaluation of set skills which was aimed at exposing the employees' areas of deficiency, and that the staff training was anchored on the specific duties performed by the individual employee. The report identified a positive link between employee training and employee commitment. However, it was not clear on whether skills evaluation was done objectively, whether there were laid down policies which guided assessment of the training needs. This research was done on a telecommunication service industry hence the findings may not hold in tea factories.

2.3 Performance Management Appraisal Strategy and Organizational Performance

Namuddu (2010), developed interest in establishing the link between performance and staff appraisal systems in schools operating in Uganda. The research adopted a cross-sectional research design involving 78 teachers. The report showed that teacher-based evaluation was rarely done, that the teachers' evaluation standards were shallow and they did not address individual aspects of the teacher. These findings were based on schools and in a different country.

Asamoah (2012), investigated the effects of performance appraisal on employee attitude. It was realized that performance appraisal was carried out annually under the guidance of an appraising committee using management by objective and ranking method. It was further observed that the feedback on performance appraisal reports was done frequently though not always. In most cases, the organizations rarely did counselling after giving feedback on performance appraisal. According to the study, performance appraisal brought on board many benefits to the organization hence improving productivity. Owing to the fact that the research was done in the banking sector, the findings may not be applicable to the tea industry.

Kariuki (2014), documented on how employees' performance was performance appraisal on employees' performance. The research involved a descriptive survey of 144 members of staff who were drawn from 51 branches, and data were scrutinized using regression analysis. The study discovered that performance appraisal gives boosts employees' motivation, that they associate themselves with performance which has some rewards attached to it, that management system motivates employees to performance well in their roles, that the feedback was given on a continuous basis, and that the working environment was conducive for employees. The research realized that better performance appraisal led to higher performance. It was recommended that it is necessary for the firms to incorporate rewards as a way of motivating employees so as to retain the best employees. This research looked at one aspect of HRD-performance appraisal, hence the findings are not exhaustive of the effect of HRD on organizational performance. Besides, it was done on banking sector hence the findings may not replicate on tea sector.

Munguti and Kanyanjua (2017), used Savannah Cement as a case study to analyze the association between appraisal techniques and employee performance. The study adopted a descriptive research design where a sample of 98 respondents were selected using stratified random sampling method. The study revealed that peer review not only aided the administration to detect employee opportunity and strength, but also exposed the specific areas in which the employees needed training and where the organization needed to adjust so as to improve performance and succession planning. It was also observed that the company employed 360 degree appraisal method. It was recommended that organizations should involve subordinates as the main source of job evaluation. The mode of operation in the cement sector is incomparable with that in the agriculture sector hence the findings may not necessarily apply in the tea industry.

2.4 Organizational Performance of Tea Factories

Magutu (2016), defines firm performance as the ability of a firm to minimize its cost of production while ensuring that it achieves customer satisfaction and with an aim of maximizing returns to investment. This means that reduction in the cost of production can be used as one of the performance indicators. Hakala (2019) stated that the performance of an organization can be measured using these indicators: Quantity, quality of the produce, timeliness of product delivery, how cost-effective it is to make a product, employees' absenteeism, employees' creativity, and their (employees') adherence to Policy.

Ajalie (2017), on investigating the effect of employee motivation on organizational performance, adopted the following as the measures of an organization's performance: Managements' commitment to quality, having clearly defined quality goals, fair workload, adequate tools and resources and continuous evaluation of the results as the measures of an organizational performance. The study found out that extrinsic factors had more significant effects on organizational productivity than intrinsic factors.

Cherono (2017), on the link between employee development and organizational performance enlisted costs levels, productivity, innovations and task completion level as the major indicators of organizational performance. The study found out that as much as training and mentorship were significant in contributing to the organizational performance, participation and delegation were not significant in affecting the performance. The study further identified productivity, cost, innovation and task completion level as very influential in determining the performance of the organization.

A study by Nyakwana and Atambo (2017), employed volume of processed tea leaves and bonus payment per kilogramme per factory as the performance indicators in the study on the influence of management practices on worker's productivity among the tea processing factories. The study found that poor advertising, forecasting and subcontracting practices deleteriously influenced workers' performance in the factories. Therefore this study shall use bonus payments per kilo, volume of tea leaves processed per week and cost of production as the key indicators of performance of the tea factories under study.

3. RESEARCH METHODOLOGY

The study embraced a descriptive research design. The study was done in Nyamira County. The target population was 50 employees working in the six tea factories. There were a total of 50 employees who were employed on permanent and pensionable terms in the six factories. These included the managers and the field officers. The study adopted census inquiry. A structured questionnaires was used to collect primary data. The collected data were analyzed using a software called the Statistical Package for Social Scientists (SPSS version 21). The data were analyzed using the descriptive statistical methods which were presented in form of tables and graphs, frequencies, means and percentages. Pearson's Coefficient of Correlation was used to test the strength of the relationship between the study variables.

4. FINDINGS

4.1 Response Rate

The study administered questionnaire to 50 respondents. Out of these, 46 questionnaires were returned to the researcher. This represented 92% response rate and it was therefore deemed fit to analyze and draw conclusions upon.

4.2 Gender of Respondents

The respondents were asked to disclose their gender. This was with a view to determine whether or not both genders were well represented in the factories. The findings were as shown in figure 1.

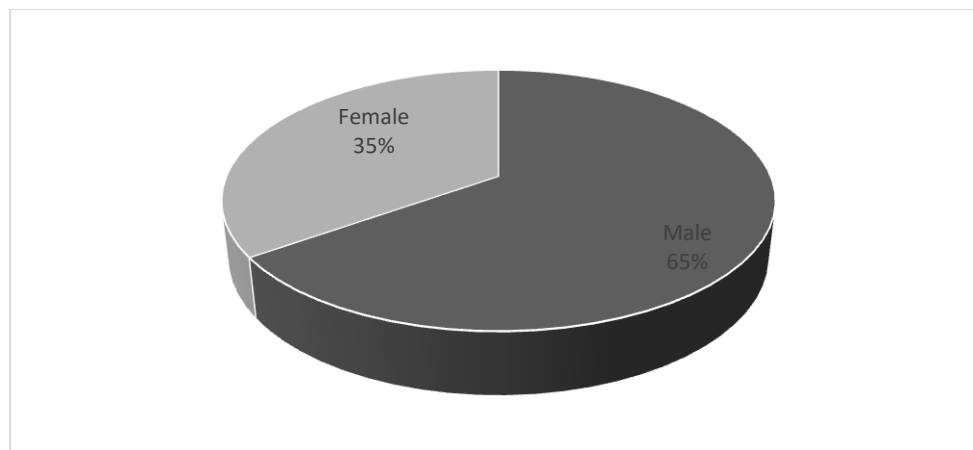


Figure 1: Summary of Gender of Respondent

The result in figure 1 shows that 65% of the respondents were males while 35% of the respondents were females. This shows that both genders were well represented in the survey since each gender constituted at least a third of the population of respondents.

4.3 Respondent's Experience

The study wanted to know how long each of the respondents had worked in their present factory. The results were as presented in table 1.

Table 1: Respondent's Level of Experience

Years of Experience	Frequency	Percent
Less than 3 years	5	10.9
4-7 years	11	23.9
8-11 years	11	23.9
12-15 years	12	26.1
More than 15 years	7	15.2
Total	46	100.0

The findings in table 1 revealed that a vast majority of respondents at 26.1% had worked for a duration between 12-15 years. It was further revealed that there was an equal percentage of respondents at 23.9% who had worked for duration between 4-7 years and 8-11 years; that 15.2% of the respondents had worked for more than 15 years while only 10.9% of the respondents had worked for less than 3 years. This means that most of the respondents have been at their present work station for at least 3 years hence they are perceived to have good knowledge of the operation of their respective factories.

4.4 Factories' Duration of Use of HRD Strategies

The respondents were asked to indicate how long their respective factories had been using the HRD strategies. The results were as summarized in figure 2.

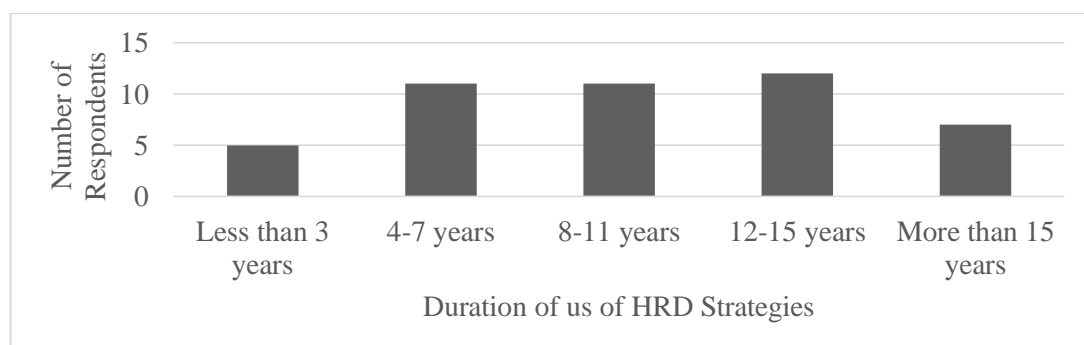


Figure 2: Factories' Duration of Use of HRD Strategies

As figure 2 shows, majority (12) respondents observed that their factories had adopted HRD strategies for 12-15 years. It was also reported that other factories had adopted their HRD strategies for 4-7 years and 8-11 years as indicated by 11 respondents in each case. Only 7 respondents claimed that their factories had practiced use of HRD strategies for over 15 years while only 5 respondents opined that their factories had uses HRD strategies for less than 3 years.

4.5 Factories' Use of Motivation Management Strategy

The study wanted to determine which motivation management strategies were in use in the factories. For this reason, some motivation management strategies were identified from the previous literature and the listed on a five point likert and the respondents were asked to rate them. Table 2 shows the results:

Table 2: Factories' use of Motivation Management Strategy

	Strongly Agree 5	Agree 3	Undecided 3	Disagree 2	Strongly Disagree 1	$\frac{\sum f_i x_i}{\sum f_i}$
We are offered medical benefits	20	26	0	0	0	4.43
There is regular promotion of employees	20	23	0	3	0	4.30
There is recognition of employees who perform their work well	18	17	3	8	0	3.98
There is positive recognition in our factory	14	20	2	7	3	3.76
Employees receive verbal appreciations for work well done	13	18	3	8	4	3.61
There is regular review of salary in the factory	11	17	2	15	1	3.48
We are given transport allowances	13	14	0	17	2	3.41
The factory offers support for carrier achievement	9	14	2	7	14	2.93

As table 2 shows, the respondents agreed that the factories offered medical benefits (weighted mean 4.43) and that there is regular promotion of employees (weighted mean 4.30). However, the respondents were uncertain whether there was recognition of employees who perform their work well (weighted mean 3.98), that there was positive recognition in their factories (weighted mean 3.76), and that employees receive verbal appreciations for work well done (weighted mean 3.61). The respondents further registered uncertainty on the claims that there is regular review of salary in the factory (weighted mean 3.48) and that they are given transport allowances (weighted mean 3.41). It was also realized that the respondents disagreed with claims that their factories offered support for carrier achievement (weighted mean 2.93). The results differ with those of Ireri (2015) which pointed out that positive recognition, verbal appreciation and salary were widely used by firms as forms of motivation strategies.

4.6 Training Management Strategy

The study wanted to determine which training management strategies were in use in the factories. For this reason, some training management strategies were identified from the previous literature and the listed on a five point likert and the respondents were asked to rate them. Table 3 shows the results:

Table 3: Training Management Strategy

Our factory....	Strongly Agree 5	Agree 3	Undecided 3	Disagree 2	Strongly Disagree 1	$\frac{\sum f_i x_i}{\sum f_i}$
Offers on-job training in the factory	21	24	0	1	0	4.41
Offers training and development	8	31	1	3	3	3.83
Conducts demonstrations from time to time	10	28	1	2	5	3.78
Offers training in a continuous manner	10	24	1	11	0	3.72
organizes seminars for their employees	12	18	0	16	0	3.57

Undertakes regular workshops and seminars for members of staff	5	23	3	12	3	3.33
Ensures employees re satisfied with the training that is offered	5	19	8	8	6	3.20
conducts forums for promoting firm culture and practices	8	16	4	12	6	3.17

Table 3 indicates that the respondents agreed that there was on-job training in the factory (weighted mean 4.41). However, respondents seemed unconvinced on whether the factories offered training and development (weighted mean 3.83), whether the factories conducts demonstrations from time to time (weighted mean 3.78) and whether they offered training in a continuous manner (weighted mean 3.72). Further the respondents were undecided on whether factories organizes seminars for their employees, whether they undertakes regular workshops and seminars for members of staff, they ensure employees re satisfied with the training that is offered, and whether they conducts forums for promoting firm culture and practices as supported by a weighted means of 3.57, 3.33, 3.20 and 3.17 respectively on a five point likert scale. These findings differs with those obtained by Ondieki and Bula (2018) and Onyango and Wanyoike (2014) who found out that most organizations organized seminars for their employees and that they undertakes regular workshops and seminars for members of staff.

4.7 Performance Management and Appraisal Strategy

The study wanted to determine which performance management and appraisal strategies were in use in the factories. For this reason, some performance management and appraisal strategies were identified from the previous literature and the listed on a five point likert and the respondents were asked to rate them. Table 4 shows the results:

Table 4: Performance Management and Appraisal Strategy

	Strongly Agree 5	Agree 3	Undecided 3	Disagree 2	Strongly Disagree 1	$\frac{\sum f_i x_i}{\sum f_i}$
Our factory undertakes evaluations	25	20	1	0	0	4.52
Our factory has a detailed evaluation criteria	23	18	4	1	0	4.37
Performance appraisal is carried out annually	18	24	3	1	0	4.28
Feedback on performance is given immediately	7	36	3	0	0	4.09
The factory emphasizes on individual activities	10	26	3	6	1	3.83
Performance appraisal is carried under the guidance of an appraising committee	7	18	21	0	0	3.70
Performance appraisal is carried using management by objective and ranking method	9	14	20	3	0	3.63
Organizations rarely did counselling after giving feedback on performance appraisal	6	12	18	17	3	3.02

The findings showed that respondents agreed that the factories undertook evaluations (weighted mean 4.52), that factories had a detailed evaluation criteria (weighted mean 4.37), that performance appraisal was carried out annually (weighted mean 4.28) and that feedback on performance was given immediately (weighted mean 4.09). Further analysis of the responses revealed that the respondents were not sure whether the factory emphasizes on individual activities (weighted mean 3.83), whether factories' performance appraisal was carried under the guidance of an appraising committee (weighted mean 3.70), whether performance appraisal was carried using management by objective and ranking method (weighted mean 3.63), and whether the factories rarely did counselling after giving feedback on performance appraisal (weighted mean 3.02). These findings support Kariuki (2014) who found out that most firms undertook had a detailed evaluations performance appraisal which was undertaken on a yearly basis.

4.8 Organizational Performance

The study sought to know the performance of the factories involved in the study. Some relevant measures of performance were identified and provided on a five point likert and the respondents were asked to rate them. Table 5 shows the results:

Table 5: Organizational Performance of the Factories

	Strongly Agree 5	Agree 3	Undecided 3	Disagree 2	Strongly Disagree 1	$\frac{\sum f_i x_i}{\sum f_i}$
There is adequate market for our products	12	28	2	4	0	4.04
We have enough working tools at our work place	7	20	3	14	2	3.35
Our factory has experienced an upsurge in the quantity of tea leaves processed per week	8	14	2	20	2	3.13
The cost of production has reduced in the recent times	3	19	7	14	3	3.11
We achieve our work targets on time	4	19	4	8	11	2.93
Our bonus per kilogram of tea leaves has been on upward trend	1	3	1	37	4	2.13

It was evident from the analysis that the respondents agreed that there was adequate market for the factories' products (weighted mean 4.04). However, the respondents were undecided on whether they have enough working tools at their work place (weighted mean 3.35), whether their factories had experienced an upsurge in the quantity of tea leaves processed per week (weighted mean 3.13) and whether the cost of production had reduced in the recent times (weighted mean 3.11). Further, the respondents disagreed to the claim that they achieve their work targets on time (weighted mean 2.93) and that their factories' bonus per kilogram of tea leaves has been on upward trend (weighted mean 2.13).

4.9 Factories' Volume of Sales

The study sought to know the factories' sales volume over the last five years. This was aimed at determining the trend of the sales in the past five years. The findings were as shown in figure 3.

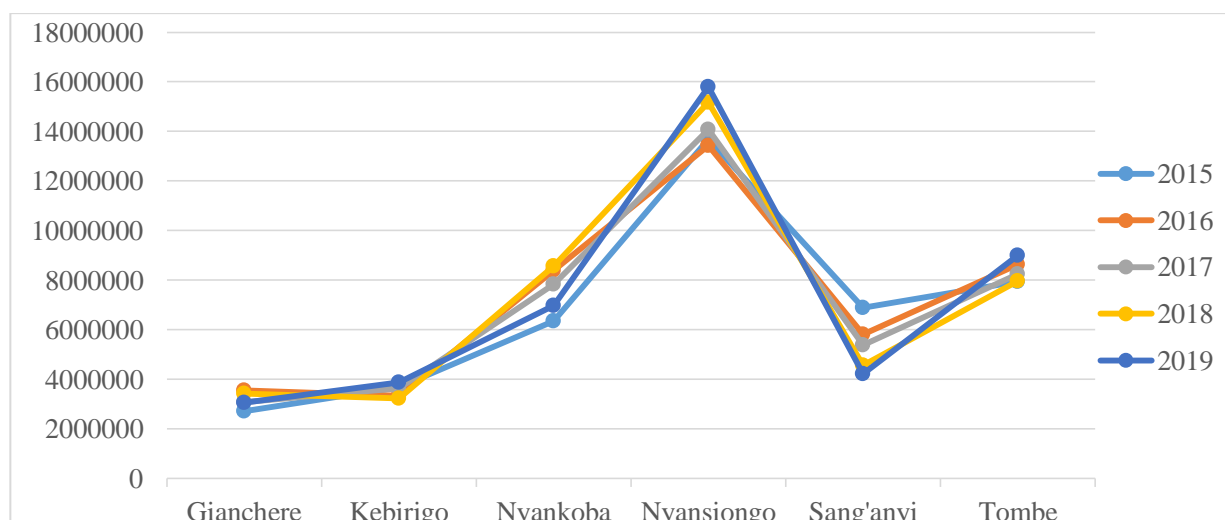


Figure 3: Factories' Sales Volume in the last five Years

Figure 3 shows that Nyansiongong had been leading in the sales volume over the five years while Kebirigo has been realizing the least sales volume over the past five years. Further analysis revealed that, save for Nyansiongong Tea Factory which has experienced a continuous upward trend in their sales volume, all the other factories have been experiencing a fluctuating volume of sales over the last five years. The minimum, maximum and average production for each of the factories is as presented in table 6 below:

Table 6: Summary of Production by the Factories

Tea Factory	2015	2016	2017	2018	2019	Average
Nyansiongo	13686000	13426000	14076000	15174000	15795000	14,431,400
Tombe	7938291	8634900	8248920	7966300	9006200	8,358,922
Nyankoba	6353000	8397000	7831000	8574000	6977000	7,626,400
Sang'anyi	6895090	5808600	5390600	4563680	4220355	5,375,665
Kebirigo	3689280	3347422	3647456	3229980	3876966	3,558,221
Gianchere	2721940	3549106	3085429	3436019	3063533	3,171,205

Table 6 shows that Nyansiongo was the Tea factory with the highest average production of 14,431,400, followed Tombe with 8,358,922, then Nyankoba with 7,626,400. Sang'anyi followed with 5,375,665; then Kebirigo with 3,558,221 and lastly 3,171,205.

4.10 Correlation Analysis

The study wanted to establish the degree of association between the independent variables and the dependent variable. For this reason, a correlation analysis was run. The findings were as presented on table 7.

Table 7: Correlation Analysis of Study Variables

	MS	ST	PA	OP
MS	1	0.322	0.316	0.561*
ST		1	0.219**	0.623*
PA			1	0.415**
OP				1

**Correlation is significant at 0.05 level (2-tailed)

Table 7 shows that the greatest correlation was between staff training strategy (ST) and organizational performance (OP) at 0.623 indicating a strong positive correlation. This was followed by a positive correlation of 0.561 between motivation strategy (MS) and OP and lastly a correlation of 0.415 between performance appraisal strategy (PA) and OP. All the correlations were positive and significant.

5. SUMMARY

The first objective of the study was to establish the effect of motivation strategy on organizational performance of tea factories in Kenya. The study found out that the factories offered medical benefits and that there is regular promotion of employees. However, it was uncertain whether there was recognition of employees who perform their work well, whether there was positive recognition in their factories, and whether employees receive verbal appreciations for work well done. It was also not clear whether there is regular review of salary in the factory and whether employees were given transport allowances. It was also realized that the factories did not offer support for carrier achievement.

The second objective of the study was to determine the effect of staff training strategy on organizational performance of tea factories in Kenya. It was realized that although there was on-job training in the factory, it was not clear whether the factories offered training and development, whether the factories conducts demonstrations from time to time and whether they offered training in a continuous manner. It was also uncertain whether factories organizes seminars for their employees, whether they undertakes regular workshops and seminars for members of staff, they ensure employees re satisfied with the training that is offered, and whether they conducts forums for promoting firm culture and practices.

The third objective of the study was to establish the effect of performance appraisal strategy on organizational performance of tea factories in Kenya. The research revealed that factories undertook evaluations, they had a detailed evaluation criteria, that performance appraisal was carried out annually and that feedback on performance was given immediately. However, it was not clear whether factories emphasize on individual activities, whether factories' performance appraisal was carried under the guidance of an appraising committee, whether performance appraisal was carried using management by objective and ranking method and whether the factories rarely did counselling after giving feedback on performance appraisal.

6. CONCLUSIONS

Based on the above summary, the following conclusions can be made: First, the factories offered medical benefits and that there is regular promotion of employees. These are used by the factories as part of their motivation strategies. Secondly, it is concluded that the factories have only embraced on-job training in the factory as their only staff training strategy. Thirdly, it can be observed that the factories have also adopted some performance appraisal strategies and these are undertaking evaluations, having a detailed evaluation criteria, undertaking performance appraisal was carried out annually and giving immediate feedback on performance. in time.

7. RECOMMENDATIONS

Based on the above analysis, it is recommended that the factories re-look at these three aspects of Human Resource Development Management Strategies since it was found that none of them had been widely used by the factories. For instance, they should recognize employees who perform their work well, give receive verbal appreciations for work well done and carry out a regular review of salary in the factories as part of the motivation management strategies. The factories should also offer training and development, conduct demonstrations from time to time and organize seminars for their employees and conduct forums for promoting firm culture and practices as part of their staff training management strategies. Thirdly, there is also need for the factories to undertake performance appraisal under the guidance of an appraising committee, carry out performance appraisal using management by objective and ranking method and have counselling after giving feedback on performance appraisal as part of their performance management and appraisal strategy.

REFERENCES

- [1] Ahmeti, F. (2015). Human Resources Development And Challenges Faced During Transition In Developing Economies. *International Journal of Economics, Commerce and Management*, 3(4), 1-17.
- [2] Ajalie, S. N. (2017). *Effect Of Employee Motivation On Organizational Productivity* (Doctoral Dissertation, Covenant University, OTA).
- [3] Asamoah, A. (2012). *The Effects Of Performance Appraisal On Employee Attitude: A Case Study Of First Allied Savings And Loans LTD* (Doctoral Dissertation, Kwame Nkrumah University of Science and Technology).
- [4] Cherono, J. (2017). *Employee Development and Organizational Performance Of Unilever Tea Kenya Ltd In Kericho County* (Doctoral Dissertation, Kenyatta University).
- [5] Federman, M. (2006). *Towards an effective theory of organizational effectiveness*. Retrieved from http://whatisthemessage.blogspot.com/2006_03_01_archive.html
- [6] Hakala, D. (2020). 16 Ways to Measure Employee Performance. *HR World*, <http://www.hrworld.com/features/16-waysmeasure-performance-021908>, [accessed 29 January 2020].
- [7] Ileri, C.M. (2015). *Influence Of Motivation On Employee Performance In Non-Governmental Institutions: A Case Of Kenya Tenri Society In Embu County* (Doctoral Dissertation, University of Nairobi).
- [8] Kahungya, E.F. (2014). *Effects Of Motivation On Employees Performance: A Case Of Vice President's Office In Dar Es Salaam*. Published Masters Report, Open University of Tanzania.
- [9] Kareem, M. A. (2017). *The Role of Human Resources Development Strategy in Achieving Corporate Social Responsibility: At the SME Level*. Paper presented at the 21st European Scientific Conference of Doctoral Students, Brno, Czech Republic.
- [10] Kariuki, R. (2014). *Effect Of Performance Appraisal On Employees' Performance In Barclays Bank Of Kenya*. Published MBA Report, KCA University, Kenya.
- [11] Magutu, A.O. (2016). *Lean Manufacturing Practices and Performance of Tea Processing Firms In Kisii, Kenya* (Doctoral Dissertation, University of Nairobi).

- [12] Munguti, B. K. & Kanyanjua, D. (2017). Performance appraisals practices and employee productivity in Kenya: A case study of Savannah Cement Ltd. *International Academic Journal of Human Resource and Business Administration*, 2(4), 82-96.
- [13] Muogbo, U.S. (2013). The Influence of Motivation on Employees' Performance: A Study of Some Selected Firms in Anambra State. *An International Journal of Arts and Humanities*, 2(3), 134-151.
- [14] Namuddu, J. (2010). Staff Appraisal Systems and Teacher Performance at Aga Khan Schools in Kampala District (Doctoral Dissertation, Makerere University).
- [15] Nda, M. M., & Fard, R. Y. (2013). The impact of employee training and development on employee productivity. *Global Journal of commerce and management perspective*, 2(6), 91-93.
- [16] Nuredin, Z. (2016). Impact of Human Resource Development Practice on Employees' Performance and Motivation in the case of EFDRE Ministry of Agriculture and Natural Resource (Doctoral Dissertation, Addis Ababa University, Ethiopia).
- [17] Nyakwana, B.O., & Atambo, W. (2017). Effects of the Implementation of Strategic Management Practices on The Performance of KTDA Factories in Kisii County; Kenya. *OSR Journal of Business and Management*, 19(4:1), 23-32.
- [18] Odhiambo, O.J. (2018). Effect Of Training And Development On Employee Performance At Safaricom Company Limited (Doctoral Dissertation, KCA University).
- [19] Olaniyi, A.A. (2013). Effects of Job Stress and Motivation on Performance of Employees in Hotel Industry (Hotels at Dublin Airport) (Doctoral Dissertation, National College Of Ireland).
- [20] Omollo, P. A., & Oloko, M. A. (2015). Effect of motivation on employee performance of commercial banks in Kenya: A case study of Kenya Commercial Bank in Migori County. *International journal of human resource studies*, 5(2), 87-103.
- [21] Ondieki, D. O., & Bula, H. O. (2018). Human Resource Management Practices and Employee Performance in Tea Factories in Nyamira County, Kenya. *The University Journal*, 1(2), 147-156.
- [22] Onyango, J.W., & Wanyoike, D.M. (2014). Effects Of Training On Employee Performance: A Survey Of Health Workers In Siaya County, Kenya. *European Journal of Material Sciences*, 1(1), 11-15.
- [23] Peter, C. G. (2014). Impact of promotion to employees performance At Dar es salaam city council (Doctoral dissertation, Mzumbe University).
- [24] Saharuddin, D. S., & Sulaiman, B. (2016). The effect of promotion and compensation toward working productivity through job satisfaction and working motivation of employees in the department of water and mineral resources energy North Aceh District. *International Journal Of Business And Management Invention*, 5(10), 33-40.
- [25] Waiyaki, E.W. (2017). Effect of Motivation on Employee Performance: A Case Of Pam Golding Properties Limited, Nairobi (Doctoral Dissertation, United States International University- Africa).
- [26] Wali, A. I., Omar, S. O., & Sadq, Z. M. (2016). The Role of Human Resource Development Strategies on Capabilities of Strategic Innovation (An Empirical Study at Akre Technical Institute/Kurdistan Region-Iraq). *International Journal of Humanities and Cultural Studies (IJHCS) ISSN 2356-5926*, 3(1), 1453-1474.