

**THE EFFECT OF EMPLOYEE DEVELOPMENT PRACTICES ON HUMAN
RESOURCE-RELATED ORGANIZATIONAL PERFORMANCE OF TEA
FACTORIES IN KERICHO COUNTY, KENYA**

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**A Project Submitted to the Institute of Postgraduate Studies of Kabarak University
in Partial Fulfilment of the Requirements for the Award of Master in Business
Administration (Human Resource Management and Strategic Management)
Degree**

KABARAK UNIVERSITY

NOVEMBER, 2025

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The project entitled, **“The Effect of Employee Development Practices on Human Resource-Related Organizational Performance of Tea Factories in Kericho County, Kenya,”** written by **Rono Chepchumba Debra** is presented to the Institute of Postgraduate Studies of Kabarak University. We have reviewed the research thesis and recommend it be accepted in partial fulfillment of the requirement for the award of the Degree of Master of Business Administration (Human Resource and Strategic Management).

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DEDICATION

I dedicate this research project to my parents, Dr. Joseph Rono and Dr. Mary Rono, whose unwavering support, love, motivation, and prayers have continually illuminated my path throughout this research journey.

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ABSTRACT

In an increasingly dynamic and competitive business environment, organizations are turning to employee development practices as a strategic approach to enhance Human Resource-related aspects of organizational performance. These practices include training programs, mentorship and coaching, performance management, career development plans, leadership development, soft skills development, workshops and seminars, online learning platforms, employee engagement, and on-the-job training. Tea factories in Kericho County, Kenya, play a crucial role in the local economy and global trade networks, underscoring the importance of effective employee development practices. This study examined the effect of employee development practices on HR-related organizational performance of tea factories in Kericho County, Kenya. Specifically, it assessed the effect of employee training programs, employee counseling programs, career development initiatives, and management development practices on HR-related organizational performance of tea factories in Kericho County, Kenya. The study was guided by the Social Exchange Theory and Herzberg's Two-Factor Theory. HR-related organizational performance was assessed using employee performance indicators, including task completion, attendance, safety, and teamwork, to provide a comprehensive understanding of workforce effectiveness. A descriptive research design was employed, targeting a population of 133 employees from various management levels and human resource staff. It targeted 14 tea factories in Kericho County. Stratified sampling was used to select a sample size of 100 from different management levels to ensure representation. Data collection utilized structured questionnaires. A pilot study involving 10 participants at Chebut Tea Factory in Nandi County was used to refine the instrument. Reliability tested via Cronbach's alpha exceeded the acceptable threshold of 0.70. Data were analyzed using the Statistical Package for the Social Sciences (SPSS version 26) and Excel, with results presented in tables, pie charts, and graphs. Regression analysis revealed that employee training programs had the most significant and positive effect on HR-related organizational performance of tea factories in Kericho county ($\beta = 0.829$, $p = 0.000$). Employee counseling programs also had a significant positive effect ($\beta = 0.205$, $p = 0.003$). However, the effects of career development initiatives ($\beta = -0.130$, $p = 0.131$) and management development practices ($\beta = -0.085$, $p = 0.304$) were not statistically significant. These results suggest that training and counselling programs are the key drivers of HR-related organizational performance among tea factories in Kericho county. Based on the findings, the study further recommends that organizations prioritize structured employee training programs and counselling programs as core components of their employee development practices. These practices are key drivers of improved performance outcomes and overall organizational effectiveness.

Keywords: *HR-related Organizational Performance, Management Development Practices, Employee Counseling programs, Employee Training Programs, Employee Development Practices, Tea Factories, Kericho County, Organizational Effectiveness*

TABLE OF CONTENTS

DECLARATION	ii
RECOMMEDATIONS	iii
COPYRIGHT	iv
DEDICATION	v
ACKNOWLEDGEMENT	vi
ABSTRACT	vii
TABLE OF CONTENTS	viii
LIST OF TABLES	xii
LIST OF FIGURES	xiv
LIST OF ABBREVIATIONS AND ACRONYMS	xv
CONCEPTUAL AND OPERATIONAL DEFINITION OF TERMS	xvi
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background to the Study.....	1
1.1.1 HR-Related Organizational Performance	6
1.1.2 Tea Factories in Kericho	6
1.2 Statement of Problem.....	8
1.3 Objectives of the Study.....	9
1.3.1 General Objective	9
1.3.2 Specific Objectives	9
1.4 Research Hypotheses	9
1.5 Scope of the Study	10
1.6 Justification of the Study	10
1.7 Significance of the Study	11
1.8 Limitations and Delimitations of the Study	13
1.9 Assumptions of the Study	13
CHAPTER TWO	15
LITERATURE REVIEW	15
2.1 Introduction.....	15
2.2 Theoretical Review	15
2.2.1 Social Exchange Theory	15
2.2.2 Herzberg Two Factor Theory	17

2.3 Empirical Review	18
2.3.1 Employee Training Programs and HR-Related Organizational Performance. 19	
2.3.2 Employee Counselling Programs and HR-Related Organizational Performance	20
2.3.3 Career Development Initiatives and HR-Related Organizational Performance.	22
2.3.4 Management development practices and HR-related organizational Performance	23
2.3.5 Effect of Employee Development Practices and HR-Related Organizational Performance.....	25
2.4 Conceptual Framework.....	25
2.5 Summary of Research Gaps.....	27
CHAPTER THREE	32
RESEARCH DESIGN AND METHODOLOGY	32
3.1 Introduction.....	32
3.2 Research Design	32
3.3 Study location	32
3.4 Target Population	33
3.5 Sampling Procedure and Sample Size	34
3.6 Instrumentation	36
3.7 Data Collection Procedures	36
3.8 Pilot Study	37
3.9 Validity of the Instrument	37
3.10 Reliability of the Instrument.....	37
3.11 Data Analysis and Presentation.....	38
3.11.1 Diagnostic tests	39
3.12 Ethical Considerations	39
CHAPTER FOUR	41
DATA ANALYSIS, PRESENTATION, AND DISCUSSION	41
4.1 Introduction.....	41
4.2 Response Rate.....	41
4.3 Demographic Characteristics	42
4.3.1 Gender Per Department	42

4.3.2 Age Per Management Level.....	44
4.3.3 Years of Experience	45
4.3.4 Education Level	46
4.4 Descriptive Statistics.....	47
4.4.1 Employee Training Programs and HR-Related Organizational Performance. 47	
4.4.2 Employee Counseling Programs and HR-Related Organizational Performance	49
4.4.3 Career Development Initiatives and HR-Related Organizational Performance.....	52
4.4.4 Management Development practices and HR-related organizational performance	55
4.4.5 HR-Related Organizational Performance in Tea Factories.....	58
4.3 Summary of Employee Development Practices in Tea Factories.....	60
4.4 Inferential Statistics	62
4.4.1 Correlation Analysis	62
4.5 Diagnostic Test	65
4.5.1 Normality Assumptions Test.....	65
4.5.2 Multi-Collinearity Test	66
4.5.3 Autocorrelation Assumption Test.....	67
4.5.4 Homoscedasticity.....	67
4.6 Regression Analysis.....	68
4.6.1 Effect of Employee Training Programs on HR-Related Organizational Performance	69
4.6.2 Effect of Employee Counselling Programs on HR-Related Organizational Performance	71
4.6.3 Effect of Career Development Initiatives on HR-Related Organizational Performance.....	73
4.6.4 Effect of Management Development Practices on HR-Related Organizational Performance	76
4.7 Hypothesis Testing.....	81
4.8 Model Specification.....	83
4.9 Discussion of Findings	84
4.9.1 Employee Training Programs and HR-Related Organizational Performance .84	

4.9.2 Employee Counselling Programs and HR-Related Organizational Performance	85
4.9.3 Career Development Initiatives and HR-Related Organizational Performance	85
4.9.4 Management Development Practices and HR-Related Organizational Performance	86
CHAPTER FIVE	87
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS	87
5.1 Introduction.....	87
5.2 Summary of the Findings.....	87
5.2.1 Employee Training Programs and HR-Related Organizational Performance	87
5.2.2 Employee Counselling Programs and HR-Related Organizational Performance	88
5.2.3 Career Development Initiatives and HR-Related Organizational Performance	88
5.2.4 Management Development Practices and HR-Related Organizational Development	89
5.3 Conclusion	90
5.4 Recommendations.....	92
5.4.1 Policy Recommendations	92
5.5 Recommendations for Further Studies	93
REFERENCES	94
APPENDICES.....	104
Appendix I:Cover Letter	104
Appendix II: Research Questionnaire	105
Appendix III: Map of Kericho County	109
Appendix IV: Target Population.....	110
Appendix V: Tea Factories	111
Appendix VI: KUREC Clearance Letter.....	112
Appendix VII: NACOSTI Reserach Permit.....	113
Appendix VIII: Evidence of Conference Participation.....	114
Appendix IX: List of Publication	115

LIST OF TABLES

Table 1: Reserach Gap	28
Table 2: Target Population Distribution	34
Table 3: Sample Size Distribution	35
Table 4: Reliability Analysis	38
Table 5: Response Rate	41
Table 6: Age Per Management Level.....	44
Table 7: Education Level	46
Table 8: Descriptive Statistics on Employee Training Programs.....	47
Table 9: Descriptive Statistics on Employee Counseling Programs	50
Table 10: Descriptive Statistics on Career Development Initiatives.....	53
Table 11: Descriptive Statistics on Employee Management Development Practices	56
Table 12: Descriptive Statistics On HR-Related Organizational Performance in Tea Factories.....	59
Table 13: Descriptive Statistics Summary on Employee Development Practices	61
Table 14: Correlation	63
Table 15: Normality Assumption Test Results.....	65
Table 16: Multi-Collinearity Assumption Test Results.....	66
Table 17: Autocorrelation Assumption Test Results.....	67
Table 18: Model Summary for Employee Training Programs on HR-Related Organizational Performance	69
Table 19: ANOVA for Employee Training Programs and HR-Related Organizational Performance	70
Table 20: Coefficients For Employee Training and HR-Related Organizational Performance	70
Table 21: Model Summary for Employee Counselling Programs and HR-Related Organizational Performance	71
Table 22: ANOVA For Employee Counselling and HR-Related Organizational Performance	72
Table 23: Coefficients for Employee Counselling and HR-Related Organizational Performance	73
Table 24: Model Summary for Career Development Initiatives and HR-Related Organizational Performance	73

Table 25: ANOVA for Career Development Initiatives and HR-Related Organizational Performance	74
Table 26: Coefficients for Career Development Initiatives and HR-Related Organizational Performance	75
Table 27: Model Summary for Management Development Practices on HR-related Organizational Performance	76
Table 28: ANOVA for Management Development Practices and HR-Related Organizational Performance	76
Table 29: Coefficients for Management Development Practices and HR-Related Organizational Performance	77
Table 30: Overall Model Summary.....	78
Table 31: Overall Analysis of Variance.....	78
Table 32: Coefficients	80

LIST OF FIGURES

Figure 1: Conceptual Framework	27
Figure 2: Gender Per Department	43
Figure 3: Years of Experience	45
Figure 4: Homoscedasticity	68

LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	: Analysis of Variance
CSR	: Corporate Social Responsibility
CVI	: Content Validity Index
DV	: Dependent Variable
GOK	: Government of Kenya
HR	: Human Resource
HRM	: Human Resource Management
IVs	: Independent Variables
KTDA	: Kenya Tea Development Agency
KPIs	: Key Performance Indicators
KUREC MNGMT:	Kabarak University Research and Ethics Committee Management
NACOSTI	: National Commission for Science, Technology, and Innovation
QM	: Quality Management
SMEs	: Small and Medium Enterprises
SPSS	: Statistical Packages for Social Sciences
TBK	: Tea Board of Kenya
VIF	: Variance Inflation Factor

CONCEPTUAL AND OPERATIONAL DEFINITION OF TERMS

HR-Related Organizational Performance: Refers to the extent to which human resource practices contribute to achieving organizational goals, specifically through metrics such as employee productivity, retention, attendance, job satisfaction, teamwork, and overall well-being. It reflects how effectively HR strategies foster a motivated, efficient, and stable workforce that supports organizational success (Armstrong, 2020; Dessler, 2019). This definition was used in the context of this study.

Employee Development: Employee Development is a strategic process undertaken by organizations to enhance the skills, knowledge, and capabilities of their workforce. It encompasses a range of activities and initiatives designed to enhance employee performance, productivity, and job satisfaction, while also preparing individuals for future roles and responsibilities within the organization (Dessler, 2019). The study relied on this definition.

Career Development: It is the lifelong journey of professional growth and advancement. It encompasses the continuous initiatives that an organization takes aimed at advancing the careers of its employees in terms of skills, pursuing new opportunities, and adapting to evolving workplace demands. Through this process, individuals strive to achieve their career goals, find job satisfaction, and reach their full potential in the professional world (Kirui, 2020). The study employed this perspective.

Employee Counseling: It refers to a systematic approach of providing guidance, support, and assistance to employees to address personal and work-related challenges (Kiryongi, 2018). This conceptualization was relevant to the study.

Employee Training: It involves the planned and purposeful development of employees' skills, knowledge, and competencies to enhance their job performance and contribute to organizational success (Mobegi Nasieku, Mokaya, and Okibo, 2023). This was the working definition applied in this research.

Management Development: It refers to the deliberate cultivation of leadership and managerial skills among individuals in leadership positions within an organization. (Mobegi et al., 2023). The study was anchored on this interpretation.

CHAPTER ONE

INTRODUCTION

This chapter provides a comprehensive background on the importance of tea factories in the global and local economy, highlighting their role in employment, foreign exchange earnings, and rural development. It then narrows its focus to employee development practices, specifically employee training, counseling, career development, and management development, and their potential effect on HR-related organizational performance. It outlines the research problem, emphasizing the challenges faced by tea factories in optimizing HR-related performance outcomes. This chapter also presents the study's objectives, hypotheses, scope, justification, and significance. It concludes by acknowledging the study's limitations and assumptions, setting the stage for a thorough investigation into how employee development practices can enhance HR-related organizational performance in the context of Kericho County's tea industry.

1.1 Background to the Study

Employee development practices have become increasingly vital in the rapidly evolving global business landscape, as they directly enhance employees' skills, knowledge, and overall competence. These practices improve efficiency, productivity, quality of work, and innovation (Purwanto, 2021). The nature of employment is also shifting due to technological advancement and globalization, which have transformed work experiences and led to more multicultural and interconnected workforces (Mehta & Mehta, 2019). Furthermore, employee development has a significant impact on boosting motivation and engagement. When employees perceive that their organization is invested in their personal and professional growth, they are more likely to feel valued and committed to their roles, often resulting in reduced turnover rates and improved performance (Rana, Pant, and Chopra, 2019).

In this context, employee development practices are crucial in enhancing employee competencies, which, in turn, contribute to organizational effectiveness and efficiency. Globally, employee development practices emphasize continuous learning, leadership development, skill enhancement, and enhancing employee well-being. These practices are widely acknowledged for their positive impact on employee and organizational performance. (Alrawahi, Sellgren, Altouby, Aetlwahaibi & Brommels, 2020), In a study in Oman, Herzberg's two-factor theory of motivation was applied in clinical laboratories, and it was found that job satisfaction, driven by achievement, recognition, and growth opportunities, significantly enhanced employee performance in healthcare settings. This highlights the importance of a holistic development approach that considers both intrinsic and extrinsic motivational factors.

Similarly, in Indonesia, Aprilia, Melinda, & De Vos (2021) examined the work motivation of hotel employees during the COVID-19 pandemic, using the same Herzberg two-factor framework. Their findings highlighted the crucial role of hygiene factors, such as job security and adherence to safety protocols, in maintaining employee motivation and performance during challenging times. Organizations that invested in training for new safety procedures and provided counseling observed stronger employee resilience and productivity. This demonstrates the need to tailor development practices to meet emerging challenges. In Sri Lanka, Kuruppu, Kavirathne, & Karunarathna (2021) investigated the effect of training on employee performance in the apparel sector. Their quantitative study revealed a strong positive connection between training content and employee performance, with an even stronger correlation between overall training and performance. These findings reinforce the effectiveness of well-designed training programs in improving employee performance, especially in a manufacturing environment.

In the African regional context (excluding Kenya), several studies have demonstrated the critical role of employee development practices in enhancing organizational performance. In Ghana, Amoah & Mungai (2020) investigated the impact of financial literacy training and microinsurance on the economic performance of Small and Medium Enterprises (SMEs) in the Sekondi-Takoradi Metropolis. Their findings revealed that SMEs whose employees underwent financial literacy training exhibited improved financial decision-making and better overall performance. This highlights how well-planned development programs can impact organizational outcomes beyond individual productivity.

Similarly, Obeng (2021) examined the impact of human resource development practices on employee performance at Cape Coast Technical University in Ghana. The study analyzed training programs, career development initiatives, and performance management systems, revealing a significant positive correlation between these practices and employee performance. Improvements were observed in teaching quality, research output, and administrative efficiency, demonstrating the broader HR-related benefits of structured development efforts. In Nigeria, Adeyemi, Sanya & Oyedokun (2020) found that professional training had a notable effect on employee performance in Money Deposit Banks. The training enhanced interpersonal relationships with customers, improved task accuracy, increased work speed, and boosted overall job confidence. These improvements indicate that targeted training enhances not just the technical ability but also critical HR-related outcomes such as employee engagement and morale.

Several studies in Kenya have examined the impact of employee development practices on organizational performance. For instance, Mwangi (2019) found that comprehensive training programs significantly enhance employee productivity and job satisfaction in manufacturing firms across Kenya. Similarly, Wambui and Kamau (2020) established

that career development initiatives improve employee retention and organizational commitment within the Kenyan service sector. Focusing more locally, a study by Ngetich & Musau (2019) in Kericho county revealed that the tea factories investing in management development practices reported better workforce motivation and operational efficiency. Kiryongi (2018) also noted that employee counselling programs in Kericho's tea factories contributed to reduced absenteeism and improved teamwork. These findings highlight the significance of employee development in enhancing HR-related organizational performance within the region's tea sector.

Employee development practices encompass a broad range of practices, including mentoring programs, job rotation, succession planning, performance appraisals, and e-learning platforms (Kareem & Hussein, 2019; Otoo & Mishra, 2018). While these practices are widely acknowledged, this study specifically focused on employee training programs, employee counseling, career development initiatives, and management development practices due to their critical relevance to the challenges faced on Kericho's tea factories. Reports indicated high turnover, job dissatisfaction, limited growth opportunities, and operational inefficiencies—all of which are closely linked to weak or missing efforts in these four key areas (Armstrong, 2020; Noe, 2017). By narrowing the scope to these practices, the study aimed to address the most pressing gaps affecting HR-related organizational performance, including attendance, teamwork, motivation, and task completion (Boxall & Purcell, 2016).

Training programs, both formal and informal, aim to improve specific job-related skills or introduce new technologies (Otoo & Mishra, 2018). In Kenya, the Employment Act (2007) affirms employees' rights to training, positioning it as a strategic tool for performance improvements. Career development initiatives, including mentoring programs, job rotation, and succession planning, offer employees clear advancement

paths and contribute to higher engagement and productivity (Kareem & Hussein, 2019). The Employment Act (2007) also promotes such initiatives to foster professional growth.

Employee counselling programs address personal and professional challenges such as stress, conflict, and work-life balance, which can impact job performance (Rachmawati, Sembiring, & Surbakti, 2022). Although not mandated by the law, they play a critical role in maintaining a healthy and productive workforce. By managing grievances and providing emotional well-being counselling, counselling contributes to improved focus, morale, and productivity. Management development practices are designed to enhance leadership skills among current and future managers (Hooi, 2021). These include workshops, coaching, and strategic planning sessions to strengthen leadership effectiveness. In Kenya, the Employment Act (2007) supports such initiatives, encouraging employers to build managerial capacity through structured training. Strong leadership enhances employee supervision, team cohesion, and overall organizational performance.

In conclusion, global, regional, and local studies consistently emphasize the universal importance of employee development practices in enhancing organizational performance across various industries and cultural contexts. From healthcare in Oman to the hospitality industry in Indonesia, and from small and medium enterprises in Ghana to tea factories in Kenya, evidence shows a positive correlation between employee development practices and enhanced HR-related organizational performance. However, the effectiveness and specific practices vary depending on the industry and cultural context, emphasizing the importance of adopting tailored, context-specific approaches to employee development that address the unique needs of each organization.

1.1.1 HR-Related Organizational Performance

HR-related organizational performance refers to people-centred indicators that influence the achievement of strategic goals, including attendance, workplace safety, task completion, and teamwork. These dimensions collectively reflect how well employees contribute to operational effectiveness. In this study, HR-related organizational performance was measured using task completion, attendance, safety, and teamwork. Regular attendance demonstrates professionalism and accountability, ensuring consistency in operations and workflow (Sangeeta, 2019). Diligent task completion, on the other hand, reflects an employee's ability to meet quality standards and deadlines, which is critical for productivity and organizational output (Zakayo, 2018).

Safety in the workplace contributes to employee well-being and motivation, which in turn directly impacts productivity. In high-risk environments, such as tea factories, a safe and hygienic setting enables employees to perform optimally, supporting higher yields and profitability for the organization (Momanyi, 2021). Teamwork also plays a central role in HR performance. Effective collaboration, open communication, and active participation in team initiatives foster positive work relationships and enhance problem-solving capacity (Latifah, Suhendra, & Mufidah, 2023). Altogether, these HR-related performance indicators provide valuable insights into employee contribution and organizational efficiency. Recognizing and measuring them enables organizations to align their workforce with strategic objectives better and maintain a competitive advantage (Fauzan & Suprpto, 2023).

1.1.2 Tea Factories in Kericho

In Kericho County, Kenya, tea factories are not only central to the local economy and global trade networks but also serve as major employers. These factories engage in various HR-related functions, such as recruitment, staff training, safety enforcement, and

team management, which are vital to sustaining operations (Momanyi, Armurle, & Nyaboga, 2020). Through systematic approaches in cultivation and harvesting, such as planned planting, precise pruning, and methodical leaf plucking, tea factories contribute to the production of high-quality tea leaves (Mitema, 2021). The economic significance of these tea factories also emphasizes the need for well-developed human resources strategies. In Kericho County, the success of tea factories depends heavily on how employee development practices, such as training, leadership development, and employee counseling, enhance job performance, reduce absenteeism, and foster collaboration. These HR-related outcomes have a significant impact on productivity, quality, and overall organizational performance (Kirui, 2020).

Notably, in 2024, tea earnings totaled kshs. 215.21 billion, indicating the tea sector's contribution to national economic growth (TBK, 2024), which underscores the need to strengthen internal workforce capacity to sustain such performance. Moreover, tea factories serve as major employment hubs, offering jobs across various functions, including cultivation, processing, quality control, logistics, sales, and administration (Yegon, Muturi, & Oluoch, 2021b). Their presence significantly influences local socio-economic development by driving infrastructure growth in transportation, education, healthcare, and community services, benefiting both tea plantation workers and the wider community (Kiryongi, 2018). Furthermore, these factories contribute to government revenue through various taxes, including levies, import and export duties, and value-added taxes (Mobegi et al., 2023). Additionally, they champion Corporate Social Responsibility (CSR) initiatives that support environmental sustainability and community development (Onguso, Kiptoo, & Wainaina, 2021).

Given the crucial role, the effectiveness of employee development practices becomes vital, not only for individual performance but also for HR-related organizational

outcomes, such as productivity, innovation, employee retention, teamwork, and goal achievement. In Kericho county, where tea factories drive employment and economic growth, aligning development efforts with strategic HR outcomes is especially critical. However, persistent challenges hinder the alignment of these practices with key HR performance indicators. Therefore, this study focuses on identifying the specific challenges faced by tea factories in implementing employee development practices and their effect on HR-related organizational performance.

1.2 Statement of Problem

Tea factories in Kenya play a crucial role in the nation's economy, providing employment and generating foreign exchange (Obara, 2019). However, their HR-related organizational performance has been declining. For example, recent data indicate that task completion rates have decreased by 15%, while absenteeism has increased by 20% over the past two years (Kericho Tea Board, 2024). Additionally, turnover rates in some factories exceed 25%, which is double the national average for the manufacturing sector (Kenya HR Report, 2023). Safety adherence has also declined by 10% (National Safety Council, 2023), and teamwork breakdowns have been reported in factory operations. This decline is closely linked to gaps in employee development practices, specifically inadequate employee training, limited access to counseling services, weak career development initiatives, and poor management development initiatives (Armstrong, 2020; Noe, 2017).

Employees report low motivation, limited growth opportunities, and job dissatisfaction, while management struggles with high turnover and rising operational challenges (Boxall & Purcell, 2016). If left unaddressed, these challenges threaten the long-term viability of the tea sector in Kericho, potentially leading to negative effects on local farmers, communities, and the broader economy (GOK, 2018). While studies confirm the

importance of employee development practices in enhancing performance, there has been limited localized research on how these specific practices affect HR-related outcomes, such as task completion, attendance, teamwork, and safety, in the tea factories. This study aimed to fill that gap by evaluating how employee development practices affect HR-related organizational performance in Kericho's tea industry.

1.3 Objectives of the Study

The objectives of the study were examined using general and specific objectives.

1.3.1 General Objective

The general objective of the study was to examine the effect of employee development practices on HR-related organizational performance of tea factories in Kericho County, Kenya.

1.3.2 Specific Objectives

The study was guided by the following objectives;

- i. To examine the effect of employee training programs on HR-related organizational performance of tea factories in Kericho County, Kenya
- ii. To determine the effect of employee counseling programs on HR-related organizational performance of tea factories in Kericho County, Kenya
- iii. To examine the effect of career development initiatives on HR-related organizational performance of tea factories in Kericho County, Kenya
- iv. To determine the effect of management development practices on HR-related organizational performance of tea factories in Kericho County, Kenya

1.4 Research Hypotheses

H₀₁: There is no statistically significant effect of employee training programs on HR-related organizational performance of tea factories in Kericho County, Kenya.

H₀₂: There is no statistically significant effect of employee counseling programs on HR-related organizational performance of tea factories in Kericho County, Kenya.

H₀₃: There is no statistically significant effect of career development initiatives on HR-related organizational performance of tea factories in Kericho County, Kenya.

H₀₄: There is no statistically significant effect of management development practices on HR-related organizational performance of tea factories in Kericho County, Kenya.

1.5 Scope of the Study

The primary objective of the study was to examine the effect of employee development practices on HR-related organizational performance within these tea factories. Four key variables were investigated; they included employee training programs, employee counseling programs, career development initiatives, and management development practices. These variables represented the targeted interventions aimed at enhancing employees' knowledge, skills, well-being, career growth, and managerial capabilities. The dependent variable of interest was HR-related organizational performance, encompassing various aspects such as task completion, attendance, workplace safety & teamwork. The study targeted a population of 133 employees from various management categories of different functional levels across 14 tea factories in Kericho County. Using stratified random sampling, a sample size of 100 respondents was selected. The study employed a descriptive research design. Data collection was conducted between January 2025 and March 2025.

1.6 Justification of the Study

Tea factories in Kericho County, Kenya, play a crucial role in the local economy and global trade networks, necessitating a clear understanding of effective employee

development practices. Implementing these practices enhances productivity, employee satisfaction, and industry growth while fostering a competitive advantage in the global tea market (Porter, 1990). Prioritizing training, mentorship, and career progression not only strengthens brand reputation but also ensures employee retention and operational efficiency (Armstrong & Taylor, 2020). Additionally, this study contributes to the global discourse on cross-cultural management by examining how multinational corporations can adapt Human Resource Management (HRM) strategies to fit local economic and cultural contexts (Hofstede, 2001). Addressing a gap in the literature, this research provides empirical insights into employee development in Kenya's agricultural sector, where such studies remain limited (Becker & Gerhart, 1996).

Beyond theoretical contributions, the study offers practical implications for stakeholders, including factory management, employees, and policymakers. Managers can utilize these findings to refine their HR strategies, enhance employee welfare, and improve operational efficiency. Employees will benefit from improved training programs and career growth opportunities, while policymakers can develop supportive labour policies to promote skill development and industry sustainability (Government of Kenya (GOK), 2021). Furthermore, international organizations and development agencies may apply these insights to foster labour productivity in similar developing economies (World Bank, 2022). By bridging the knowledge gap, this study serves as a valuable resource for advancing employee development practices and supporting sustainable growth in Kenya's tea industry.

1.7 Significance of the Study

The tea industry is a vital component of Kenya's economy, contributing significantly to employment, foreign exchange earnings, and rural development. This study has the potential to enhance HR-related organizational performance through effective

development practices, which can lead to improved productivity, quality, and competitiveness in the global tea market. This, in turn, strengthens Kenya's economic position and opens up new markets for Kenyan tea. Secondly, while previous studies have explored various aspects of performance in tea factories, there is a lack of comprehensive research that specifically examines the relationship between employee development practices and HR-related organizational performance in this context.

This study provides a comprehensive understanding of how training programs, counseling, career development initiatives, and management development practices collectively impact HR-related organizational performance indicators, including task completion, attendance, workplace safety, and teamwork. The findings extend beyond individual and managerial performances to benefit stakeholders, including investors, policymakers, and the local communities that rely on the productivity and sustainability of tea factories in Kericho County. By identifying effective employee development practices, the study can inform broader HR policies and contribute to the region's socio-economic development. It will also shed light on how employee development practices can be tailored to address these specific challenges, potentially leading to enhanced working conditions, increased job satisfaction, improved employee retention, and increased overall employee productivity.

Thirdly, from an academic perspective, this research contributes to the body of knowledge in human resource management, particularly within the agricultural sector in developing economies. By providing empirical evidence on the relationship between specific employee development practices and HR-related organizational performance outcomes, the study bridges the gap between theoretical frameworks and practical applications. The findings will also support future researchers seeking to enhance employee development frameworks within the agricultural industry.

1.8 Limitations and Delimitations of the Study

This study on the effect of employee development practices on HR-related organizational performance of tea factories acknowledged certain limitations that affected the scope and generalizability of its findings. One anticipated challenge was accessing reliable data from some tea factories due to organizational restrictions and limited permission for external research. Despite this, the study successfully gathered data from Kenya Tea Development Agency (KTDA)- managed, privately managed, and Brown's Foundation factories in Kericho County, Kenya, which were accessible and cooperative. To facilitate access, the researcher obtained a research letter from the graduate school and a research permit from the National Commission for Science, Technology & Innovation (NACOSTI). Additionally, the study emphasized strict confidentiality and used anonymized data collection methods to reassure respondents and management. These measures enabled effective participation and enhanced the credibility of the findings based on the factories that allowed access.

1.9 Assumptions of the Study

In examining the effect of employee development practices on HR-related organizational performance within tea factories in Kericho County, Kenya, the study was guided by several foundational assumptions. Firstly, it was assumed that employees and management personnel within these tea factories would willingly and actively participate in the research. This assumption proved to be true, as respondents engaged meaningfully in the research process, recognizing the importance of contributing to the understanding of how development practices impact HR-related outcomes, such as task completion, attendance, workplace safety, and teamwork. Secondly, the study assumed that participants would provide honest and accurate responses in the data collection process. This assumption was largely met, as they openly shared their perceptions, experiences,

and insights during the survey, contributing to the credibility of the findings. Thirdly, the study assumed that the participating tea factories had existing and active employee development practices, such as training programs, counseling programs, career development initiatives, and management development practices, which were structured enough to be assessed. This assumption was confirmed during the data collection phase, as evidence of ongoing practices was identified in the participating factories.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the theoretical framework, which outlines the theories guiding the study, the empirical literature that reviews various studies conducted by other scholars and researchers in the area of study, the conceptual framework a diagrammatic representation of the independent and dependent variables, and the gaps the research seeks to address. In summary, this chapter covers the following: the Theoretical framework, empirical literature, research gap, and conceptual framework.

2.2 Theoretical Review

The study drew its theories from the social exchange theory and the Herzberg two-factor theory.

2.2.1 Social Exchange Theory

Social Exchange Theory, developed by sociologist George C. Homans in the 1950s and further expanded by Peter M. Blau, is a cornerstone in the realm of social psychology and sociology (Cross & Dundon, 2019). The theory posits that individuals engage in relationships expecting rewards while minimizing costs. These rewards can encompass a wide spectrum, including emotional support, material resources, companionship, or opportunities for advancement. This emphasizes reciprocity and fairness in exchanges (Ahmed, Smith, and Lee, 2018; Davis-Sramek, Hopkins, Richey, & Morgan, 2022). In the workplace, when employees perceive that their contributions are valued and that they are supported, they are more likely to engage in positive reciprocal behaviours (Ahmed et al., 2018). This theory underscores the importance of creating a supportive work environment where employees feel valued and understood. When employees perceive that their contributions are acknowledged by their managers and that the factories have

invested in their growth, they are more likely to engage in positive reciprocal interactions.

The application of Social Exchange Theory to the four objectives suggests that when organizations provide employee training, employees perceive this as valuable support, which motivates them to enhance their performance and loyalty. Similarly, offering counselling services demonstrates the organization's concern for employee well-being, fostering trust and encouraging employees to reduce absenteeism and workplace conflicts. Career development initiatives strengthen the psychological contract between employees and the organization, leading to increased motivation and commitment to organizational goals. Ultimately, effective management development practices enhance leadership skills, fostering fair treatment and supportive relationships that motivate managers to lead effectively. Applying this framework to tea factories in Kericho County, the provision of employee development practices, including training, counseling, career development, and management development, is expected to influence HR-related outcomes. By examining how these development practices are implemented and their effect on employee performance, commitment, and overall HR effectiveness, this study employs social exchange theory to understand the mechanisms through which organizational support enhances HR-related organizational performance (Ahmed et al., 2018).

While Social Exchange Theory offers important insights into understanding workplace and human interactions, it is not without criticisms. Some critics argue that the theory often reduces complex human motivations to rational, economic-like exchanges, thereby oversimplifying behavior (Ahmed et al., 2018). Furthermore, Critics may not fail to capture the emotional and intrinsic aspects of relationships, which significantly influence social exchanges (Kilroy, Dundon, and Townsend, 2022). Critics have also noted that the

theory tends to overlook broader cultural and societal contexts, instead focusing on individual-level interactions.

2.2.2 Herzberg Two Factor Theory

Herzberg's Two-Factor Theory, formulated by psychologist Frederick Herzberg in the 1950s, remains a prominent framework for understanding employee motivation and job satisfaction (Ju, 2021). This theory provides insights into the factors that influence employee attitudes and perceptions in the workplace (Siruri & Cheche, 2021). Emerging within the realm of motivation theory, Herzberg sought to move beyond the traditional notion of job satisfaction and dissatisfaction as existing on a single continuum (Thant & Chang, 2021). Instead, he introduced the concept of two distinct factors – motivators and hygiene factors – that independently contribute to employee motivation and job contentment (Alrawahi, Sellgren, Altouby, Alwahaibi, & Brommels, 2020).

At its core, Herzberg's Two-Factor Theory posits that "hygiene factors" can prevent dissatisfaction, although their absence doesn't necessarily lead to satisfaction (Siruri & Cheche, 2021). These hygiene factors encompass elements such as job security, working conditions, company policies, and interpersonal relationships (Thant & Chang, 2021). The absence of these factors can result in employee discontent. Conversely, "motivators" are elements that directly contribute to employee satisfaction and motivation. Linked to the intrinsic nature of the work itself, motivators include aspects such as opportunities for achievement, recognition, responsibility, and growth (Ju, 2021). Herzberg asserted that the presence of motivators leads to higher job satisfaction and intrinsic motivation, consequently positively affecting HR-related organizational performance (Aprilia, Melinda, & Vos, 2021).

The application of Herzberg's Two-Factor Theory to the four objectives employee training and management development practices serves as a motivator by providing opportunities for growth, skill enhancement, and achievement, which in turn increase job satisfaction and engagement. Career development initiatives also act as motivators by helping employees envision a clear path for advancement, thereby enhancing their commitment and motivation. On the other hand, counselling services address hygiene factors by improving workplace conditions related to mental health and emotional support, reducing dissatisfaction caused by stress or personal issues. Together, these practices ensure both dissatisfaction is minimized and motivation is maximized, leading to improved HR-related organizational performance.

In the context of tea factories in Kericho County, this study examines how the implementation of employee development practices influences HR outcomes, including employee performance, commitment, and overall organizational effectiveness. By applying Herzberg's framework, the research highlights the role of both motivators and hygiene factors in shaping employee attitudes and behaviours, providing insight into how development initiatives contribute to enhanced HR-related performance in the local manufacturing sector (Aprilia et al, 2021).

Critics of Herzberg's theory highlight limitations such as its potential oversimplification of the intricate nature of motivation and the challenges in clearly distinguishing between hygiene factors and motivators (Alrawahi et al., 2020). Some argue that the theory may not fully account for the complex interplay of individual, situational, and cultural factors that shape employee motivation and attitudes.

2.3 Empirical Review

This section presents relevant empirical studies that focus on employee development practices and their impact on HR-related organizational performance. It highlights

findings from global, regional, and local contexts to provide a comprehensive view of how practices such as employee training programs, employee counselling programs, career development initiatives, and management development practices impact indicators like task completion, attendance, teamwork, and workplace safety. The review also identifies areas where previous research is limited.

2.3.1 Employee Training Programs and HR-Related Organizational Performance.

The study by Kuruppu et al. (2021) examined the effect of training on employee performance in a Sri Lankan apparel company. They employed quantitative methods to investigate the relationships between training aspects and employee performance measures, including operational factors, job performance, efficiency, effectiveness, and speed. Their findings showed a strong positive connection between 'Training content' and 'Employee performance'. They also found a clear positive connection between 'Training' and 'Employee Performance' highlighting the role of training in improving employee performance. Regression analysis confirmed that training had a significant positive effect on employee performance, indicating that performance increases as training increases. The study highlighted the impact of training programs on operational factors, job performance, efficiency, effectiveness, and speed, underscoring the importance of well-planned training for employee success and the necessity of effective training strategies.

Similarly, Adeyemi et al. (2020) examined professional training on employee performance in selected Money Deposit Banks in Nigeria. The study focused on both junior and senior staff members of Money Deposit Banks in Kwara State, Nigeria. They employed structured questionnaires and adopted a descriptive research design. Results revealed that professional training has a significant impact on employee performance across several dimensions. Notably, training enhanced employee interpersonal relations,

improved accuracy and speed in task performance, enabled employees to attract and retain customers, and increased employee self-confidence on the job. However, there were varied opinions regarding the effect of training on employees' ability to process transactions and their career progression. The studies' overall weighted average mean agreement level was 3.88, suggesting a favourable perception of the training's positive effect on performance.

In a study conducted by Cherotich, Rop, and Cheronno (2020), a descriptive research design was employed to examine the relationship between employee development practices and organizational performance at Unilever Tea Kenya Ltd in Kericho County. The study targeted employees across different departments and levels within the factory. Data were collected using structured questionnaires distributed to a representative sample of employees selected through a stratified random sampling. Quantitative data were analyzed using statistical tools, including descriptive statistics and regression analysis, to determine the impact of training programs on employee performance and overall organizational outcomes. The findings revealed that training programs significantly enhanced employee performance, resulting in improved organizational outcomes.

2.3.2 Employee Counselling Programs and HR-Related Organizational Performance

A study by Tiwari and Shrivasta (2021) was conducted in India to assess the influence of workplace counseling on employee productivity and job satisfaction. The researchers employed a descriptive research design and gathered data using structured questionnaires distributed among employees across various organizations. Their analysis revealed a strong positive correlation between access to counseling services and improved employee performance indicators, including attendance and employee cooperation. The

study highlighted that workplace counselling provides employees with an effective coping mechanism to deal with stress, personal issues, and workplace challenges. The findings emphasize the value of integrating employee counselling as a strategic tool of human resource management to foster a supportive and productive workplace environment.

In Nigeria, Okoye and Eze (2020) examined the role of employee assistance programs (EAPs), including counseling, on organizational efficiency. Through a mixed-methods approach involving surveys and interviews, they found that counselling significantly contributed to reducing absenteeism and workplace conflict. By addressing personal and work-related challenges, employees experienced improved mental well-being and job satisfaction, which translated into better focus and commitment to their roles. Moreover, the study highlighted that counselling services within EAPs helped foster a more supportive organizational culture where employees feel valued and heard—this enhanced communication and cooperation across teams, leading to overall improved human resource performance metrics.

A study by Chepkirui (2021) in Bomet county, Kenya, examined the role of employee counselling on staff performance in health institutions. The research employed a case study approach, incorporating questionnaires and interviews with healthcare workers and management. The findings revealed that counselling services played a crucial role in reducing workplace stress among staff, a common challenge in healthcare settings due to the demanding nature of the work. Furthermore, the study found that counselling contributed to improving teamwork by fostering better communication and understanding among employees. This enhanced collaboration had a positive impact on patient care and operational efficiency. In addition, counselling helped improve

compliance with safety protocols, reducing workplace accidents and promoting a safer working environment.

2.3.3 Career Development Initiatives and HR-Related Organizational Performance.

In a study titled "Antecedents of Career Development and Its Effect on Employee Performance: An Empirical Study in Indonesia," conducted by Kusnadi, Prasetyo, Markonah, & Ariawan (2022), an investigation was carried out to explore career development on employee performance within the Indonesian context. Employing a quantitative research methodology, the study involved a sample of 242 respondents. The focus of the analysis was on the association between career development and subsequent employee performance outcomes. The findings revealed a statistically significant positive correlation between career development initiatives and employee performance. The quantitative analysis yielded a significant T-statistic value, supporting the assertion that the implementation and maintenance of career development programs lead to discernible improvements in employee performance.

Ifeoma & Okaro (2023) conducted a study aimed at examining the impact of career development techniques on employee performance in deposit-taking banks located in Nigeria. Their research utilized a survey research design, focusing on selected banks situated in Ijebu Ode, Ogun State, Nigeria. Structured questionnaires were employed to collect responses from participants. The study employed regression analysis, and the results revealed significant coefficients and statistical indicators, offering insights into the relationships between the variables under scrutiny. This highlights the significant impact of the constant on employee performance. The results found the substantial effect of career development techniques on employee performance. This underscored the collective significance of the independent variables in explaining the variance observed in employee performance.

In a study undertaken by Gibran & Ramadani (2021), a comprehensive examination was conducted to investigate the impact of training and career development on employee performance. This study targeted a sample of 106 employees who were affiliated with the Karawang District Health Office. Employing a quantitative approach, the researchers sought to elucidate the intricate dynamics between training, career development initiatives, and their subsequent effects on employee performance metrics. Notably significant within the study was the meticulous evaluation of the partial effect of career development on employee performance. The structural analysis of the data yielded substantial findings, warranting a closer examination: The obtained results revealed a statistically significant and positively inclined relationship between career development and employee performance. The statistical significance of these findings decisively rejected the null hypothesis (H₀), thereby substantiating the premise that career development has a discernible effect on enhancing employee performance outcomes.

2.3.4 Management development practices and HR-related organizational Performance

Azzukhruf, Noermijati, & Rohman (2019) investigated the relationship between management practices associated with strategic human resources and employee performance, considering the mediating role of organizational commitment. The study sampled 145 employees from PTPetrokimia Gresik utilizing an explanatory research design with a quantitative approach. Data was collected through a combination of questionnaires and interviews, employing the Likert scale to assess participants' perspectives on key variables. The findings highlighted the significant connection between selection methods and employee performance, mediated by organizational commitment. Empowerment practices were also found to have a substantial effect. Performance appraisal practices exhibited a noteworthy emphasis, highlighting their

importance in boosting employee performance, with organizational commitment serving as a mediator. Moreover, the examination of organizational commitment yielded a significant result. This underscored the pivotal role of organizational commitment in mediating the relationship between strategic human resource management practices and employee performance.

Mohana, Santosh, & Jahnavi (2022) investigated the effect of Management practices on employee performance within the higher education sector. Using a quantitative methodology, data were collected from 560 questionnaires, with 413 valid responses. The study focused on regression coefficients to assess the impact of management practices on performance. The study's model included several unstandardized and standardized coefficients, shedding light on the significance and magnitude of the relationships under scrutiny. Results showed each management practice had a distinct and statistically significant effect on employee performance. Environmental scanning underscored the importance of vigilantly monitoring external factors to enhance employees' overall performance. Strategy formulation highlighted the role of well-defined strategic planning in positively shaping employee performance outcomes. Moreover, strategy implementation emphasized the pivotal role of effectively executing strategic initiatives in bolstering employee performance levels.

Terer and Kipkorir (2019) examined the effect of management practices on the performance of tea companies in Kericho County. They examined the effect of management practices, including material management, lean production, total productive maintenance, and the balanced scorecard, on the performance of tea companies in Kericho County. The study found that these management practices significantly influenced organizational performance, suggesting that adopting effective management development strategies can lead to improved outcomes in the tea industry.

2.3.5 Effect of Employee Development Practices and HR-Related Organizational Performance

Irfan, Khurshid, & Khokhar (2023) conducted a study in Pakistan to examine the effect of human resource development practices, such as training and skill development, on employee attitudes and organizational performance in manufacturing firms. By employing quantitative methods and SEM analysis, they found that employee development practices have a significant impact on HR-related organizational performance. However, resourcing alone had no direct effect unless connected with training.

Ishimwe (2024) conducted a study on the effect of human resource management practices on organizational performance in Rwanda. The study focused on a case study in Rwanda, which assessed how HR management practices, including employee development, influence organizational performance. The findings indicated a significant relationship between comprehensive HR practices and enhanced organizational outcomes.

Muiuri (2019) conducted a study on the effect of employee development on organizational performance. They conducted a case study of Rift Valley Machinery Services Ltd, assessing the impact of employee development programs on organizational performance. The study concluded that continuous employee development is crucial for enhancing service delivery and achieving organizational goals.

2.4 Conceptual Framework

The conceptual framework serves as the foundational framework that underpins the exploration of relationships between variables in the study titled, "Effect of Employee Development Practices on HR-related organizational performance of tea factories in Kericho county, Kenya." This framework outlines the relationship between independent

variables (IVs) and the dependent variable (DV), examining how employee development practices impact HR-related organizational performance.

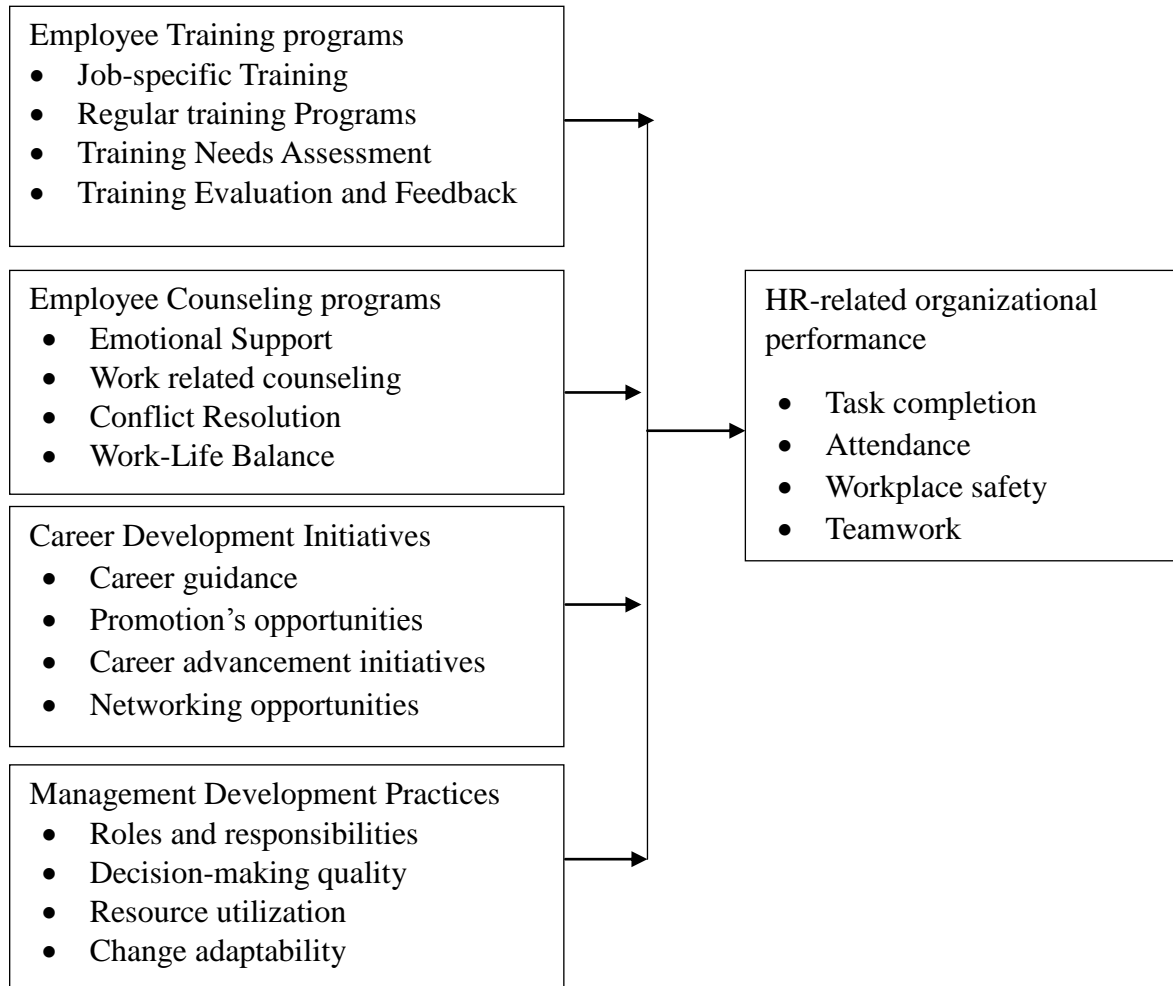
The conceptual framework demonstrated how employee development practices affect HR-related organizational performance, specifically in terms of task completion, attendance, safety, and teamwork. Employee training programs, including job-specific and regular training, enhance skills and awareness, thereby directly improving task completion and adherence to safety protocols. Counselling programs provide emotional support, work-life balance, and conflict resolution, which fosters a positive environment, boosting attendance and effective teamwork. Career development initiatives, including career guidance and promotion opportunities, increase motivation and commitment, which in turn enhance task completion and overall engagement. Management development practices, such as role clarity, decision-making quality, and resource allocation, enhance leadership and supervisory capabilities, fostering team cohesion, improved resource utilization, and consistent safety standards.

Figure 1

Conceptual Framework

Independent Variable

Dependent Variable



Source: Reseachr 2025

2.5 Summary of Research Gaps.

The reviewed empirical literature demonstrates a positive relationship between employee development practices, including training programs, counseling programs, career development initiatives, and management development practices, and organizational performance outcomes. However, most studies have focused on general performance indicators, such as employee performance, satisfaction, or motivation, rather than

specific HR-related outcomes, including task completion, attendance, workplace safety, and teamwork. Additionally, numerous previous studies have been conducted in various contexts and sectors, with a limited focus on institutions in Kericho County. This creates a contextual and geographical gap in understanding how employee development affects practical HR performance indicators. This study, therefore, addresses these gaps by investigating the effect of employee development practices on task completion, attendance, workplace safety, and teamwork in tea factories in Kericho County, Ken

Table 1

Reserach Gap

Study	Methodology	Research Findings	Research Gap
Kuruppu et al. (2021) examined how training affected employee performance in a Sri Lankan apparel organization.	Quantitative	A significant positive relationship was found between employee training and performance measures, including efficiency, effectiveness, and job performance.	The study primarily focused on individual employee performance in apparel manufacturing, with limited attention to broader HR-related organizational performance, especially in different contexts, such as Kenya's tea industry. There is a gap in understanding how employee training impacts HR-related organizational outcomes such as task completion and safety in Kenyan tea factories.
Adeyemi et al. (2020) examined the effect of professional training on employee performance in selected Money Deposit Banks in Nigeria.	Descriptive	Found that professional training significantly improves employee interpersonal relations, task accuracy, customer retention, and self-confidence, though some mixed opinions existed about transaction processing and career progression.	The study focused on employee performance within the banking sector. It did not explore the impact of training on broader HR-related organizational performance measures such as task completion, attendance, workplace safety, and teamwork. Additionally, the study context differs from the current study, which was conducted in tea factories in

<p>Cherotich, Rop, and Cherono (2020) examined the relationship between employee development practices and organizational performance at Unilever Tea Kenya Ltd in Kericho County</p>	<p>Descriptive</p>	<p>found that training programs significantly enhanced employee performance, leading to improved organizational outcomes.</p>	<p>Kericho County, Kenya. Hence, this represents both a conceptual and contextual gap. The study focused on the effect of employee development practices on organizational performance at Unilever Tea Kenya Ltd in Kericho County; however, it did not specifically examine how employee training affects distinct HR-related organizational performance, such as task completion, attendance, workplace safety, and teamwork, thereby creating a conceptual and contextual gap.</p>
<p>Tiwari and Shrivasta (2021) conducted a study in India to assess the influence of workplace counselling on employee productivity and job satisfaction.</p>	<p>Descriptive</p>	<p>Their analysis revealed a strong positive relationship between access to counseling services and improved employee performance indicators, such as attendance and employee cooperation.</p>	<p>The study revealed a positive effect of counselling on employee performance; however, it did not directly measure HR-related metrics such as workplace safety or task completion, indicating a conceptual gap in the operationalization of employee performance.</p>
<p>In Nigeria, Okoye and Eze (2020) explored the role of employee assistance programs (EAPs) including counselling on organizational efficiency</p>	<p>Mixed-methods</p>	<p>found that counselling significantly contributed to reducing absenteeism and workplace conflict.</p>	<p>While insightful, the study was not industry-specific and did not isolate the tea sector or manufacturing contexts leaving a contextual gap regarding the applicability of these findings to these industries.</p>
<p>Chepkirui (2021) in Bomet county, Kenya, examined the role of employee counselling on staff performance in health</p>	<p>Case study</p>	<p>The findings revealed that counselling services played a critical role in reducing workplace stress among staff, which is a common challenge in health</p>	<p>The research focus was on healthcare and did not assess the effect in tea factories, highlighting a contextual gap in understanding workplace counselling's impact within the tea industry.</p>

institutions		settings due to the demanding nature of the work.	
Kusnadi et al., (2022), explored career development's effect on employee performance	Quantitative	The findings revealed a statistically significant positive correlation between career development initiatives and employee performance.	The study is limited to employee-level outcomes and does not explore broader HR-related organizational performance or other industry sectors.
Ifeoma & Okaro, (2023) conducted a study to examine how career development techniques affect employee performance within deposit money banks in Nigeria.	Survey	The results found the substantial effect of career development techniques on employee performance	The study focused on banking sector in Nigeria. Their findings are not generalized beyond the banking sector. The gap is both contextual and geographical.
Gibran & Ramadani, (2021) on the effect of training and career development on employee performance	Quantitative	The obtained results revealed a statistically significant and positively inclined relationship between career development and employee performance	The study was done in the healthcare settings while this study focuses on a different industry contexts, thereby addressing the contextual gap related to sector-specific dynamics
Azzukhruf et al., (2019) investigated the relationship between management practices associated with strategic human resources and employee performance,	Explanatory	The findings highlighted the significant connection between selection methods and employee performance	The study did not explore other management development practices or the broader impact on HR-related organizational performance that this study will look at.
Mohana et al., (2022) investigated effect of Management practices on employee performance within the higher	Quantitative	Results showed each management practice had a distinct and statistically significant effect on employee performance	The study is limited to higher education and employee performance, leaving out other sectors and wider organizational impacts.

education sector

Terer and Kipkorir (2019) examined the effect of management practices on performance of tea companies in Kericho county

Quantitative

The study found that these management practices significantly influenced organizational performance, suggesting that adopting effective management development strategies can lead to improved outcomes in tea industry.

The study focused on general management practices in Kericho's tea industry but did not specifically examine their effect on Hr-related organizational performance, leaving a gap for broader sector analysis.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter outlines the research design that guided the study, including the study's location, target population, sampling procedure, instrumentation, pilot study, validity and reliability assessment, data collection, analysis, and presentation procedures, as well as ethical considerations.

3.2 Research Design

A research design is the overall blueprint that outlines how a study is conducted, including the methods for collecting, measuring, and analysing data. In this study, a descriptive research design was highly applicable for examining the effect of employee development practices on HR-related organizational performance in tea factories in Kericho County, Kenya. This design was appropriate as it allowed for the collection of quantitative data that described current practices and tested the relationship among the study variables.

3.3 Study location

The study was conducted in Kericho County. It is one of the 47 counties in the Republic of Kenya, located in the South Rift of the Great Rift Valley, approximately 256 km. The county lies between longitudes 35° 02' and 35° 40' East and between the equator and latitude 0° 23' South, with an altitude of approximately 2002m above sea level. Kericho borders several counties, including Uasin Gishu, Baringo, Nandi, Nakuru, and Bomet. Nyamira, Homa Bay, and Kisumu. The county occupies a total area of 2,479 sq. Km is divided into 6 sub-counties, 30 wards, 85 locations, and 209 sub-locations.

The 6 sub-counties consist of: Bureti, Belgut, Ainamoi, Soin/Sigowet, Kipkelion East, and Kipkelion West, as shown in Appendix (II). Kericho benefits from access to various

neighbouring markets. Kericho County is a cosmopolitan area, mainly inhabited by the Kipsigis sub-tribe of the Kalenjin tribal group. Other notable tribes include the Kikuyus, Luos, Somalis, Indians, Luhyas, and Kisiis, who have enjoyed close relationships with the Kalenjin. The Kipsigis traditionally believe in a supreme called Asis. Most residents are Christians, with notable minorities of Muslims and Hindus.

A number of tea factories are located in these areas as a result of the large-scale tea farming that is carried out. Kericho County was chosen for this study due to its significant tea industry. This setting enabled the researcher to access and study tea factories, providing a relevant context for investigating the relationship between employee development practices and HR-related organizational performance within the tea industry and region.

3.4 Target Population

The target population is crucial in research methodology, as it represents the group from which conclusions are drawn (Alvi, 2016). The total target population consisted of 133 employees from all levels of management top, middle, and lower across various functional departments (see Appendix III). This inclusive approach ensured that the perspectives of individuals involved in both implementing and experiencing employee development practices were adequately captured, aligning with the study's objectives.

The target population included diverse functional areas within the tea factories, encompassing finance, operations, production, Quality Management (QM), and Human Resources (HR), ensuring a comprehensive view of employee development practices and their effects across different organizational levels and functions. As Sekaran and Bougie (2016) note, such diversity in the target population enhances the generalizability and applicability of the research findings within the specific context of the tea industry in Kericho County.

Table 2*Target Population Distribution*

Category	Total Population
Management (Finance)	13
Management (Operations)	19
Management (Production)	23
Management (Quality)	28
Human Resource Staff	50
Total	133

Source: Field survey data collected by researcher (2025)

The total target population of 133 employees provided a substantial base from which meaningful insights were drawn. The variation in population sizes across different categories reflected the typical organizational structure of tea factories in the region, with a larger proportion of human resource staff and management from the quality department. This distribution aligned with the labour-intensive nature of tea production and the industry's emphasis on quality control and human resource management. By including all these categories, the study aimed to capture the nuanced interplay between various organizational functions and their collective effect on employee development practices and HR-related organizational performance outcomes.

3.5 Sampling Procedure and Sample Size

The study used stratified random sampling to determine a representative subset of the population for data collection and analysis. This method, a probability sampling technique, involved dividing the total population into strata based on shared attributes or characteristics, from which random samples were drawn (Taherdoost, 2016). It was suitable due to the heterogeneous nature of the target population across different management levels and functional areas within the tea factories.

The choice of stratified random sampling offered key advantages that enhanced the study's methodological rigor. According to Etikan and Bala (2017), this method ensured the representation of all subgroups, increased the precision of estimates, and enabled meaningful comparisons across strata. It also reduced sampling error by preventing over- or under-representation of key groups. These benefits led to more accurate, reliable, and generalizable findings for the tea factory contexts.

To determine the appropriate sample size, Yamane's formula (1967) was employed, taking into account the total population size and the desired margin of error. The calculation is as follows:

$$n = N / (1 + N(e)^2)$$

Where: n = sample size N = population size () e = margin of error (assuming 5% or 0.05)

$$n = 133 / (1 + 133(0.05)^2) \quad n = 133 / (1 + 1.2975) \quad n \approx 100$$

This calculation yielded a sample size of 100 respondents, balancing statistical power and feasibility. Stratified random sampling ensured proportional representation across departments. The sample was then distributed among strata as follows;

Table 3
Sample Size Distribution

Category	Population	Proportion	Sample Size
Management (Finance)	13	0.098	10
Management (Operations)	19	0.143	14
Management (Production)	23	0.173	17
Management (Quality)	28	0.211	21
Human Resource Staff	50	0.376	38
Total	133	1.000	100

This approach, as highlighted by Creswell and Creswell (2018), enhanced the study's ability to draw meaningful conclusions on how employee development practices affected performance across different organizational levels and functions. The study targeted a total of 19 tea factories, of which 14 factories were purposefully selected to reflect diverse management structures, including KTDA-managed factories, private medium-scale enterprises, and multinationals with direct local management (see Appendix IV).

3.6 Instrumentation

Instrumentation encompasses the tools and methodologies employed for data collection in research endeavours. Data collection was facilitated through the utilization of a structured questionnaire (see Appendix I). Structured questionnaires represent standardized survey instruments that are systematically designed to gather data from participants by presenting predetermined sets of questions (Hashimzade & Thornton, 2021). The utilization of structured questionnaires offered distinct benefits, including the establishment of uniformity during data collection, streamlined analysis processes, and comparability of responses (Gathi, Mwangi, & Chege, 2019).

3.7 Data Collection Procedures

Data collection followed a structured and well-organized approach that ensured accuracy, consistency, and reliability in capturing data that aligned seamlessly with the study's research objectives. Preliminary attempts were made to include all 19 tea factories in Kericho county by formally requesting access through introductory letters. Although access was initially requested from all 19 tea factories in Kericho County, some factories declined to grant clearance; hence, data was collected from the 14 tea factories, not from the 19 initially envisioned. Data were gathered using structured questionnaires administered through a Drop-Off and pick-up method, which improved the response rate by giving respondents enough time to complete them (Jackson-Smith & Flint, 2016).

3.8 Pilot Study

A pilot study, in the context of research, refers to a preliminary and smaller-scale investigation conducted before the actual research study (Dunn & Schuster, 2020). A pilot study was conducted at Chebut Tea Factory in Nandi County, which was selected due to its similarities with the study's main location. The purpose was to test the research instruments, identify any issues, refine the research design, and ensure that the main study is conducted smoothly and effectively (Sekaran, 2003), making any necessary adjustments. The sample comprised 10% of the participants, corresponding to 10 individuals at Chebut Tea Factory Co., Ltd. (Burns and Burns, 2019). The questionnaires were distributed in person to the selected participants across various departments, and all 10 were returned fully completed. The pilot results showed consistency in response and supported the reliability and clarity of the research instrument, with a Cronbach's alpha value above the acceptable threshold of 0.7.

3.9 Validity of the Instrument

Validity in research refers to the extent to which a study accurately measures or assesses the intended concepts or constructs. It ensured that the research instrument effectively captured the intended variables and provided meaningful and accurate results (Hughes, 2012). Content validity was examined through expert judgement. A panel of five experts with knowledge in employee development practices and HR-related organizational performance evaluation reviewed the questionnaire for relevance and coverage (Boyle & Schmierbach, 2019). The Content Validity Index (CVI) was calculated from their ratings.

3.10 Reliability of the Instrument

Reliability played a crucial role in ensuring the consistency and dependability of measurements in the study. This research instrument was tested for reliability using the

Statistical Package for the Social Sciences (SPSS) on the piloted data from Chebut Tea Factory, where all 10 questionnaires were completed and returned. Reliability analysis employed Cronbach's Alpha to assess internal consistency based on the specific objective items in the questionnaire. According to Orodho (1997), a coefficient of 0.70 or above is considered appropriate for any social science study. The results are presented in Table 4.

Table 4
Reliability Analysis

Study Objective index	Cronbach's Alpha	No. of items	Decision
Employee training	0.921	10	Reliable
Employee counseling	0.971	10	Reliable
Career development	0.837	10	Reliable
Management development	0.726	10	Reliable
HR-related organizational performance	0.769	10	Reliable

Generally, a questionnaire with $\alpha \geq 0.9$ is considered excellent, $0.9 > \alpha \geq 0.8$ is reliable, $0.8 > \alpha \geq 0.7$ is acceptable, $0.7 > \alpha \geq 0.6$ is Questionable, $0.6 > \alpha \geq 0.5$ is poor and $0.5 > \alpha$ is unacceptable (Field, 2009). All values were above the threshold of 0.70, indicating the research instrument was reliable.

3.11 Data Analysis and Presentation

Data analysis was a key phase in the study, encompassing the processing, interpretation, and extraction of insights from the collected data. The Statistical Package for the Social Sciences (SPSS) was used. Descriptive statistics, such as frequency distributions, means, and standard deviations, summarized key data characteristics. Correlation analysis was used to test the strength of the association between the independent and dependent variables. Both simple and multiple linear regression models were performed to examine

the relationship between the dependent and the independent variables (Creswell and Creswell, 2018). The following empirical model was adopted.

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

Where:

Y represents 'HR-related organizational performance'

β_0 represents 'Constant'

X1 represents 'employee training programs'

X2 represents 'employee counselling programs'

X3 represents 'career development initiatives'

X4 represents 'management development practices'

ε represents 'Error Term'

$\beta_1, \beta_2, \beta_3, \beta_4$ represent 'Regression Coefficients of Predictor Variables'

3.11.1 Diagnostic tests

The diagnostic tests for normality, multicollinearity, autocorrelation, and homoscedasticity were performed using SPSS to ensure the validity of the regression model's assumptions. Normality was assessed using the Kolmogorov-Smirnov and Shapiro-Wilk tests to verify whether the residuals followed a normal distribution. Multicollinearity was checked through the Variance Inflation Factor (VIF) and Tolerance values. Autocorrelation was tested using the Durbin-Watson statistic, and Homoscedasticity was assessed via scatterplot diagrams. These diagnostics confirmed the suitability of the data for regression analysis (Field, 2018).

3.12 Ethical Considerations

Ethical considerations formed a cornerstone of the research, emphasizing the safeguarding of participants' anonymity and confidentiality. The researcher obtained approval from Kabarak University Research Ethics Committee (KUREC) and the

National Commission for Science, Technology, and Innovation (NACOSTI). Voluntary consent was ensured, with respondents participating willingly and sharing genuine reasons for their involvement. Data confidentiality was maintained through strict security measures during and after the study. All digital data was stored on password-protected devices, and physical data was secured in a locked cabinet accessible only to the principal investigator and authorized research team members. Findings were reported in aggregate form to protect identities further; no individual responses or identifiable quotes were included in the final report or publications. Contact information was provided to participants for questions or concerns, promoting transparency and participant engagement. Access to raw data was strictly limited to essential research personnel (Bryman, 2016).

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND DISCUSSION

4.1 Introduction

This chapter presents the analysis, interpretation, and discussion of the study findings. It begins by examining the characteristics of the respondents and the response rate. The chapter then outlines the results based on the study objectives, providing both descriptive and inferential statistics. The findings are discussed in relation to existing literature and theoretical frameworks to highlight their implications. The analysis provides critical insights into the impact of employee development practices on HR-related organizational performance in tea factories within Kericho County.

4.2 Response Rate

This study gives an account of returned data collection tools, assessing whether the questionnaires produced representative data to support informed conclusions. A total of 100 questionnaires were distributed, out of which 94 were duly completed and returned, resulting in a response rate of 94.0%. This rate meets the threshold for adequacy in research, as outlined by Mugenda and Mugenda (2003). The summary of the response rate is presented in Table 5.

Table 5

Response Rate

Category	Population	Proportion	Target Sample size	Return Sample Rate	Return Rate (%)
Management (Finance)	13	0.098	10	10	100.0
Management (Operations)	19	0.143	14	14	100.0
Management (Production)	23	0.173	17	17	100.0
Management (Quality)	28	0.211	21	19	90.5
Human Resource Staff	50	0.376	38	34	89.5
Total	133	1.000	100	94	94.0

According to Mugenda and Mugenda (2003), a response rate below 40% is unreliable, a response rate of 40% - 50% is poor, a response rate of 50% - 60% is acceptable for analysis and reporting, a response rate of 60% - 70% is fair, 70% - 80% is good and above 80% is excellent. Based on this classification, the 94% response rate in this study falls within the excellent category, indicating strong respondent engagement and enhancing the reliability of the data collected for analysis and interpretation.

4.3 Demographic Characteristics

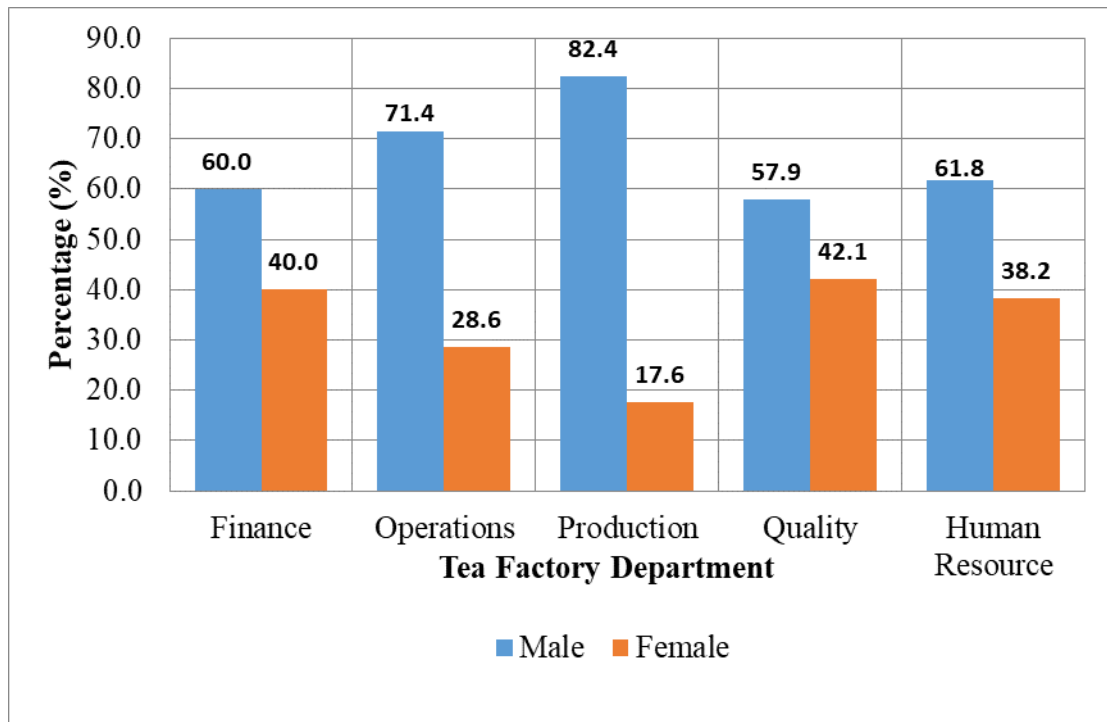
A demographic profile refers to the statistical characteristics of a population, commonly used in research, marketing, and human resource management to understand different groups based on factors such as age, gender, education, income, occupation, and geographic location. These profiles help organizations and policymakers make informed decisions about resource allocation, workforce planning, and market segmentation (Kotler & Keller, 2020). This section discusses demographic profiles, including gender, age, level of education, years of experience, and the respondent's current position in the tea factory. These measures were considered important since they provided information that helped determine whether the respondents had the information sought by this study.

4.3.1 Gender Per Department

The study established that the respondents' gender is as shown in Figure 2.

Figure 2

Gender Per Department



This study comprised 62 males (66.0%) and 32 females (34.0%), with variations across different departments. The findings indicated that the 2/3 gender rule was met as per the Constitution of Kenya (Republic of Kenya, 2010). However, this was not strictly observed in the production, where males accounted for 14 (82.4%) and females 3 (17.6%). In the operations department, males represented 10 (71.4%) and females represented 4 (28.6%), indicating a disparity in gender representation. Generally, the data suggested that the information collected was representative, especially in quality, finance, and human resource management departments, which showed a more balanced gender distribution. Gender representation was important in this study, as it ensured inclusivity and diversity of viewpoints, which are crucial for informed decision-making and equitable workforce planning within the tea industry.

4.3.2 Age Per Management Level

The study established that the age distribution by management level of the respondents is summarized in Table 6.

Table 6

Age Per Management Level

Age (Years)	Entry level		Supervisor		Middle Management		Senior Management		Total	
	F	%	F	%	F	%	F	%	F	%
Below 25	6	42.9	0	0.0	2	4.9	0	0.0	8	8.5
25 - 34	6	42.9	7	24.1	14	34.1	0	0.0	27	28.7
35 - 44	2	14.3	18	62.1	13	31.7	2	20.0	35	37.2
45 - 54	0	0.0	4	13.8	12	29.3	7	70.0	23	24.5
55 and above	0	0.0	0	0.0	0	0.0	1	10.0	1	1.1
Total	14	100.0	29	100.0	41	100.0	10	100.0	94	100.0

Among the tea factory management staff, the majority, 35 (37.2%), were aged 35 to 44 years old, followed by those aged 25 to 34 years at 27 (28.7%), while those below 25 years old were 8 (8.5%), and those over 55 years old were 1 (1.1%). Based on their management level, the majority, 41 (43.6%), were from the middle level, 29 (30.9%) were from the supervisory level, 14 (14.9%) were from the entry level, and 10 (10.6%) were from the senior management level. The majority of respondents, being from middle and lower management levels (entry and supervisory), were particularly important for this study, as these groups are directly involved in day-to-day operations and employee development practices.

Their insights provided practical and relevant information on how such practices impacted HR-related organizational performance at the operational level, ensuring the study captured perspectives from those most engaged with implementing development practices (Armstrong & Taylor, 2020). These findings indicate that most respondents were experienced and represented various management levels, providing comprehensive

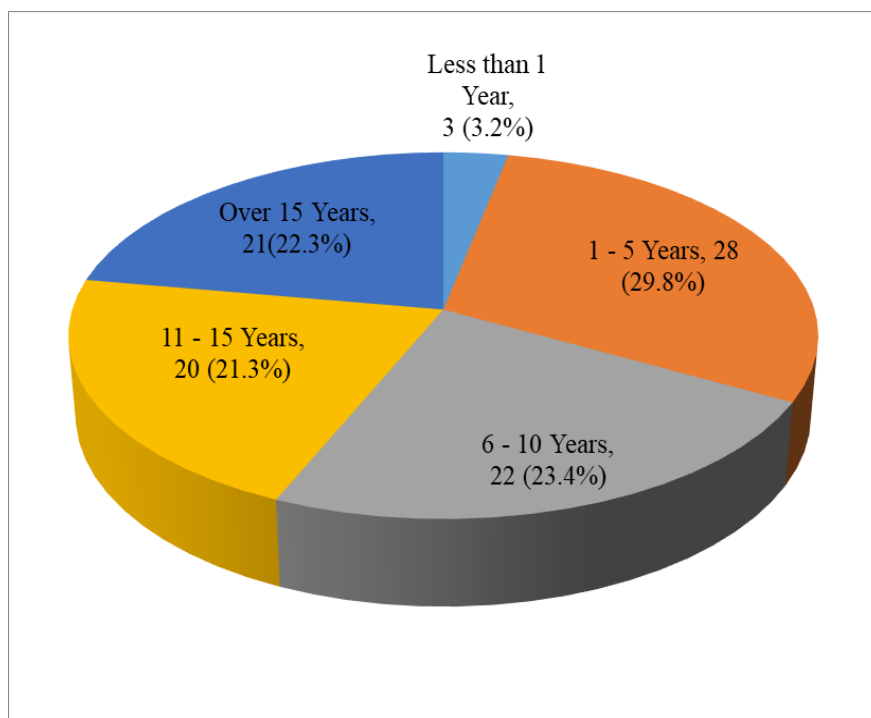
information on the impact of employee development practices on HR-related organizational performance.

4.3.3 Years of Experience

The study aimed to determine the years of experience of the respondents in the tea industry, and the results are presented in Figure 3.

Figure 3

Years of Experience



Many respondents, 28 (29.8%) had 1 to 5 years of experience, 22 (23.4%) had 6 to 10 years, 21 (22.3%) had over 15 years' experience, 20 (21.3%) had 11 to 15 years' experience, and 3 (3.2%) had less than 1 year experience in the tea industry. This finding was important because it meant that all the views of the different categories of the respondents were captured. The dominant categories had many years of experience and were deemed better informed about the effect of Employee development practices on HR-related organizational performance in tea factories in Kericho County, Kenya (Hosen, Rana, and Azim, 2024).

4.3.4 Education Level

The level of education of the respondents was very important in the study, as it varied the management staff's information to assess the effect of Employee development practices on HR-related organizational performance in tea factories. The results are presented in Table 7.

Table 7

Education Level

Management Level	Highest level of education									
	Secondary School		College Certificate/Diploma		Bachelor's Degree		Master's Degree		Total	
	F	%	F	%	f	%	F	%	F	%
Entry level	1	50.0	4	12.9	6	14.3	3	15.8	14	14.9
Supervisor	1	50.0	18	58.1	8	19.0	2	10.5	29	30.9
Middle Management	0	0.0	9	29.0	25	59.5	7	36.8	41	43.6
Senior Management	0	0.0	0	0.0	3	7.1	7	36.8	10	10.6
Total	2	100.0	31	100.0	42	100.0	19	100.0	94	100.0

Regarding the level of education of tea factory management staff, 42 (44.7%) held a Bachelor's degree, followed by 31 (33.0%) with a college certificate or diploma, 19 (20.2%) with a Master's degree, and 2 (2.2%) with a secondary school certificate. These findings indicated that the majority of the respondents were reasonably educated, enhancing the reliability of their responses. A higher level of education is associated with better comprehension of research items and more accurate feedback (Nduka & Wambui, 2023). Their educational background provided a better understanding of employee development practices and their impact on HR-related organizational performance in tea factories.

4.4 Descriptive Statistics

4.4.1 Employee Training Programs and HR-Related Organizational Performance.

Respondents were asked to rate the employee training activity based on a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), which the tea factories had made available to them. Employee training programs play a crucial role in enhancing workforce productivity and skill development. Their responses are captured in Table 4.4

Table 8

Descriptive Statistics on Employee Training Programs

Training Index	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean (\bar{x})	Standard Deviation (S)
	F	%	F	%	F	%	f	%	F	%		
1. My job-specific training has improved employees' skills for their current role.	16	17.0	22	23.4	16	17.0	24	25.5	16	17.0	3.02	1.368
2. Regular training programs enables employees to perform better at work.	17	18.1	22	23.4	21	22.3	15	16.0	19	20.2	2.97	1.395
3. Training needs assessments help identify areas that require improvement	19	20.2	14	14.9	16	17.0	25	26.6	20	21.3	3.14	1.441
4. Useful feedback is received after training programs.	23	24.5	23	24.5	7	7.4	18	19.1	23	24.5	2.95	1.555
5. Training evaluation processes contributes to employee growth at work.	2	2.1	2	2.1	14	14.9	40	42.6	36	38.3	4.13	0.895
Overall mean											3.24	0.562

Table 8 evaluates the analysis of employee perceptions regarding the effectiveness of training programs and their influence on HR-related organizational performance in the tea factories. The statement, "Job-specific training improves employees' skills for their current role," received mixed responses, with 24 (25.5%) agreeing and 16 (17.0%) strongly agreeing. However, 22 (23.4%) disagreed, while 16 (17.0%) strongly disagreed. With a mean score of 3.02 and a standard deviation of 1.368, the results suggest that while some employees acknowledged improved job-relevant skills, a notable proportion did not find the training impactful, which may reflect inefficiencies in skill alignment. On the statement "Regular training programs enable employees to perform better at work," only 15 (16.0%) agreed and 19 (20.2%) strongly agreed, while 22 (23.4%) disagreed, and 17 (18.1%) strongly disagreed. A mean score of 2.97 and a standard deviation of 1.395 points indicate mixed opinions on whether general training translates into improved job performance, a key HR outcome.

"Training needs assessments help identify areas that require improvement," had 25 (26.6%) agreeing, and 20 (21.3%) strongly agreeing, though 19 (20.2%) strongly disagreed. The mean score of 3.14 and standard deviation of 1.441 suggest moderate support for the effectiveness of needs assessments in improving individual productivity—an HR-related goal. The statement "Useful feedback is received after training programs" showed 18 (19.1%) agreeing and 23 (24.5%) strongly agreeing, but an equal 23 (24.5%) strongly disagreed. With a mean score of 2.95 and a standard deviation of 1.555, this suggests that the feedback systems may be inconsistently applied, limiting opportunities for post-training improvement and affecting personal and team performance. The highest-rated statement, "Training evaluation processes contribute to employee growth at work," was positively received, with 40 (42.6%) agreeing and 36 (38.3%) strongly agreeing. A high mean score of 4.13 and standard deviation of 0.895 indicate that

training evaluations were widely perceived to influence employee growth- one of the key indicators of organizational HR performance.

The findings indicate that employee training programs had a positive effect on HR-related organizational performance, improving task completion, attendance, workplace safety, and teamwork. These findings align with several previous studies. For instance, Kuruppu et al. (2021) noted that training directly affects employee performance in the Sri Lankan apparel sector, demonstrating how structured training programs can enhance operational factors, job performance, efficiency, effectiveness, and speed. Noe (2020) emphasized that training effectiveness depended on how well it aligned with employees' job roles and existing skill gaps an insight relevant to tea factories, where role-specific skills are critical. London (2017) emphasized that effective feedback mechanisms enhance the retention and application of newly acquired skills, which is crucial in labor-intensive sectors like tea processing.

Armstrong (2018) highlighted that development programs tailored to employees' specific career aspirations were more effective, a principle that could enhance motivation and performance among tea factory staff. Salas-Vallina, Alegre, & Lopez-Cabrales (2021) observed that training evaluation improved effectiveness by identifying performance gaps, an approach applicable to identifying weak areas in factory workflows. Lastly, Aguinis and Kraiger (2019) proposed that assessments should be data-driven and updated to remain relevant to employees' needs, an approach that supports sustainable employee training in tea factories.

4.2.2 Employee Counseling Programs and HR-Related Organizational Performance

Respondents were asked to rate the employee counseling programs. Counseling programs provide vital support that helps employees manage workplace challenges and

enhance their well-being, which in turn directly impacts HR-related organizational performance. Their responses are captured in Table 9.

Table 9

Descriptive Statistics on Employee Counseling Programs

Counseling Index	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean (x̄)	Std. Dev (S)
	F	%	F	%	F	%	F	%	F	%		
1 Counseling sessions have helped reduce work-related stress.	13	13.8	2	2.1	26	27.7	33	35.1	20	21.3	3.48	1.251
2 Counseling support improves the ability to manage work-life balance.	12	12.8	5	5.3	20	21.3	31	33.0	26	27.7	3.57	1.299
3 Counseling sessions are effective in resolving conflicts among colleagues.	7	7.4	16	17.0	37	39.4	28	29.8	6	6.4	3.11	1.010
4 Work-related counseling enhances overall job satisfaction.	21	22.3	25	26.6	7	7.4	18	19.1	23	24.5	2.97	1.534
5 Counseling sessions positively impact mental state at work.	19	20.2	23	24.5	14	14.9	20	21.3	18	19.1	2.95	1.432
Overall Mean											3.12	0.776

The findings in Table 9 show that a majority of employees perceive "Counseling sessions help reduce work-related stress" with 33 (35.1%) agreeing and 20 (21.3%) strongly agreeing. However, 13 (13.8%) strongly disagreed. The mean score of 3.48 and standard deviation of 1.251 suggest that while most employees in the tea factories found

counseling sessions beneficial in reducing stress a key factor influencing concentration, safety, and productivity some did not report significant improvements. Regarding "Counseling support improves the ability to manage work-life balance," the mean score was 3.57 with a standard deviation of 1.299, and 31 (33.0%) of respondents agreed, while 26 (27.7%) strongly agreed. This indicates that counselling has positively affected employees' ability to handle personal and professional responsibilities, which supports better attendance and teamwork.

The statement "Counseling sessions are effective in resolving conflicts among colleagues" received mixed responses, with 28 (29.8%) agreeing and 37 (39.4%) remaining neutral. The mean score of 3.11 and the standard deviation of 1.010 suggest moderate agreement and less variability. Effective conflict resolution contributes directly to improved teamwork and collaboration. The statement "Work-related counseling enhances overall job satisfaction" recorded the lowest mean of 2.97 and SD of 1.534, suggesting mixed responses. 18 (19.1%) agreed and 23 (24.5%) strongly agreed, while 25 (26.6%) disagreed. Despite the variability, this aspect is crucial because job satisfaction significantly impacts employee retention, performance, and attendance. Lastly, the statement "Counseling sessions positively impact mental state at work" had a mean score of 2.95 and SD of 1.432, with 20 (21.3%) agreeing and 18 (19.1%) strongly agreeing. It suggests that mental health is closely linked to safety, focus, and overall performance.

Overall, these results suggest that employee counselling programs contribute to improved HR-related outcomes by reducing stress, resolving conflicts, enhancing job satisfaction, and supporting employees' mental health, thereby fostering better task completion, attendance, workplace safety, and teamwork within the tea factories. These findings align with several empirical studies. For instance, Okoye and Eze (2020)

reported that counselling significantly reduced absenteeism and workplace conflicts. Attridge (2022) demonstrated that employee assistance programs (EAPs) contributed to improved presenteeism and reduced missed work hours, underscoring the role of counseling in sustaining workforce productivity. Another report by Attridge (2022) linked brief counseling to lower absence days and greater well-being. Similarly, Chepkirui (2021) found that counselling services played a crucial role in reducing workplace stress among employees, particularly in demanding environments. Lastly, Long et al. (2022) confirmed that counselling within EAPs is consistently associated with improved organizational performance, validating the relevance of counselling interventions in modern HR strategies.

4.2.3 Career Development Initiatives and HR-Related Organizational Performance.

Career development initiatives are essential for employee retention, skill acquisition, and leadership growth. Table 4.6 summarizes employees' views on various aspects of career development, including opportunities for learning new skills, leadership training, networking, career advancement prospects, and alignment with personal career goals. Using a 5-point Likert scale, the table provides valuable insights into how career growth initiatives influence employee motivation and long-term professional success in the tea industry.

Table 10*Descriptive Statistics on Career Development Initiatives*

Career development Index	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean (\bar{x})	Std. Dev. (S)
	F	%	F	%	F	%	F	%	F	%		
1 Learning new skills helps employees' handle new responsibilities at work.	2	2.1	2	2.1	5	5.3	41	43.6	44	46.8	4.31	0.843
2 Career planning and guidance programs improves employees' ability to perform better.	2	2.1	4	4.3	6	6.4	41	43.6	41	43.6	4.22	0.906
3 Employees are satisfied with the career advancement opportunities in their organization.	7	7.4	6	6.4	26	27.7	37	39.4	18	19.1	3.56	1.103
4 Networking opportunities contributes to professional growth.	4	4.3	9	9.6	22	23.4	37	39.4	22	23.4	3.68	1.070
5 Career development initiatives align with employees' career goals.	3	3.2	8	8.5	19	20.2	37	39.4	27	28.7	3.82	1.047
Overall Mean											3.92	0.697

The findings in Table 10 indicate that career development initiatives had a significant impact on HR-related organizational performance in tea factories in Kericho County. The highest-rated statement, "Learning new skills helps employees handle new responsibilities at work," recorded a strong agreement, with 44 (46.8%) strongly agreeing and 41 (43.6%) agreeing. With a mean score of 4.31 and an SD of 0.843, this

suggests that skill development significantly equips employees for increased responsibilities. Similarly, "Career planning and guidance programs improve employees' ability to perform better," also garnered high agreement with a mean score of 4.22 and SD of 0.906, with 41 (43.6%) of employees strongly agreeing. In comparison, another 41 (43.6%) agreed, suggesting that structured planning and mentorship have a positive impact on their output. However, for the statement "Employees are satisfied with the career advancement opportunities in their organization," responses were more varied, with 37 (39.4%) agreeing, 18 (19.1%) strongly agreeing, and 7 (7.4%) strongly disagreeing. With a mean score of 3.56 and an SD of 1.103, this reflects the need for improvement. In terms of "Networking opportunities contribute to professional growth," 37 (39.4%) of employees agreed, while 22 (23.4%) strongly agreed. A mean score of 3.68 and an SD of 1.070 indicate that networking opportunities were generally appreciated, though some employees felt limited access to professional development networks. Lastly, for "Career development initiatives align well with employees' career goals," 37 (39.4%) agreed, and 27 (28.7%) strongly agreed. With a mean score of 3.82 and an SD of 1.047, this suggests general satisfaction but with room for improvement.

These findings revealed that career development initiatives positively affected HR-related organizational performance by enhancing employees' skills, motivation, and alignment with organizational goals. These findings are supported by prior research; for instance, Ifeoma and Okaro (2023) found a substantial effect of career development techniques on employee performance. Similarly, Gibran and Ramadani (2021) reported a statistically significant positive relationship between career development and employee performance. Also, Azzukhruf et al. (2019) highlighted a significant connection between career development and performance. Additionally, Kumar, Sharma, & Gupta (2022) emphasized that aligning career development with personal goals fosters long-term

commitment and organizational loyalty. Lastly, Ahmad and Malik (2022) reported that networking opportunities significantly contribute to professional growth and employee engagement.

4.2.4 Management Development practices and HR-related organizational performance

Effective management development programs are key to enhancing leadership skills and organizational efficiency. Respondents were asked to rate the employee management development practices based on a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), which the tea factories had made available to them. Their responses are captured in Table 11.

Table 11*Descriptive Statistics on Employee Management Development Practices*

Employee Management Index	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean (\bar{x})	Std. Dev. (S)
	F	%	F	%	F	%	F	%	F	%		
1 Role and responsibilities are clearly understood.	2	2.1	0	0.0	5	5.3	30	31.9	57	60.6	4.49	0.786
2 Managers' decision-making positively affects the work environment.	5	5.3	5	5.3	14	14.9	36	38.3	34	36.2	3.95	1.101
3 Resources are effectively used to achieve and promote workshops.	3	3.2	1	1.1	13	13.8	38	40.4	39	41.5	4.16	0.931
4 The organization's ability to adapt to change affects job performance.	4	4.3	9	9.6	16	17.0	42	44.7	23	24.5	3.76	1.064
5 Satisfaction exists with how changes are communicated and implemented in the workplace.	4	4.3	4	4.3	11	11.7	34	36.2	41	43.6	4.11	1.052
Overall mean											4.09	0.64

The findings in Table 11 indicate that management development practices have a significant influence on HR-related organizational performance within tea factories. The first statement, "Role and responsibilities are clearly understood," received the highest agreement, with 57 (60.6%) of respondents strongly agreeing and 30 (31.9%) agreeing.

With a mean score of 4.49 and a standard deviation of 0.786, it is suggested that most employees in the tea factories have a clear understanding of their job roles, with minimal variation in responses, indicating effective role communication within the organization. Regarding "Managers' decision-making positively affects the work environment," 36 (38.3%) of respondents agreed, while 34 (36.2%) strongly agreed. A mean score of 3.95 and a standard deviation of 1.101 indicate that decision-making competence, a core aspect of management development, is directly tied to employee morale and productivity.

For the statement "Resources are effectively used to achieve and promote workshops," 39 (41.5%) strongly agreed, while 38 (40.4%) agreed. The high mean score of 4.16 and standard deviation of 0.931 suggest that the tea factories effectively utilize resources to promote workshops, showing that continuous professional development efforts for managers contribute to improved employee support systems. The perception of "The organization's ability to adapt to change affects the job performance" was more varied, with 42 (44.7%) agreeing and 23 (24.5%) strongly agreeing. With a mean score of 3.76 and a standard deviation of 1.064, this implies that while many employees in the tea factories see adaptability as a key factor in their performance, others might struggle with adapting to organizational changes. Lastly, in response to "Satisfaction exists with how changes are communicated and implemented in the workplace," 41 (43.6%) strongly agreed, while 34 (36.2%) agreed. With a mean score of 4.11 and a standard deviation of 1.052, this suggests that well-developed leadership enhances employees' ability to cope with change an important HR performance indicator.

These findings support the notion that management development practices, including training, communication, and decision-making, improve task completion, attendance, workplace safety, and teamwork. These results are consistent with prior research; for

instance, Mohana et al. (2022) concluded that each management practice had a statistically significant influence on employee performance. Similarly, Terer and Kipkorir (2019) established that management development practices have a significant influence on organizational performance. Additionally, Kotler (2018) emphasized that involving employees in leadership processes can reduce resistance to change and improve organizational outcomes. Lastly, Mullins and Christy (2017) reinforced that when managers are trained in participative leadership, there is enhanced employee morale and job satisfaction.

4.2.5 HR-Related Organizational Performance in Tea Factories

Respondents were asked to rate the HR- related organizational performance indicators within the tea industry. HR-related organizational performance reflects how effectively an organization manages its human resources to achieve operational goals. It includes aspects such as task completion, attendance, adherence to safety procedures, and teamwork. Table 4.8 provides descriptive statistics on these indicators, capturing perceptions of HR effectiveness within tea factories.

Table 12*Descriptive Statistics On HR-Related Organizational Performance in Tea Factories*

HR-related organizational Performance Index	0-20% (Very Poor)		21-40% (Poor)		41-60% (Fair)		61-80% (Good)		81-100% (Excellent)		Mea n	Stad. Dev.
	F	%	f	%	F	%	F	%	F	%	(\bar{x})	(S)
1 Task Completion: How well do the employees in your factory complete assigned tasks on time to meet quality standards?	16	17.0	23	24.5	15	16.0	23	24.5	17	18.1	3.02	1.383
2 Attendance: How consistent is the employees in attending work and following shift schedules?	17	18.1	23	24.5	20	21.3	15	16.0	19	20.2	2.96	1.398
3 Safety:How effectively does the employees follow workplace safety, hygiene, and operational procedures?	18	19.1	15	16.0	17	18.1	24	25.5	20	21.3	3.14	1.426
4 Teamwork: How well does the employees collaborate with colleagues and communicate with supervisors?	23	24.5	23	24.5	7	7.4	18	19.1	23	24.5	2.95	1.555

Table 12 presents HR-related organizational performance indicators. The table reports frequencies (f), percentages (%), mean scores (\bar{x}), and standard deviations (S), providing insights into how employees perceive key HR performance areas in their organizations. The first HR performance indicator, task completion, had 16 respondents (17.0%) rating it as very poor, while 17 respondents (18.1%) rated it as excellent. The majority of respondents were distributed across different performance levels, leading to a mean score of 3.02 and an SD of 1.383. This suggests that while some employees complete tasks effectively, others struggle to meet deadlines and quality standards.

Regarding attendance, 17 (18.1%) of employees rated themselves at the lowest level, while 19 (20.2%) considered their attendance as excellent. The mean score of 2.96 and SD of 1.398 indicates that adherence to work schedules varies among employees, with some maintaining consistency while others face challenges.

For safety, which measures adherence to workplace safety and hygiene regulations, 18 (19.1%) of employees rated their compliance as very poor, while 20 (21.3%) rated it as excellent. The mean score of 3.14 and SD of 1.426 suggest a slightly above-average level of compliance, with some employees following safety procedures effectively while others require improvement. This reflects mixed levels of HR-related organizational performance regarding workplace safety. Teamwork was another crucial factor assessed, with 23 respondents (24.5%) giving it a very poor rating, while an equal 23 respondents (24.5%) rated it as excellent. The mean score of 2.95 and SD of 1.555 indicates that collaboration varies significantly among employees, suggesting a need for enhanced teamwork initiatives to strengthen overall HR-related organizational performance.

4.3 Summary of Employee Development Practices in Tea Factories

Employee development practices are crucial for building a skilled, motivated, and productive workforce. These practices include training programs that enhance job-related

skills, counseling programs that support their mental and emotional well-being, career development initiatives that promote professional growth, and management development efforts that prepare future leaders. When implemented effectively, employee development not only boosts individual performance but also improves HR-related organizational outcomes and strengthens long-term competitiveness and sustainability (Noe, 2020; Armstrong, 2019; Greenhaus & Powell, 2019; Yukl, 2020). Table 4.9 summarizes the findings on employee development practices in tea factories.

Table 13

Descriptive Statistics Summary on Employee Development Practices

	Mean	Std. Deviation	N
HR-related organizational Performance	3.0021	.56758	94
Employee training programs	3.2404	.56231	94
Employee counseling programs	3.2149	.69792	94
Career development initiatives	3.9191	.77671	94
Management development practices	4.0915	.68637	94

Table 13 presents a summary of descriptive statistics for various employee development practices in the tea factories. Among the various employee development practices assessed, management development practices received the highest mean ($\bar{x} = 4.09$, $SD = 0.686$), indicating that respondents rated leadership and management training initiatives very positively. This suggests that these programs are perceived as highly effective in preparing employees for leadership roles within the organization. Career development initiatives also scored highly ($\bar{x} = 3.91$, $S = 0.776$), reinforcing the importance of providing employees with opportunities for professional growth and advancement. These findings indicate that both leadership development and career progression are valued components of employee development.

Other practices, such as employee counselling programs ($\bar{x} = 3.21$, $S = 0.698$) and employee training programs ($\bar{x} = 3.24$, $S = 0.562$) received moderate ratings, reflecting a fair level of satisfaction among employees regarding support for mental well-being and skill enhancement. Finally, HR-related organizational performance, which reflects the overall impact of employee development on organizational outcomes, had a mean score of 3.00 ($SD = 0.568$), indicating a moderate perception of how these practices affect broader organizational effectiveness.

4.4 Inferential Statistics

The study aimed to investigate the relationship between dependent and independent variables using inferential statistical methods. Specifically, the Pearson correlation coefficient and multiple regression analysis were employed. Inferential statistics are useful when the goal is to determine the relationship between two variables, assess differences among subgroups, or understand how multiple independent variables influence a dependent variable (Sekaran, 1992).

4.4.1 Correlation Analysis

Correlation analysis is a statistical technique used to measure and analyze the strength and direction of the relationship between two or more variables. It helps identify whether a relationship exists between two variables, and how strong that relationship might be. The correlation coefficient, typically represented by r , quantifies the linear association between variables and ranges from -1 to 1. A value close to 1 indicates a strong positive correlation, meaning that as one variable increases, the other also increases. Conversely, a value close to -1 signifies a strong negative correlation, whereas an increase in one variable results in a decrease in the other. A value near 0 suggests no significant relationship between the variables (Smith, 2020). Correlation analysis is widely used in

finance, social sciences, and business to analyze trends, relationships, and predictive patterns (Brown & Johnson, 2018). The results are presented in Table 14.

Table 14

Correlation

		Employee Training	Employee Counseling	Career Development	Mngt Development	HR-O.I
1. Employee Training	Pearson Correlation Sig. (2-tailed)	1				
2. Employee Counseling	Pearson Correlation Sig. (2-tailed)	.316** .002	1			
3. Career Development	Pearson Correlation Sig. (2-tailed)	.378** .000	.488** .000	1		
4. Management Development	Pearson Correlation Sig. (2-tailed)	.365** .000	.442** .000	.698** .000	1	
5. HR-related organizational Performance	Pearson Correlation Sig. (2-tailed)	.814** .000	.366** .000	.224* .030	.217* .036	1

N = 94
 ** = Correlation is significant at the 0.01 level (2-tailed).
 * = Correlation is significant at the 0.05 level (2-tailed).

The correlation analysis results presented in Table 14 indicate that employee training programs have the strongest positive correlation with HR-related organizational Performance ($r = 0.814$, $p = 0.000$). This implies that as the quality or extent of training programs improves, HR-related organizational Performance significantly increases. These findings align with previous research that highlights training as a crucial factor in enhancing employee productivity and organizational efficiency (Noe, 2020; Armstrong, 2018).

Employee counseling programs also demonstrate a weak but statistically significant positive correlation with HR-related organizational Performance ($r = 0.366$, $p = 0.000$), suggesting that employees in the tea factories who receive counseling support tend to contribute better to organizational outcomes, likely because counseling helps to reduce work-related stress and improve job satisfaction (Cooper & Cartwright, 2019).

The correlation between career development initiatives and HR-related organizational Performance is weaker but still significant ($r = 0.224$, $p = 0.030$). This indicates that while career development opportunities exist, they may not be the primary driver of organizational performance in the context. Similarly, management development practices show a weak yet significant correlation with HR-related organizational Performance ($r = 0.217$, $p = 0.036$). This suggests that although leadership and managerial training contribute to improving organizational outcomes, their direct impact is less pronounced compared to training and counseling programs.

Additionally, the analysis reveals strong interrelationships among the independent variables. Employee counseling programs and career development initiatives have a moderate positive correlation ($r = 0.488$, $p = 0.000$), indicating that tea factories offering counseling support also tend to provide career development opportunities. Furthermore, career development initiatives and management development practices exhibit a strong positive correlation ($r = 0.698$, $p = 0.000$), indicating that professional growth and leadership development are closely intertwined in organizational settings.

Overall, the correlation analysis confirms that employee training programs have the highest effect on HR-related organizational Performance, followed by counseling programs, career development initiatives, and management development practices. These findings suggest that organizations should prioritize comprehensive employee

development strategies, with a particular emphasis on training and counseling programs, to maximize HR-related organizational Performance and overall workplace productivity.

4.5 Diagnostic Test

To validate the use of multiple linear regressions in this study, several diagnostic tests were conducted. These included tests for normality, multicollinearity, autocorrelation, and homoscedasticity.

4.5.1 Normality Assumptions Test

The Kolmogorov-Smirnov and Shapiro-Wilk tests were used to assess whether the data met the assumption of normality. The result of the normality test is indicated in Table 15.

Table 15

Normality Assumption Test Results

Variable	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Employee Training	0.080	94	0.174	0.987	94	0.466
Employee Counseling	0.094	94	0.040	0.982	94	0.238
Career Development	0.148	94	0.000	0.906	94	0.000
Management Development	0.160	94	0.000	0.901	94	0.000

a. Lilliefors Significance Correction

Table 15 shows that Employee training programs ($p = 0.174$) and Employee counseling programs ($p = 0.040$) under the Kolmogorov-Smirnov test yielded mixed results. However, the Shapiro-Wilk test, more appropriate for small sample sizes, returned p-values above 0.05 for these variables (0.466 and 0.238, respectively), indicating that they are approximately normally distributed.

On the other hand, Career Development initiatives and Management Development practices had p-values less than 0.05 in both tests, suggesting deviations from normality. Nonetheless, since the sample size ($n=94$) exceeds 30, the Central Limit Theorem

applies, permitting the use of regression analysis despite the mild violations. This is consistent with Freeman (2017), who emphasized that slight deviations from normality are acceptable in large samples when other regression assumptions are met.

4.5.2 Multi-Collinearity Test

The study conducted a multi-collinearity assumption test. Multi-collinearity occurs when two or more independent variables in a regression model are highly correlated, potentially leading to unreliable coefficient estimates and affecting the overall model performance. The study result is presented in Table 16.

Table 16

Multi-Collinearity Assumption Test Results

Variables	Tolerance	VIF
Employee Training programs	0.820	1.219
Employee counseling programs	0.727	1.376
Career Development initiatives	0.463	2.158
Management Development practices	0.491	2.038

a. Dependent Variable: HR-related organizational Performance

The Variance Inflation Factor (VIF) is a critical statistical measure used in regression analysis to detect the presence of multicollinearity among predictor variables. The VIF and Tolerance values from Table 16 were used to test for multicollinearity. All VIF values were well below the commonly accepted cut-off of 10, with the highest being 2.158 for Career development initiatives, and all Tolerance values exceeded 0.10. These results indicate the absence of multicollinearity among the predictor variables (Stock & Watson, 2017), as the tolerance values are all above 0.1, indicating that the predictors are sufficiently independent.

Therefore, each independent variable contributes unique information to the model, strengthening the reliability of the regression coefficients. This absence of

multicollinearity strengthens the validity of the study's findings, providing confidence that high correlations among the predictors do not confound the observed effects on HR-related organizational performance.

4.5.3 Autocorrelation Assumption Test

Autocorrelation refers to the correlation of a variable with itself over time. It checks whether the errors in the model are independent, meaning one error does not predict the next. The results of the test of the autocorrelation assumption are presented in Table 17.

Table 17

Autocorrelation Assumption Test Results

Variable	Durbin-Watson
Employee Training programs	2.006
Employee counseling programs	2.004
Career Development initiatives	1.958
Management Development practices	1.925

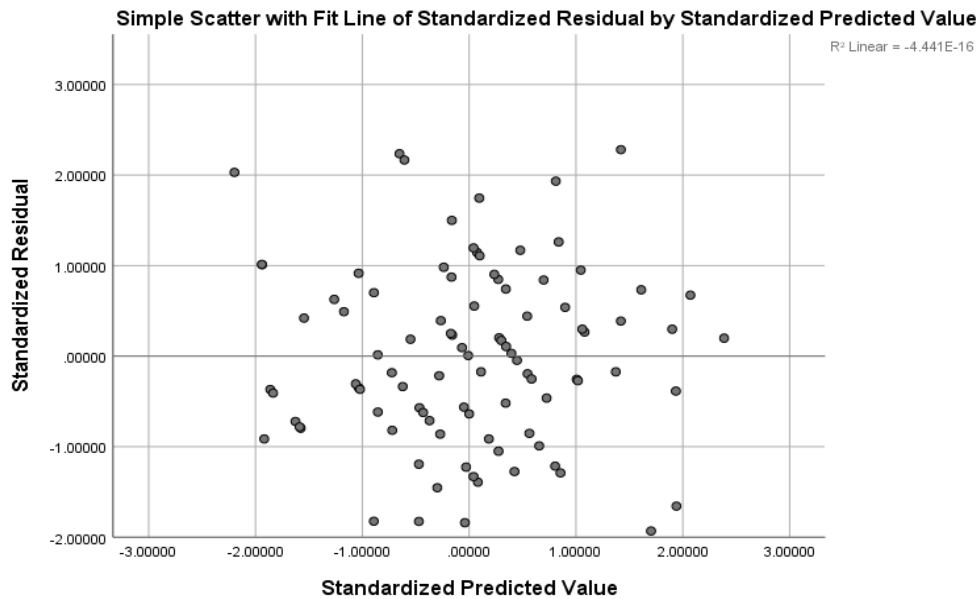
Autocorrelation was tested using the Durbin-Watson statistic (Table 17). The values ranged from 1.925 to 2.006, which fall within the acceptable range of approximately 1.5 to 2.5, indicating no significant autocorrelation. According to Stock and Watson (2017), Durbin-Watson values close to 2 indicate that the residuals are uncorrelated, confirming that this assumption is satisfied in the model assessing HR-related organizational performance.

4.5.4 Homoscedasticity

Homoscedasticity is a statistical concept that refers to the assumption of constant variance in the errors or residuals of a regression. The researcher sought to determine homoscedasticity using a scatterplot diagram. The finding is illustrated in Figure 4.3 below.

Figure 4

Homoscedasticity



Homoscedasticity was examined visually using a scatterplot of residuals. Figure 4.3 shows that the residuals were randomly dispersed without any discernible pattern, suggesting that the variance of residuals is constant across levels of the predicted values. This implies the regression model satisfies the assumption of homoscedasticity, ensuring the validity of the model’s standard errors and test statistics (Freeman, 2017) in assessing HR-related organizational performance.

4.6 Regression Analysis

This section presents the results of the regression analysis conducted to examine the relationship between the independent variables and HR-related organizational performance. The analysis was performed in two phases: initially, simple regression analysis was conducted to assess the effect of each independent variable —employee training programs, employee counseling programs, career development initiatives, and management development practices — on HR-related organizational performance. Subsequently, a multiple regression model was employed to determine the combined effect of these variables on HR-related organizational performance, providing a

comprehensive understanding of their collective effect. According to Field (2013), multiple regression allows researchers to assess how well a combination of variables explains an outcome, and to determine the individual contribution of each predictor to the overall model. Similarly, Hair, Black, & Babin (2010) emphasize that multiple regression is a robust method for evaluating the simultaneous effect of multiple predictors, thus providing a clearer understanding of complex relationships.

4.6.1 Effect of Employee Training Programs on HR-Related Organizational Performance

Table 18 shows the model summary for employee training programs and HR-related organizational performance.

Table 18

Model Summary for Employee Training Programs on HR-Related Organizational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.814 ^a	.662	.658	.33172

a. Predictors: (Constant), Employee Training

The model in Table 18 indicates a strong positive relationship between employee training and HR-related organizational performance, with an R value of 0.814. The R² value of 0.662 suggests that approximately 66% of the variance in HR-related organizational performance can be explained by employee training alone. The adjusted R², slightly lower at 0.658, confirms that employee training programs significantly contribute to explaining the variance in HR-related organizational performance even after adjusting the number of predictors in the model. The standard error of estimate, 0.332, shows that the average distance of observed values falls from the regression line

Table 19*ANOVA for Employee Training Programs and HR-Related Organizational Performance*

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.836	1	19.836	180.273	.000 ^b
	Residual	10.123	92	.110		
	Total	29.960	93			

a. Dependent Variable: HR-related organizational Performance

b. Predictors: (Constant), Employee Training

The ANOVA results presented in Table 19 further confirm the relevance of the regression model. The F-statistic, 180.273, with a corresponding p-value of <0.000 (which is below the 0.05 level of significance), indicates that the model is statistically significant. The regression sum of squares (SS = 19.836) represents the portion of variance in HR-related organizational performance that is explained by employee training. Meanwhile, the residual sum of squares (SS = 10.123) accounts for unexplained variations due to other factors. The total sum of squares (SS = 29.960) encompasses all variability in HR-related organizational performance.

Table 20*Coefficients For Employee Training and HR-Related Organizational Performance*

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.341	.201		1.694	.094
	Employee Training	.821	.061	.814	13.427	.000

a. Dependent Variable: HR-related organizational Performance

Employee training programs have a significant positive effect on HR-related organizational performance ($\beta = 0.814$, $p = 0.000$). This suggests that increased employee training programs directly enhance performance, confirming that training is a

crucial factor in improving HR-related organizational productivity. The coefficient $B = 0.821$ indicates that for every 1-unit increase in employee training programs, HR-related organizational performance increases by 0.821 units. The t-value of 13.427, coupled with a highly significant p-value of 0.000, emphasizes the strength and significance of this relationship. These findings are consistent with previous research, which highlights that well-structured training programs increase employees' skills and efficiency (Noe, 2020; Armstrong, 2018). These results also align with previous research, which found that well-designed training programs enhance employee competencies and job efficiency (Aguinis & Kraiger, 2019).

4.6.2 Effect of Employee Counselling Programs on HR-Related Organizational Performance

Table 21 shows a model summary of employee counseling and HR-related organizational performance.

Table 21

Model Summary for Employee Counselling Programs and HR-Related Organizational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.366 ^a	.134	.124	.53110

a. Predictors: (Constant), Employee Counseling

The model in Table 21 indicates a weak positive correlation between employee counseling programs and HR-related organizational performance, with an R value of 0.336. The R^2 value of 0.134 suggests that approximately 13% of the variance in HR-related organizational performance can be explained by employee counselling alone. The adjusted R^2 , slightly lower at 0.124, confirms that employee counseling programs have a

low impact on HR-related organizational performance even after adjusting the number of predictors in the model. The standard error of estimate, 0.531, is high, showing that there's more deviation between predicted and actual performance values.

Table 22

ANOVA For Employee Counselling and HR-Related Organizational Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.010	1	4.010	14.215	.000 ^b
	Residual	25.950	92	.282		
	Total	29.960	93			

a) Dependent Variable: HR-related organizational Performance

b) Predictors: (Constant), Employee Counseling

The ANOVA results in Table 22 further confirm the relevance of the regression model. The F-statistic, 14.273, with a corresponding p-value of < 0.000 , is below the 0.05 level of significance. This shows that the model is statistically significant. Employee counselling has a significant positive effect on HR-related organizational performance. The regression sum of squares ($SS = 4.010$) represents the portion of variance in HR-related organizational performance explained by the independent variable, while the residual sum of squares ($SS = 25.950$) accounts for the unexplained variations due to other factors. The total sum of squares ($SS = 29.960$) encompasses all variability in HR-related organizational performance.

Table 23*Coefficients for Employee Counselling and HR-Related Organizational Performance*

Model		Unstandardized		Standardized		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.046	.260		7.882	.000
	Employee Counseling	.298	.079	.366	3.770	.000

a. Dependent Variable: HR-related organizational Performance

Employee counselling programs have a statistically significant and moderate positive effect on HR-related organizational performance ($\beta = 0.366$, $p = 0.000$). This suggests that a one-unit increase in employee counseling programs enhances performance by 0.298, confirming that counseling should be considered as a means of improving HR-related organizational productivity. The t-value of 3.770, coupled with a highly significant p-value of 0.000, emphasizes the strength and significance of this relationship, how counselling programs genuinely contribute to improved performance. This finding is consistent with studies by Greenhaus and Powell (2017), which suggest that workplace counseling can significantly reduce stress and enhance job satisfaction, ultimately leading to improved performance.

4.6.3 Effect of Career Development Initiatives on HR-Related Organizational Performance

Table 24*Model Summary for Career Development Initiatives and HR-Related Organizational Performance*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.224 ^a	.050	.040	.55618

a. Predictors: (Constant), Career development

The model in Table 24 indicates a very weak positive correlation between career development initiatives and HR-related organizational performance, with an R value of 0.224. The R² value of 0.050 suggests that approximately 5% of the variance in HR-related organizational performance can be explained by career development initiatives alone. The adjusted R², slightly lower at 0.040, confirms that career development initiatives programs have minimal influence in contributing to explaining the variance in HR-related organizational performance even after adjusting the number of predictors in the model. The standard error of estimate, 0.556, is relatively high, indicating a high deviation between the actual and predicted values.

Table 25

ANOVA for Career Development Initiatives and HR-Related Organizational Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.501	1	1.501	4.852	.030 ^b
	Residual	28.459	92	.309		
	Total	29.960	93			

a. Dependent Variable: HR-related organizational Performance

b. Predictors: (Constant), Career Development

The ANOVA results in Table 25 further confirm the F-statistic, 4.282, with a corresponding p value of 0.030, which is below the 0.05 level of significance. This shows that the model is statistically significant. Career development initiatives have a meaningful effect on HR-related organizational performance. The regression sum of squares (SS = 1.501) represents the portion of variance in HR-related organizational performance explained by the independent variables, while the residual sum of squares (SS = 28.459) accounts for the unexplained variations due to other factors. The total sum

of squares (SS = 29.960) encompasses all variability in HR-related organizational performance.

Table 26

Coefficients for Career Development Initiatives and HR-Related Organizational Performance

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.361	.297		7.961	.000
	Career Development	.164	.074	.224	2.203	.030

a. Dependent Variable: HR-related organizational Performance

Career development initiatives have a positive but modestly significant effect on HR-related organizational performance ($\beta = 0.224$, $p = 0.000$). This suggests that Career development initiatives contribute to HR-related organizational performance, although their effect appears to be slightly less pronounced. A one-unit increase in career development initiatives leads to a 0.164 increase in HR-related organizational performance. The t-value of 2.203, coupled with a significant p-value of 0.030, emphasizes the strength and significance of this relationship, indicating that it is real and not due to chance. Research by Kram (2019) indicates that career development initiatives must align with employees' aspirations and provide clear growth pathways to be effective, which may explain why their impact on performance was positive but modest in this study.

4.6.4 Effect of Management Development Practices on HR-Related Organizational Performance

Table 27

Model Summary for Management Development Practices on HR-related Organizational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.217 ^a	.047	.037	.55706

a. Predictors: (Constant), Management Development

The model in Table 27 indicates a very weak positive correlation between management development practices and HR-related organizational performance, with an R-squared value of 0.047. The R^2 value of 0.047 suggests that approximately 5% of the variance in HR-related organizational performance can be explained by management development practices alone. The adjusted R^2 , slightly lower at 0.037, confirms that career development initiative programs have a minimal effect on performance even after adjusting for the number of predictors in the model. The standard error of estimate, 0.557, indicates that the average distance of the observed values from the regression line is significant.

Table 28

ANOVA for Management Development Practices and HR-Related Organizational Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.411	1	1.411	4.546	.036 ^b
	Residual	28.549	92	.310		
	Total	29.960	93			

a. Dependent Variable: HR-related organizational Performance

b. Predictors: (Constant), Management Development

The ANOVA results in Table 28 further confirm the F statistics, 4.546, with a corresponding p value of 0.036, which is below the 0.05 level of significance. This indicates that the model is statistically significant, suggesting that management development practices have a significant effect on HR-related organizational performance. The regression sum of squares (SS = 1.411) represents the portion of variance in HR-related organizational performance explained by the independent variables, while the residual sum of squares (SS = 28.549) accounts for the unexplained variations due to other factors. The total sum of squares (SS = 29.960) encompasses all variability in HR-related organizational performance.

Table 29

Coefficients for Management Development Practices and HR-Related Organizational Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.268	.349		6.497	.000
	Management Development	.179	.084	.217	2.132	.036

a. Dependent Variable: HR-related organizational Performance

Management development practices have a significant effect on HR-related organizational performance ($\beta = 0.217$, $p = 0.036$). This suggests that management development practices contribute to HR-related organizational performance, although their effect appears to be slightly less pronounced. A one-unit increase in management development practices leads to a 0.179 increase in HR-related organizational performance. The t-value of 2.132, coupled with a significant p-value of 0.036, emphasizes the strength and significance of this relationship, confirming that management development practices have a positive and statistically significant effect. Management development practices significantly improve performance, though the impact is relatively weaker than that of other factors. According to Kotter (2018),

management development is most effective when it incorporates real-world problem-solving and participatory leadership models, which are currently lacking in the program.

Table 30

Overall Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.838 ^a	.702	.689	.31674	.702	52.406	4	89	.000

a. Predictors: (Constant), Employee Training programs, Employee Counseling programs, Career Development initiatives, Management Development practices.

Regression analysis Table 30 shows that employee development practices explain 70.2% of the variation in HR-related organizational performance ($R^2 = 0.702$). ($R = 0.838$) shows a positive correlation between the predictors and HR-related organizational performance, with employee training being the most influential factor. The $F = 52.406$ with a significance level of ($p = 0.000$) shows that the model is statistically significant overall. The regression model is strong and reliable. This aligns with previous findings that structured employee development programs contribute significantly to organizational success (Boxall & Purcell, 2016).

Table 31

Overall Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.031	4	5.258	52.406	.000 ^b
	Residual	8.929	89	.100		
Total		29.960	93			

a. Dependent Variable: HR-related organizational Performance

b. Predictors: (Constant), Employee Training programs, Employee Counseling programs, Career Development initiatives, Management Development practices.

The ANOVA test determines whether there is a statistically significant difference between the means of these predictor variables in explaining variations in HR-related organizational performance. The F-statistic ($F = 52.406$) indicates the overall significance of the model, showing that the independent variables collectively explain a substantial portion of the variance in HR-related organizational performance. A high F-value suggests that the model fits the data well. Additionally, the p-value ($p = 0.000$) is well below the standard threshold of 0.05, confirming that at least one of the independent variables has a statistically significant effect on HR-related organizational performance. This implies that employee development practices have a meaningful influence on job performance in tea factories.

The sum of squares values further illustrates the model's effectiveness. The regression sum of squares ($SS = 21.031$) represents the portion of variance in HR-related organizational performance that is explained by the independent variables, while the residual sum of squares ($SS = 8.929$) accounts for the unexplained variations due to other factors. The total sum of squares ($SS = 29.960$) encompasses all variability in HR-related organizational performance. Furthermore, the R^2 value ($R^2 = 0.702$) from Table 4.26 indicates that 70.2% of the variation in HR-related organizational performance can be attributed to the independent variables under study.

These results confirm that employee development programs have a significant impact on HR-related organizational performance, with training and counseling playing a particularly important role. Career development initiatives and management development practices also contribute to employee outcomes, although their effect appears to be slightly less pronounced. These findings align with prior research emphasizing the

importance of structured training and development initiatives in enhancing HR-related organizational productivity and effectiveness (Armstrong, 2018; Noe, 2020).

Table 32

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.416	.241		1.727	.088
employee Training programs	.837	.064	.829	12.978	.000
employee counseling programs	.166	.055	.205	3.015	.003
career development initiatives	-.095	.062	-.130	-1.525	.131
management development practices	-.071	.068	-.085	-1.035	.304

a. Dependent Variable: HR-related organizational Performance

Table 32 presents the results of the multiple regression analysis, examining the effect of employee training programs, employee counseling programs, career development initiatives, and management development practices on HR-related organizational performance. The regression coefficients provide insights into the relationship between each independent variable and the dependent variable.

The constant ($B = 0.416$, $p = 0.088$) represents the expected value of HR-related organizational performance when all independent variables are held at zero. Although not statistically significant ($p > 0.05$), it provides a useful baseline for interpreting the effect of other variables. Among the independent variables, employee training programs have the highest and most significant positive effect on HR-related organizational performance ($B = 0.837$, $p = 0.000$). This suggests that an increase in employee training programs directly enhances performance, confirming that training is a crucial factor in improving HR-related organizational productivity.

These findings are consistent with previous research, which highlights that well-structured training programs increase employees' skills and efficiency (Noe, 2020; Armstrong, 2018). Employee counseling programs also have a positive and statistically significant impact on HR-related organizational performance ($B = 0.166$, $p = 0.003$). This indicates that employees who receive support through counseling programs tend to perform better. This aligns with existing literature suggesting that workplace counseling helps reduce stress and improve job satisfaction, leading to better performance (Cooper & Cartwright, 2019).

However, career development initiatives exhibit a negative but statistically insignificant effect on HR-related organizational performance ($B = -0.095$, $p = 0.131$). This suggests that such initiatives in the tea factories may not be effectively translating into improved HR-related organizational performance. Possible explanations could include a misalignment between career advancement opportunities and employee expectations or ineffective implementation of career development programs.

Similarly, management development practices also show a negative but statistically insignificant relationship with HR-related organizational performance ($B = -0.071$, $p = 0.304$). This suggests that current practices may not be effectively enhancing HR-related organizational performance. A possible explanation is that leadership training and management initiatives are not directly addressing employees' immediate job-related challenges. Research by Mintzberg (2020) suggests that management development programs tend to be most effective when they incorporate participatory leadership models and real-world problem-solving approaches.

4.7 Hypothesis Testing

Hypothesis testing was conducted using descriptive statistics, correlation analysis, and regression analysis to determine whether these employee development practices had a

significant effect on HR-related organizational performance. Inferential statistics were applied to test the relationships between variables at 5% level of significance. The null hypothesis was rejected whenever the p-value was less than 0.05, supporting the alternative hypothesis, and vice versa. According to Tabachnick and Fidell (2007), if the p-value exceeds the predetermined alpha ($p > 0.05$), it indicates no statistically significant relationship between the variables. Conversely, if $p < 0.05$, it suggests a statistically significant relationship between the dependent and independent variables.

H_{01} : There is no statistically significant effect of employee training programs on HR-related organizational performance in selected tea factories in Kericho County.

Regression analysis in Table 31 confirmed that the standardized Beta Coefficient for employee training was 0.829, with a significance level (p) of 0.000, indicating that increased participation in training programs leads to improved employee output. Since the $p < 0.05$, the null hypothesis (H_{01} : There is no statistically significant effect of employee training programs on HR-related organizational performance) was rejected. This confirms the alternative hypothesis (H_{a1} : There is a statistically significant effect of employee training programs on HR-related organizational performance).

H_{02} : There is no statistically significant effect of employee counseling programs on HR-related organizational performance in selected tea factories in Kericho County.

Regression analysis in Table 31 confirmed that counseling had a statistically significant effect on performance ($\beta = 0.205$, $p = 0.003$). Since $p = 0.003 < 0.05$, the null hypothesis (H_{02} : There is no statistically significant effect of employee counseling programs on HR-related organizational performance) was rejected, supporting the alternative hypothesis (H_{a2} : There is a statistically significant effect of employee counseling programs on HR-related organizational performance).

H₀₃: There is no statistically significant effect of Career development initiatives on HR-related organizational performance in selected tea factories in Kericho County.

Regression analysis in Table 31 showed that career development initiatives had a negative but non-significant effect on HR-related organizational performance ($\beta = -0.130$, $p = 0.131$). Since $p = 0.131 > 0.05$, the null hypothesis (H₀₃: There is no statistically significant effect of career development initiatives on HR-related organizational performance) could not be rejected. This suggests that while career development initiatives exist, they may not be effectively structured to enhance HR-related organizational performance.

H₀₄: There is no statistically significant effect of management development practices on HR-related organizational performance in selected tea factories in Kericho County.

Regression analysis in Table 31 found that management development practices had a negative and non-significant effect on HR-related organizational performance ($\beta = -0.085$, $p = 0.304$). Since $p = 0.304 > 0.05$, the null hypothesis (H₀₄: There is no statistically significant effect of management development practices on HR-related organizational performance) could not be rejected. This suggests that while management development practices exist, they may not be adequately structured to enhance HR-related organizational productivity.

4.8 Model Specification

The following is the regression model that was estimated from the study results;

$$Y=0.416+0.829X_1+0.205X_2$$

Where;

Y- HR-related organizational Performance

X₁-Employee training programs

X₂-Employee counseling programs

The intercept (0.416) represents the baseline level of HR-related organizational Performance when all independent variables are zero. The coefficients represent the expected change in HR-related organizational Performance for a one-unit increase in the independent variable, holding the others constant. The coefficients (X₁ and X₂) indicate a positive relationship with HR-related organizational Performance.

4.9 Discussion of Findings

4.9.1 Employee Training Programs and HR-Related Organizational Performance

The study's findings revealed that employee training programs had a significant positive effect on HR-related organizational performance, specifically in areas such as task completion, teamwork, attendance, and safety adherence. This suggests that well-designed training programs enhance employee competencies, which in turn translate into improved workplace behaviors and adherence to HR-related expectations. These results align with social exchange theory, which suggests that when organizations invest in training, employees reciprocate with improved performance. Similarly, according to Herzberg's two-factor theory, training serves as a motivator by enhancing personal growth and job satisfaction. These findings are consistent with those of Mwangi (2019), who found that training has a significant influence on employee productivity in the Kenyan manufacturing sector, and with Irfan et al. (2023), who noted a strong correlation between training and organizational commitment in Pakistani firms. However, the impact may vary depending on how training is delivered and aligned with job requirements.

4.9.2 Employee Counselling Programs and HR-Related Organizational Performance

The results showed that employee counselling had a significant positive effect on HR-related organizational performance. Counselling plays a crucial role in addressing employees' emotional and psychological challenges, which in turn enhances their ability to focus, collaborate, and adhere to organizational standards such as attendance and safety. This supports Herzberg's two-factor theory, where counseling acts as a motivator by improving employee satisfaction and reducing workplace stress, ultimately leading to better performance outcomes. According to the social exchange theory, when organizations invest in counselling services, employees feel valued and reciprocate with increased commitment and productivity. These results are consistent with studies by Tiwari and Shrivastava (2021), who found that workplace counselling significantly improved employee engagement and output in India, and Okoye and Eze (2020), who observed positive impacts of counselling on organizational performance in Nigerian firms.

4.9.3 Career Development Initiatives and HR-Related Organizational Performance

The study found that career development initiatives did not have a statistically significant effect on HR-related organizational performance in this context. This suggests that while career development programs are important for long-term employee growth, their immediate impact on performance measures, such as task completion, attendance, teamwork, and safety adherence, may be limited. From the perspective of Herzberg's two-factor theory, career development may function more as a hygiene factor that prevents dissatisfaction but does not strongly motivate improved performance in the short term. Similarly, social exchange theory suggests that unless employees perceive clear and immediate benefits from career development efforts, the reciprocal increase in

organizational commitment and performance may be weak. These findings align with recent studies by Kirui (2020) and Amoah and Mungai (2020), who also reported non-significant relationships between career development initiatives and employee performance metrics in certain organizational settings.

4.9.4 Management Development Practices and HR-Related Organizational Performance

The study revealed that management development had no statistically significant effect on HR-related organizational performance. This suggests that, within Kericho tea factories, investments in management development may not directly translate into measurable improvements in task completion, attendance, teamwork, or adherence to safety protocols. From the perspective of social exchange theory, this could imply that employees do not strongly perceive management development efforts as benefits that affect their reciprocal performance. Similarly, according to Herzberg's two-factor theory, management development alone may not be a sufficient motivator or hygiene factor to impact organizational outcomes unless combined with other elements, such as adequate employee development initiatives. These results align with some studies that indicate contextual factors,

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the study's summary, discussions, conclusions, and recommendations. It summarizes the key findings based on the research objectives and hypotheses, draws conclusions, and provides practical recommendations.

5.2 Summary of the Findings

5.2.1 Employee Training Programs and HR-Related Organizational Performance

The study found that employees in the tea factories in Kericho generally perceived training positively, with an overall mean score and a standard deviation of $\bar{x} = 3.24$, $S = 0.562$. The correlation analysis showed a strong positive relationship with HR-related organizational performance ($r = 0.814$, $p = 0.000$), meaning that as training programs improve, HR-related organizational performance significantly increases.

Regression analysis results further reinforced the significance of employee training on HR-related organizational performance, with training explaining approximately 66% ($R^2=0.662$, $R=0.814$) of the variance in HR-related organizational performance. The ANOVA results confirmed the model was statistically significant with the ($F=180.273$, $p<0.05$) and the standardized beta for employee training programs was ($\beta = 0.829$, $p < 0.000$). These findings reject the null hypothesis, confirming that employee training programs have a significant positive impact on the HR-related organizational performance of tea factories in Kericho County, Kenya.

5.2.2 Employee Counselling Programs and HR-Related Organizational Performance

Respondents generally perceived that counseling of employees positively affects HR-related organizational performance, with a mean score and a standard deviation of $\bar{x} = 3.21$, $S = 0.698$. This reflects shared recognition of the value of counselling programs in improving employee well-being and effectiveness. The correlation analysis revealed a moderate positive relationship between counseling and HR-related organizational performance ($r = 0.366$, $p < 0.001$), suggesting that counseling helps reduce work-related stress and enhances job satisfaction (Cooper & Cartwright, 2019).

Regression analysis confirmed this significance, with employee counseling accounting for approximately 13% of the variance in HR-related organizational performance ($R^2 = 0.134$, $R = 0.336$). The ANOVA results confirmed that the model was statistically significant ($F = 14.273$, $p < 0.05$). The standardized beta coefficient was ($\beta = 0.205$, $p = 0.003$) with a t value of 12.978. These results led to the rejection of the null hypothesis, confirming that employee counseling has a significant positive impact on the HR-related organizational performance of tea factories in Kericho County, Kenya.

5.2.3 Career Development Initiatives and HR-Related Organizational Performance

The findings reveal that employees generally perceive career development initiatives positively, with a mean and standard deviation of $\bar{x} = 3.91$, $S = 0.777$, respectively. However, correlation analysis showed only a weak but statistically significant relationship with HR-related organizational performance ($r = 0.224$, $p = 0.030$). This indicates that while such initiatives are present, they may not be the main contributors to enhancing HR-related outcomes. This suggests a possible misalignment between career advancement opportunities and employee expectations, or an ineffective implementation of career development programs.

Regression analysis showed that career development initiatives explain approximately 5% of the variance in HR-related organizational performance ($R^2=0.050$, $R=0.224$). The ANOVA results were statistically significant ($F = 4.282$, $p = 0.030$), yet the coefficient analysis indicated no significant effect ($\beta = -0.130$, $p = 0.131$, $t = -1.525$). Since $p = 0.131 > 0.05$, the null hypothesis could not be rejected. Therefore, while career development initiatives exist, they may not be effectively structured to enhance HR-related organizational performance in Kericho tea factories.

5.2.4 Management Development Practices and HR-Related Organizational Development

The study findings indicate that although employees rated management development practices positively, their actual effect on HR-related organizational performance of tea factories in Kericho county was statistically insignificant. Correlation analysis revealed a weak but statistically significant relationship between management development practices and HR-related organizational performance ($r = 0.217$, $p = 0.036$).

Regression analysis confirmed this weak association. The model yielded an R value of 0.217 and an R^2 of 0.047, indicating that approximately 4.7% of the variance in HR-related organizational performance can be explained by management development practices. ANOVA results were statistically significant ($F=4.546$, $p =0.036$). However, the coefficient table showed no statistically significant effect ($\beta = -0.085$, $p = 0.304$, $t = -1.035$). Since $p = 0.304 > 0.05$, the null hypothesis could not be rejected. These findings indicate that while management development practices exist, they may not be effectively structured or aligned to enhance HR-related organizational performance within tea factories in Kericho County.

5.3 Conclusion

Based on the study findings, several conclusions were drawn regarding the effect of employee development practices on HR-related organizational performance in tea factories in Kericho County, Kenya.

The study demonstrates that employee training programs have the highest and most significant positive impact on HR-related organizational performance in tea factories in Kericho County, Kenya. Structured training programs, including Job-specific Training, Professional Development Programs, training needs assessments, and regular evaluation and feedback, significantly enhance employees' skills, knowledge, and competencies, which in turn improve teamwork, attendance, adherence to safety standards, and productivity. These findings underscore the crucial role of investing in employee development in fostering a competent, motivated, and engaged workforce, ultimately supporting the achievement of organizational goals.

The study reveals that employee counseling programs have a positive and statistically significant impact on the HR-related organizational performance of tea factories in Kericho County, Kenya. Counselling initiatives, including stress management, conflict resolution, and work-life balance support, enhance employees' mental and emotional well-being, leading to better attendance rates, stronger teamwork, and improved task completion. These findings underscore the importance of investing in employee counseling to foster a motivated and effective workforce, ultimately enhancing overall HR-related organizational performance.

The study indicates that while career development initiatives are perceived positively by employees in tea factories in Kericho County, Kenya, they have a weak and statistically insignificant effect on HR-related organizational performance. Only a small portion of the performance variance is explained by these initiatives, suggesting a misalignment

between the programs and actual outcomes, possibly due to poor implementation or a lack of clear advancement pathways. This highlights the need for more effectively structured and strategically implemented career development programs to enhance HR-related organizational performance.

The study indicates that although employees rated management development practices positively, their actual effect on HR-related organizational performance is weak in tea factories in Kericho County, Kenya. Correlation and regression analyses revealed that only a small proportion of performance variance is explained by these practices. This suggests that while managerial training and development exist, they are not effectively translating into measurable improvements in HR-related organizational performance. The weak impact could be attributed to poorly structured programs or a lack of practical application in the work environment. Strengthening these practices and ensuring their alignment with organizational objectives is essential for measurable performance improvement.

Overall, the study concludes that employee development programs have a significant impact on HR-related organizational performance in tea factories in Kericho County, Kenya, with employee training programs having the most statistically significant effect. Employee counselling also showed a positive and statistically significant effect. However, career development and management development showed a weak or statistically insignificant effect, suggesting the need for strategic restructuring and stronger implementation to yield measurable benefits.

5.4 Recommendations

5.4.1 Policy Recommendations

Based on the study findings, which revealed a statistically significant positive effect of training and counselling on HR-related organizational performance, the following policy-oriented recommendations were made;

First, it recommended that tea factories in Kericho county invest more in strengthening and institutionalizing employee training programs. Policy makers and organizational managers should prioritize the development and enforcement of structured, job-specific training policies. These training programs should be regular, practical, and aligned with evolving technological trends and operational demands. HR departments should conduct needs assessments and implement feedback systems to ensure continuous improvements and the relevance of training content. Public agencies, such as county labor departments, can support this by establishing training standards and providing technical assistance.

Secondly, it recommended that management should integrate structured counseling practices within the workplace to address employees' emotional and psychological needs. These should include: stress management, conflict resolution, and work-life balance counseling. Counselling should be formally embedded in HR policies as a strategic tool to enhance employee well-being and organizational productivity. Policy makers should create guidelines and incentives to encourage adoption across the sector. Moreover, regular evaluation of these programs should be done to ensure they remain aligned with employee needs and organizational goals, with adjustments made where necessary.

5.5 Recommendations for Further Studies

Further research could focus on comparing the effect of employee development practices across different industries or geographic regions. Since this study was limited to tea factories in Kericho County, similar investigations could be extended to other sectors, such as manufacturing, services, or technology, to determine the generalizability of the findings across varied contexts. Furthermore, expanding the research to include other countries would provide a broader perspective on how cultural, economic, and organizational factors influence the relationship between employee development practices and HR-related organizational performance.

Secondly, since employee development practices encompass a wide range of initiatives, further studies could explore other aspects, such as mentorship and coaching, performance management, leadership development, soft skills development, workshops and seminars, online learning platforms, employee engagement, and on-the-job training, in different organizational sectors.

Thirdly, this study employed a quantitative approach using correlation and regression analysis. Future research could adopt a mixed methods design, combining both quantitative and qualitative approaches. Including interviews or focus groups would offer deeper insights into employees' perceptions and lived experiences regarding development practices, which numbers alone may not capture. Additionally, longitudinal studies could be useful in assessing the long-term effect of employee development practices on HR-related organizational performance over time, rather than at a single point.

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APPENDICES

Appendix 1: Cover Letter

Dear Respondent,

I am a postgraduate student at Kabarak University pursuing a Master's Degree course in Human Resource Management and currently collecting data for my research topic entitled: *“Effect of Employee Development Practices on HR-related organizational performance of tea factories in Kericho county, Kenya.”*

The purpose of this study is purely academic, and your participation is highly valued. You have been selected as a respondent due to your experience and role in the tea sector. Kindly take a few minutes to respond to the attached questionnaire. The information you provide will be treated with strict confidentiality and used solely for academic purposes. You are not required to include your name or any identifying details.

Your honest and objective responses will greatly contribute to the success of this research. Participation is voluntary, and you may withdraw at any time.

Thank you for your cooperation.

Sincerely,

Rono Chepchumba Debra

Appendix II: Research Questionnaire

Instructions

Please respond to each question by marking (✓) in the appropriate box or filling in the blank spaces provided. Your honest and thoughtful responses are greatly appreciated.

Section I: Demographic Information

Gender: Male Female

Age bracket: Below 25 years 25-34 years 35-44 years 45-54 years 55 years and above

Highest level of education attained: Secondary school College diploma Bachelor's degree Master's degree Doctorate

Other (please specify): _____

Years of experience in the tea industry: Less than 1 year 1-5 years 6-10 years 11-15 years Over 15 years

Current position in the tea factory: Entry-level Supervisor Middle management Senior management Other (please specify): _____

You work in which department in your tea Factory: Management (Finance)

Management (Operations) Management (Production) Management (Quality)

Human Resource Other (please specify): _____

Sections II-V: Employee Development Practices

Instructions: Please rate each statement from 1 (Strongly Disagree) to 5 (Strongly Agree) by marking (✓) in the appropriate box whether you agree or disagree with the statements regarding employee development practices in your organization.

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Section II: Employee Training Programs

No.	Statement	1	2	3	4	5
1	Job-specific training improves employee’s skills for their current role.					
2	Regular training programs enable employees to perform better at work.					
3	Training needs assessments helps identify areas that require improvement.					
4	Useful feedback is received after training programs.					
5	Training evaluation processes contribute to employee growth at work.					

Section III: Employee Counseling Programs

No.	Statement	1	2	3	4	5
6	Counseling sessions help reduce work-related stress.					
7	Counseling support improves the ability to manage work-life balance.					
8	Counseling sessions are effective in resolving conflicts among colleagues.					
9	Work-related counseling enhances overall job satisfaction.					
10	Counseling sessions positively impact mental state at work.					

Section IV: Career Development Initiatives

No.	Statement	1	2	3	4	5
11	Learning new skills helps employees handle new responsibilities at work.					
12	Career planning and guidance programs improve employee ability to perform better.					
13	Employees are satisfied with the career advancement opportunities in their organization.					
14	Networking opportunities contribute to professional growth.					
15	Career development initiatives align with employees' career goals.					

Section V: Management Development Practices

No.	Statement	1	2	3	4	5
16	Role and responsibilities are clearly understood.					
17	Managers' decision-making positively affects the work environment					
18	Resources are effectively used to achieve and promote workshops.					
19	The organization's ability to adapt to change affects job performance.					
20	Satisfaction exists with how changes are communicated and implemented in the workplace					

Section VI: HR-Related Organizational Performance

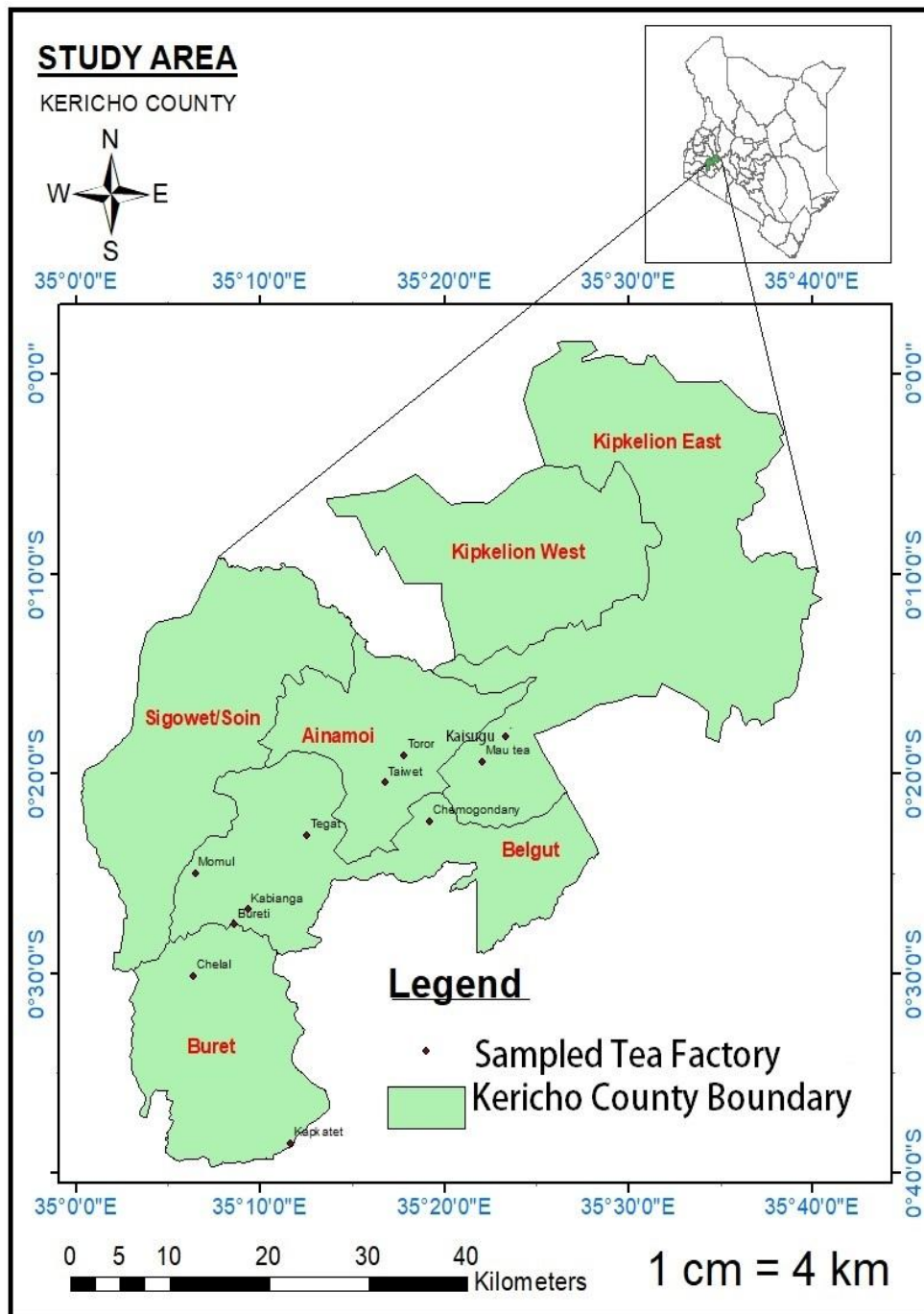
Key: 1; 0-20% (Very Poor), 2; 21-40% (Poor), 3; 41-60% (Fair), 4; 61-80% (Good), and 5; 81-100% (Excellent)

No.	Statement	1	2	3	4	5
21	Task completion: How well does the employees in your factory complete assigned tasks on time to meet quality standards?					
22	Attendance: How consistent is the employees in attending work and following shift schedules?					
23	Safety: How effectively does the employees follow workplace safety, hygiene, and operational procedures?					
24	Teamwork: How well does the employees collaborate with colleagues and communicate with supervisors?					

The End

Thank You

Appendix III: Map of Kericho County



(Source: Modification of IEBC, 2012)

Appendix IV: Target Population

N0	Tea Factories	Mngmt (Finance)	Mngmt (Operations)	Mngmt (Production)	Mngmt (Quality)	Hr Staff	Total
1	Chelal	1	1	2	2	3	9
2	Toror	1	1	2	2	3	9
3	Tegat	1	2	2	2	4	11
4	Kapkatet	1	2	2	2	4	11
5	Momul	1	2	2	2	4	11
6	Litein	1	1	2	2	4	10
7	Tebesonik	1	1	1	2	3	8
8	Kabianga	1	1	1	2	3	8
9	Mau Tea	0	1	1	2	3	7
10	Taiwet	1	1	2	2	4	10
11	Kaisugu	1	2	1	2	3	9
12	Bureti	1	1	2	2	4	10
13	Chomogonday	1	2	1	2	4	10
14	Saosa	1	1	2	2	4	10
	TOTAL	13	19	23	28	50	133

Appendix V: Tea Factories

No.	Tea Factory	Sub_County	Longitude	Latitude	Category
1.	Kapkatet	Bureti	35.19374	-0.64230	KTDA
2.	Momul	Belgut	35.10784	-0.41669	KTDA
3.	Kabianga	Belgut	35.15539	-0.44696	Private Medium-Scale
4.	Bureti	Bureti	35.14298	-0.45978	Private Medium-Scale
5.	Tegat	Belgut	35.20899	-0.38497	KTDA
6.	Toror	Ainamoi	35.29694	-0.31829	KTDA
7.	Chemogondany	Belgut	35.32031	-0.37336	Multi-national (Browns foundation)
8.	Kaisugu	Kipkelion East	35.36668	-0.323783	Private Medium-Scale
9.	Mau tea	Kipkelion East	35.36707	-0.32371	Private Medium-Scale (Mau Multipurpose Coop Society Ltd)
10.	Taiwet	Ainamoi	35.27911	-0.34091	Private Medium-Scale
11.	Chelal	Bureti	35.10577	-0.50232	KTDA
12.	Litein	Bureti	35.29468	-0.54702	KTDA
13.	Tebesonik	Bureti	35.28647	-0.55793	KTDA
14.	Saosa	Belgut	35.28012	-0.66203	Multi-national (Browns foundation)

Appendix VI: KUREC Clearance Letter



KABARAK UNIVERSITY RESEARCH ETHICS COMMITTEE

Private Bag - 20157
KABARAK, KENYA
Email: kurec@kabarak.ac.ke

Tel: 254-51-343234/5
Fax: 254-051-343529
www.kabarak.ac.ke

OUR REF: KABU01/KUREC/001/07/11/24

Date: 15th Nov, 2024

Debra Chepchumba Rono
Reg No: GMB/NE/0136/01/21
Kabarak University

Dear Debra,

RE: EFFECT OF EMPLOYEE DEVELOPMENT PRACTICES ON EMPLOYEE PERFORMANCE OF TEA FACTORIES IN KERICHO COUNTY, KENYA

This is to inform you that **KUREC** has reviewed and approved your above research proposal. Your application approval number is **KUREC-071124**. The approval period is **15/11/2024 – 15/11/2025**.

This approval is subject to compliance with the following requirements:

- i. All researchers shall obtain an introduction letter to NACOSTI from the relevant head of institutions (Institute of postgraduate, School dean or Directorate of research)
- ii. The researcher shall further obtain a RESEARCH PERMIT from NACOSTI before commencement of data collection & submit a copy of the permit to **KUREC**.
- iii. Only approved documents including (informed consents, study instruments, MTA Material Transfer Agreement) will be used
- iv. All changes including (amendments, deviations, and violations) are submitted for review and approval by **KUREC**.
- v. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **KUREC** within 72 hours of notification;
- vi. Any changes, anticipated or otherwise that may increase the risk(s) or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to **KUREC** within 72 hours;
- vii. Clearance for export of biological specimens must be obtained from relevant institutions and submit a copy of the permit to **KUREC**;
- viii. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal and;
- ix. Submission of an executive summary report within 90 days upon completion of the study to **KUREC**

Sincerely,

Prof. Jackson Kitetu PhD.
KUREC-Chairman

Cc Vice Chancellor
DVC-Academic & Research
Registrar-Academic & Research
Director-Research Innovation & Outreach
Institute of Post Graduate Studies







As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord.
(1 Peter 3:15)



Kabarak University is ISO 9001:2015 Certified

Appendix VII: NACOSTI Reserach Permit

 <p>REPUBLIC OF KENYA</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
<p>Ref No: 204977</p>	<p>Date of Issue: 29/November/2024</p>
<p>RESEARCH LICENSE</p>	
	
<p>This is to Certify that Ms. Debra Chepchumba Rono of Kabarak University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kericho on the topic: EFFECT OF EMPLOYEE DEVELOPMENT PRACTICES ON EMPLOYEE PERFORMANCE OF TEA FACTORIES IN KERICHO COUNTY, KENYA for the period ending : 29/November/2025.</p>	
<p>License No: NACOSTI/P/24/414315</p>	
<p>Applicant Identification Number: 204977</p>	<p><i>Walter Mwangi</i> Director General</p>
<p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>	
<p>Verification QR Code</p>	
	
<p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	
<p>See overleaf for conditions</p>	

Appendix VIII: Evidence of Conference Participation



KABARAK UNIVERSITY

Certificate of Participation

Awarded to

DEBRA CHEPCHUMBA

For successfully participating in the 15th Annual Kabarak University International Research Conference held on 1st-2nd July 2025 and presented a paper entitled ***“Effect of Employee Counselling Programs on Employee Performance of Tea Factories in Kericho County, Kenya”***

Conference Theme

Sustainable Business Models In The Era Of Artificial Intelligence For Youth Empowerment

Prof. Patrick Kibati
Dean, School of Business & Economics

Dr. Phillip Nyawere
Director - Research, Innovation and Outreach

Kabarak University Moral Code

As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord.

(1 Peter 3:15)



Kabarak University is ISO 9001:2015 Certified

Appendix IX: List of Publication



European Journal of Human Resource Management Studies

ISSN: 2601 - 1972

ISSN-L: 2601 - 1972

Available on-line at: <http://www.oapub.org/soc>

DOI: 10.46827/ejhrms.v9i2.2040

Volume 9 | Issue 2 | 2025

EFFECT OF EMPLOYEE COUNSELLING PROGRAMS ON EMPLOYEE PERFORMANCE OF TEA FACTORIES IN KERICHO COUNTY, KENYA

Debra Chepchumbaⁱ,
Ronald Chepkilot,
Jeptepkeny Bowen
Kabarak University,
Kenya

Abstract:

In today's dynamic work environment, employee well-being has become a significant concern for organizations aiming to enhance employee productivity and retain talent. Organizations have recently focused on employee development practices through more innovative approaches to achieve that. Employee development practices comprise a range of initiatives designed to improve employee performance, productivity, and job satisfaction while also preparing individuals for future roles and responsibilities within the company. Employee development practices, particularly employee counselling programs, offer confidential support to employees struggling to manage personal or work-related challenges. This paper investigated the effect of employee counselling programs on employee performance in tea factories in Kericho County, Kenya. It drew its theory from the Social Exchange Theory. It employed a descriptive research design, targeting a population of 133 employees from all management levels across different functional departments in 14 tea factories in Kericho County using structured questionnaires. Correlation analysis revealed that employee counselling programs affect employee performance of tea factories in Kericho county ($r = 0.366$, $p = 0.000$), $R^2 = 0.134$, showing that employee counselling alone can explain approximately 13% of the variance in employee performance. The regression model further revealed a strong relationship between employee counselling and employee performance ($\beta = 0.205$, $p = 0.003$). The findings indicated a positive and statistically significant effect that employee counselling programs have on employee performance of tea factories in Kericho County, Kenya. It further recommended that organizations regularly review the effectiveness of these counselling programs and make necessary adjustments to align them with employee mental and emotional well-being and organizational goals.

JEL: M12, M53, M54, J24, J28

ⁱ Correspondence: email drono@kabarak.ac.ke

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47