

**ASSESSMENT OF THE INFLUENCE OF TRAINING AND DEVELOPMENT ON
EMPLOYEE RETENTION AMONG SELECTED TEA FACTORIES IN KISII COUNTY,
KENYA**

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Abstract

Employee retention is a critical challenge encountered by tea factories. For any organization to derive full gain from its employees there is need to establish an effective employee retention culture. Specifically, the study sought: to determine the role of training and development practices on employee retention among selected tea factories in Kisii County. The study was supported by the Harvard model theory 1984 and Stacey Adam's Equity Theory 1965. Descriptive and correlational research designs were adopted. The study was conducted with a target population of 321 personnel in the three (3) selected tea factories Ogembo, Nyamache and Kiamokama comprising staff in the following sections: Administration, Field Services Coordinator section, Production, Tea Extension Services and Maintenance/workshop Section. Questionnaires were used to collect primary data. Before actual data collection the questionnaires were pre-tested through a pilot study. Research experts and supervisors were used to test validity of the questionnaire. The questionnaires were tested by computing Cronbach Alpha to check the reliability. Data was analysed using inferential, descriptive statistics specifically Pearson's Moment of Correlation to taste research questions and regression. Descriptive statistics was used to analyse data namely, mean, standard deviation, weighted averages, tables and percentages. The study findings revealed that there was a statistically significant relationship between all the four independent variables. The study recommended that tea factories in Kisii County should prepare training and development policy that is clear and will help in improving the efficiency of human resources practices and proper training schedule which shall guide on the training needs assessment.

Keywords: *Training and Development, Tea Factories, Retention and Organizations*

Background of the Study

Training and development is an important human resource (HR) practice mostly used by organizations to retain competent employees and enable them attain organizational goals once they are equipped with skills that enable them perform. Therefore, organizations aim to train and develop their employees to add value to human resource section. Organizations should therefore make training and development a continuous activity of their employees. When training is properly designed, employee performance can be achieved to solve problems, fill gaps and make activities happen and bring about innovation that would enhance organization's effectiveness (Obisi, 2011). When supervisors empower their employees, provide relevant training and development,

appraise them fairly, offer human resource practices equitably they remain committed to the organization (Mahal, 2012). Further Mutua, Karanja & Namusonge, (2013) assert that for employees to be retained, they need to be trained and developed as part of HR practices. There is a necessity to provide staff with knowledge, skills and competencies through on-the-job and off-the-job training opportunities. Other specific satisfactory trainings are given to employees with instant rewards and are more influential for overall satisfaction rather than social relationships or happiness.

During training, employees become more eligible for promotion for the skills and efficiency acquired (Onyango & Wanyoike, 2014). Therefore, the organization's most important asset are employees as they can succeed, fail, build or destroy an organization's image and affect performance. According to (Elnaga & Imran, 2013), for important work to be done employees should be responsible in ensuring high quality products and customer satisfaction. They further noted that if employees are well trained they become more efficient and productive. Employees can be provided with comprehensive training and development by the organization so as to equip and produce quality of the existing employees. Less supervision will be needed for an employee who is trained and equipped with the job skills and knowledge. Thus, when employees are equipped with required training and development, it enables an organization to incur less or no accidents and also less wastage of time and efforts. The more trained employees become proficient and have less chances of committing accidents in job.

Statement of the Problem

Tea factories seek to provide employees with proper Knowledge and skills since training and development is important human resource practices that assist in attaining organizational goals. Tea factories expect to equip their employees with training and development that assist towards retaining and enhancing skills and knowledge of their employees.

However, this is not the case in tea factories in Kisii County where employee retention has been seen to be a serious challenge. Many employees report that even though these training and development practices are in place, there still are some challenges being experienced. Therefore, training and development practices still remain a strategy not employed much by organizations, despite studies indicating that they are a cause of employee retention (Agoi, 2017). They are partially associated with factory automation brought about by lack of training and development.

In response to the above problem, these organizations have a task of implementing proper training and development to retain their manpower. Therefore, the study proposes to assess several options for making tea factories adopt training and development that can make employees be retained.

Objectives of the Study

The specific objective in this study was to determine the role of training and development practices on employee retention among selected tea factories in Kisii County.

Literature Review

Training and Development

Training is an activity that allows trainees to acquire knowledge, skills and competencies that support and enhance good performance. The designed learning opportunities that promote employees growth are referred to as development (Johari, Yahya, & Ahmad, 2012). Training and development represents activities within HR

practices with a considerable effect on workplace diversity to the organization. A study by Bana, Guyo, and Odhiambo (2016a) conducted a survey on Workplace Diversity in Public Universities in Kenya on Training and Development, a sample of 245 managers through descriptive cross sectional survey design. They established that workplace diversity is significantly affected by training and development. The researcher found that training and development practices should be embarked on by public universities in Kenya. The study necessitated in understanding methods of training and development that help to attract and retain the most knowledgeable employees hence the study only sought to concentrate on one sector. The results established that training and development practices had a considerable positive effect on workplace diversity. This study considers training, development and personal and career development of the employees and how it enhances workplace diversity. The findings of the study revealed that training and development practices should be undertaken by public universities in Kenya which will help them to achieve their goals. It was recommended that public universities in Kenya should adopt training and development practices since it has a key role in influencing workplace diversity that favour diversity. HR personnel and administrative managers should be trained on hiring skills and skills for human resource management, also HR department should adopt proper policies and practices that should be properly implemented.

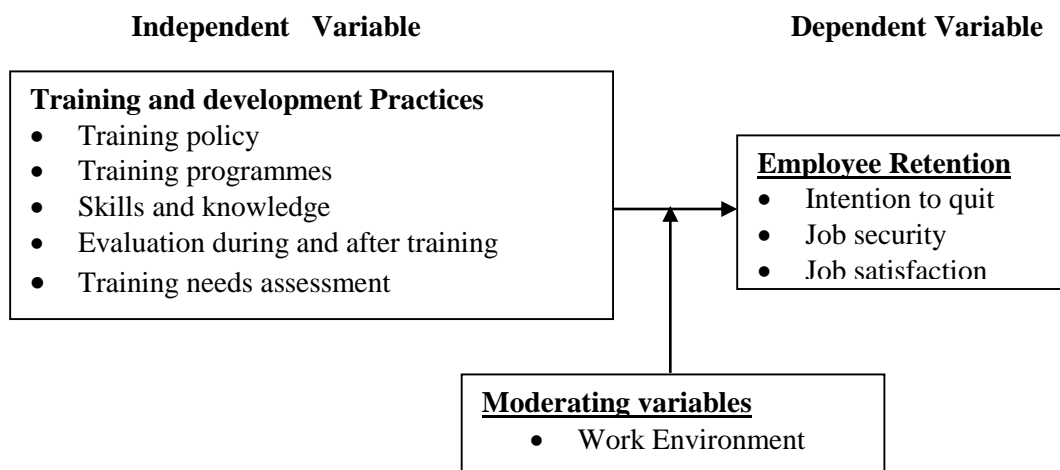
Further, Bana et al., (2016a) noted that an organization with a variety of jobs engage themselves in employing different categories of employees and also retain them as well as holding opportunities for training and development to increase retention rates. In a study conducted by Khakayi (2017) in selected public universities in Kenya of non-teaching employees at management level on influence of training on the performance. The researcher employed qualitative and quantitative study by use of survey and co-relational design methods. Respondents were issued 176 questionnaires, 173 questionnaires were returned representing 98%. The study revealed that the independent variables such as training needs assessment Training Mode, Training Duration, and Training feedback all played a significant role. He recommended that employees get feedback after attending trainings, adequate evaluation and timely training and programs should be well designed.

Theoretical Framework

The two theories have been used to describe training and development. Theories which guided the study were Stacey Adams(1965) and Harvard Model.

Conceptual Framework

This study was guided by the following variable as illustrated in figure 1.



Research Methodology

Source: Researcher (2018)

Descriptive and correlational research designs were used to assess the practices of human resource and its influence on employee retention among selected tea factories in Kisii County. The study targeted 321 personnel in the three (3) selected tea factories Ogembo, Nyamache and Kiamokama comprising staff in the following departments: Administration, Field Services Coordinator, Productions, Tea Extension Services and Maintenance/workshop Section. The sample size for questionnaire respondents was determined using Yamane (1967) formula, a sample of 178 employees were selected. The researcher used a probability design type which utilized stratified random sampling method to have confidence in the selection of respondents for the study. Stratified random sampling techniques was used to group samples into similar features and then simple random sample was applied in each strata (Kombo & Tromp, 2006).

Questionnaires were used to collect data. The questionnaires were pre-tested before the actual data collection in the neighbouring tea factory in Nyamira County (Tombe tea factory). The four variables indicated that they were all reliable because they were over 0.7 of the reliability whereby Cronbach value of 0.91 was the highest. Descriptive statistics and correlational design were used to analyse data such as the mean, standard deviation, weighted averages and percentages. Presentation of the analyzed data was in form of tables.

Table 1: Target Population

Selected Tea Factories	Administration	Field Services Coordinator	Production section	Tea Extension Services	Maintenance/workshop	Number of employees
Ogembo	6	26	50	14	12	108
Nyamache	6	24	48	12	13	103
Kiamokama	6	28	46	18	12	110
TOTALS	18	78	144	44	37	321

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

Multiple linear regression was used to determine the influence of all the independent variables on the dependent and the regression model to be used. All tests were tested at an alpha level of significance of 0.05.

The multiple regression formulae used was: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$

Where: Y= Employee retention

$\beta_0, \beta_1, \beta_2, \beta_3, \beta_4$ are the regression coefficients

X_1 = Training and Development practices

X_2 = Organizational justice practices

X_3 = Reward Management practices

X_4 = Employee promotion practices

ϵ = is the error term

Response Rate

A total of 178 questionnaires were distributed, data was collected from 143 respondents representing a response rate of 80%.

Table 2: Response Rate

Name of the Organisation Distributed	Total number of Questionnaires	Total number of Questionnaires Completed returned	Response rate per organisation
Ogembo	60	47	78.3%
Nyamache	57	43	75.4%
Kiamokama	61	53	86.8%
TOTAL	178	143	80.3%

Findings and Discussions

Respondents Designation

Participants were requested to indicate their designation; findings are presented in table 3.

Table 3: Respondents Designation

Designation	Frequency	Percent
Factory Unit Manager	2	1.4
Field Services Officers	27	18.9
Production Manager	3	2.1
Mechanic	7	4.9
Factory Accountants	4	2.8
System Administrators	3	2.1
Production Worker	97	67.8
Total	143	100.0

Source: Field Data, 2018

The researcher required to know the designation held by each employee. The distribution of different designations of the respondents is as shown on table 3 above. The production workers had the highest percentage with 67.8% followed by field services officers 18.9%, then the mechanics 4.9% followed by factory accountants 2.8% the production manager and system administrators had equal percentage 2.1% lastly, 1.4% for factory unit manager for the three processing factories in Kisii County.

Descriptive Statistics for Independent and Dependent Variables

This section analyzed how training and development practices influence the employee retention among selected tea factories in Kisii County A five point Likert-type scale was used to test the hypothesis that there was no statistically significant relationship between training and development and employee retention.

Training and Development on Employee Retention

Table: 4: Descriptive Statistics for Training and Development Practices on Employee Retention

The study wanted to establish the influence of training and development on employee retention in tea factories. The result is as shown in Table 4 and 5 below.

Statement	Response in Percentage					Mean	Std. Deviation
	SA 5	A 4	U 3	D 2	SD 1		
In an organization there is a clear policy	23.1	61.5	4.9	7.0	3.5	3.94	.936
An organization has a schedule of training programs	18.9	44.1	21.7	11.9	3.5	3.63	1.032
I willingly attend training and development to improve my knowledge and skills	14.7	37.8	9.1	28.7	9.8	3.19	1.272
Training programs are evaluated during and at the end of every training	14.0	41.3	18.2	19.6	7.0	3.36	1.153
GRAND AVERAGE						3.47	1.108

From table 4, overall, 84.6% of the respondents agreed that there was a clear policy on training and development with highest mean of 3.94 and a standard deviation of 0.936. The study also had a mean of 3.63 and standard deviation of 1.032 with overall, 63% of the respondents agreed that an organization has a schedule for training programs. Overall, 55.3% of the respondents agreed that training programs are evaluated during and at the end of every training it was indicated by the mean of 3.36 and standard deviation of 1.153. As to whether a staff training needs assessment was done on regular basis in the factory overall, 50.4% of the respondents agreed with a mean of 3.24 and standard deviation of 1.146. In addition, overall 52.2% of the respondents agreed that they willingly attended training so as to improve their knowledge and skills with a mean of 3.19 and a standard deviation of 1.272. Lastly, on this segment it had grand average of 3.47 while the overall standard deviation was 1.1078.

Training and development proved to be a very important factor that contributes greatly on employee retention. Gurbuz & Mert (2010) reported that through training, staff develop a strong motivation and commitment to the organization besides feeling that they are a valued and crucial asset in the organization. On that basis, managers should support frequent training activities.

Multiple Regression Analysis

Table 5: One-Way ANOVA Testing Training and Development on Employee Retention

ANOVA

	Sum Squares	of Df	Mean Square	F	Sig.
Between Groups	10.498	19	.553	5.572	.000
Within Groups	12.197	123	.099		
Total	22.694	142			

Table 5 above showed the Analysis of Variance (ANOVA) which indicated that the independent variable training and development was statistically significant in influencing the employee retention in tea factories (F=5.572,df=19,123,p<0.05).

The ANOVA result showed that the training and development practices have a significant impact on employee retention in tea factories at a 0.005 level of significance. Thus, if training and development practices cultivated and prioritized by the organization then productivity, efficiency and effectiveness of tea factories will as well improve. Organizations with appropriate training and development programs normally show good results (Kossek, Pichler, Bodner, & Hammer, 2011).

Relationship between Training and Development and Employee Retention

The table 6 illustrated the relationship between Training and Development practices and employee retention that was computed by using Pearson method of correlation coefficient statistics.

Table 6: Correlation between Training and Development on Employee Retention

Correlations		Training Development	and Employee retention
Training	and Pearson Correlation	1	.610**
Development	Sig. (2-tailed)		.000
	N	143	143
Employee retention	Pearson Correlation	.610**	1
	Sig. (2-tailed)	.000	
	N	143	143

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

The study illustrated that training and development practices and employee retention are positively correlated N (143)= 0. 610**, p<0.01. This are indicated in table 6. Training and development indicated a statistical significant positive relationship with employee retention.

There is high retention for those organizations that take most of their time to train and develop their employees. Thus a unit increase in training and development causes a 61% increase in the employee retention.

The result rejects the null hypothesis that “There is no statistically significant relationship between training and development and employee retention”(r=0.610(p<0.01), (F=5.572,

df=19,123,p<0.05)) and accepts the alternative that there is a statistically significant relationship between training and development and employee retention in tea factories with Kisii County at 0.05 level of significance. The finding was supported by Bai & Bhutto (Bai & Bhutto, 2016)'s conclusion that training and development is vital, in empowering personnel by enhancing their skills and knowledge and also keeping them up-to-date in terms of new ideas and finally making them innovative.

Summary of the Findings

The study sought to determine the role of training and development practices on employee retention among selected tea factories in Kisii County. The study assessed that training and development played a significant role in determining employee retention. Analysis of Variance (ANOVA) indicated that training and development is statistically significant in influencing the employee retention in tea factories ($F=5.572, df=19,123, p<0.05$). Training and development practices and employee retention are positively correlated $r(143)= 0.610^{**}, p<0.01$. Based on the data collected on training and development on employee retention there was a strong positive influence since R is 0.610 indicating a strong positive relationship between training and development and employee retention. Therefore, this indicated that tea factories have put first priority on training and development so that they can equip their employees with knowledge and skills which will retain their employees. A research by Obisi (2011) asserts that Organizations should make training and development a continuous activity. The following therefore, was found to be in place in the tea processing factories in an organization there was a clear policy, there was a schedule of training programs, employees willingly attended training and development to improve their knowledge and skills, training programs were evaluated during and at the end of every training and finally, staff training needs assessment was done on regular basis in the factory. Therefore training and development should be identified as a key human resource practice that should be well implemented to support the organization activities. This finding was also in agreement with a study by Bana, Guyo, & Odhiambo (2016b) who found out that training and development practices were found to significantly and positively influencing workplace diversity.

Conclusion

The study concluded that there was a statistical significant positive relationship between training and development and employee retention hence tea factories need to train and develop its employees.

Recommendations

This study was likely to benefit the HR managers and policy makers since the recommendations on policy changes and findings will help in improving the efficiency of training and development practices. Therefore, the study recommended that tea factories in Kisii County should prepare training and development policy that is clear and will help in improving their efficiency. Also they should introduce proper training schedule which shall guide on the training needs assessment.

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