

**EFFECT OF TALENT RETENTION ON ORGANIZATION EFFICIENCY OF  
SELECTED SUGAR COMPANIES IN WESTERN CIRCUIT, KENYA**

**BY**

**KENNEDY ODHIAMBO ODWARO**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF SCIENCE IN HUMAN  
RESOURCE MANAGEMENT**

**SCHOOL OF BUSINESS AND ECONOMICS**

**MASENO UNIVERSITY**

**© 2023**

**DECLARATION**

“This project report is my original work and has never been presented to any University for any award.

Sign:..... Date:.....

**Kennedy Odhiambo Odwaro**

**MSC/BE/00101/020**

This project report is submitted for examination with my approval as the candidate’s supervisor.

Sign:..... Date:.....

**DR. Frankline Odayo**

**Department of Business Administration**

**Maseno University**

## **ACKNOWLEDGEMENT**

First, I thank God for helping me through this project writing. Secondly, special thanks to my supervisor DR. Frankline Odayo for his guidance and assistance. Finally, I thank my family for supporting me throughout my studies.

## **DEDICATION**

This project is dedicated to my family and friends.

## ABSTRACT

Globally, employee retention has taken a center stage in various organizations which value skilled labor, knowledgeable and experienced staffs so as to remain efficient. These organizations prioritize talent retention strategies to enhance their efficiency in production. A survey by Kenya Sugar Board (KSB) in 2018 revealed that the staff productivity ratio in Kenya private sugar companies was at 46.2%. The employees attribute turnover to low staff morale, job dissatisfaction and lack of promotion, poor remuneration and poor working conditions. Reviewed literature links talent retention and performance, but no known study reviewed were done in private sugar companies using organizational efficiency as the dependent variable. Moreover, the reviewed studies revealed mixed conceptual and contextual framework with different methodologies. The general objective for the study was to examine the influence of talent retention on organizational efficiency at sugar companies in Western Kenya. Reviewed literature links talent retention and performance, but no known study reviewed were done in private sugar companies: Locally, many studies were carried out in national government, tea factories and learning institutions while majority of those studies done in other countries used descriptive research design. Additionally, none of the studies reviewed used independent variables; competitive remuneration, competency training and years of work experience. The specific objectives was to; determine the influence of competitive remuneration, competency training and years of work experience. The present study is anchored on Social Exchange Theory, Expectancy Theory and Efficiency Theory. The researcher has adopted a correlational research methodology to provide empirical data that helps addressing existing knowledge gap. Target population for the research consisted of 728 employees drawn from the three sugar companies. Stratified random technique was employed to arrive at 364 respondents from the population. Primary data was collected with the aid of structured questionnaire. The reliability instrument was determined by Cronbach Alpha method whereby results from Cronbach Alpha above 0.7 were deduced as acceptable degree thus confirming the internal validity while validity was ascertained through expert review. The primary data collected was analyzed using regression analysis. The findings revealed that competitive remuneration has a positive influence on organizational efficiency,  $\beta=.232$ ,  $p<.05$ , competency training has a positive influence on organizational efficiency,  $\beta=.341$ ,  $p<.05$  and work experience has a positive influence on organizational efficiency  $\beta=.232$ ,  $p<.05$ . Al, the three predictors that is, talent retention has a positive influence on organizational efficiency and accounts for 55.8% variance in organizational efficiency. It was concluded that competitive remuneration has a significant influence on organizational efficiency, competency training has a significant influence on organizational efficiency and finally, work experience has a positive influence on organizational efficiency. It was recommended that the sugar industry should improve employees' remuneration, enhance their training in all sectors and retain employees with more years of work experience. The study may enable the management of the companies to appreciate the significant roles played by employees to improve a company's efficiency thus creating the need to retain and reward them. Human capital department will use the findings of this study to influence their decision making concerning employees. The study may contribute to academia and research field by acting as literature for other researchers who may advance their research in the same field in continental Africa. The study findings will also provide the employees of the sugar companies with an insight of the need to improve on their efficiency and full production capacity in their duty.

## TABLE OF CONTENTS

DECLARATION .....	ii
ACKNOWLEDGEMENT .....	iii
DEDICATION .....	iv
ABSTRACT.....	v
TABLE OF CONTENTS.....	vi
ABBREVIATIONS AND ACRONYMS .....	ix
LIST OF TABLES .....	xi
LIST OF FIGURES .....	xii
<b>CHAPTER ONE:INTRODUCTION .....</b>	<b>1</b>
1.2 Statement of the problem .....	8
1.3 Purpose of the study .....	10
1.4 Objectives of the study.....	10
1.5 Study Hypothesis .....	10
1.6 Scope of the study.....	11
1.7 Justification of the study .....	12
1.8 Conceptual Framework.....	14
<b>CHAPTER TWO:LITERATURE REVIEW.....</b>	<b>15</b>
2.1 Theoretical Literature Review .....	15
2.1.1. Social Exchange Theory .....	15
2.1.2 Expectancy Theory .....	16
2.1.3 Efficiency Theory .....	17
2.1.4 Competitive Remuneration Concept.....	18
2.1.5 Competency training Concept.....	20
2.1.6 Years of Work Experience Concept .....	21

2.1.7 Efficiency Concept.....	23
2.2 Empirical Review.....	24
2.2.2 Competency training and Efficiency.....	28
2.2.3 Years of work experience and Efficiency.....	34
<b>CHAPTER THREE:RESEARCH METHODOLOGY .....</b>	<b>39</b>
3.1 Research Design.....	39
3.2 Study Area .....	39
3.3 Target Population.....	40
3.4 Sample and Sampling Techniques .....	41
3.5 Data Collection Methods .....	42
3.5.1 Data Type and Source .....	42
3.5.2 Data Collection Procedure .....	42
3.5.3 Data Collection Instrument.....	43
3.5.4 Reliability of Research instruments.....	43
3.5.5 Validity of the research instrument .....	44
3.6 Data Analysis .....	45
3.7 Ethical Considerations .....	46
<b>CHAPTER FOUR:FINDINGS AND DISCUSSIONS .....</b>	<b>47</b>
4.1 Introduction.....	47
4.2 Response Return Rate .....	47
4.3 Respondents Demographic Characteristics.....	48
4.4 Overall Model Results .....	50
4.5 Competitive Remuneration and organizational Efficiency.....	53
4.6 Competency Training and Organizational Efficiency .....	57
4.7 Years of Work Experience and Organizational Efficiency.....	61

4.8 Organization Efficiency .....	63
5.1 Introduction.....	70
5.2 Summary of Findings.....	70
5.3 Conclusions.....	71
5.4 Recommendations.....	72
5.5 Suggestions for further studies.....	73
5.6 Contribution of the Study.....	73
<b>REFERENCE.....</b>	<b>74</b>
<b>APPENDICES.....</b>	<b>82</b>



## **ABBREVIATIONS AND ACRONYMS**

<b>KSB</b>	Kenya Sugar Board
<b>SPSS</b>	Statistical Package of Social Sciences
<b>GDP</b>	Gross Domestic Product
<b>PLS</b>	Partial Least Square
<b>SEM</b>	Structural Equation Model
<b>KRC</b>	Kenya Railways Corporation
<b>SPL</b>	Suraya Property Group

## DEFINATION OF OPERATION TERMS

<b>Talent Retention</b>	Employee retention refers to the comprehensive range of methods implemented by an organization with the aim of fostering long-term commitment and tenure among its staff. The primary objective of the business is to retain highly talented and skilled workers within the workplace. These factors encompass several elements such as competitive compensation, a good approach to staff management, and opportunities for career advancement and professional improvement.
<b>Efficiency of Sugar firms</b>	This pertains to the evaluation of the sugar industry's performance with respect to the volume and quality of sugar produced, the quantity of tones delivered and crushed, cost reduction measures implemented, and the amount of time saved.
<b>Competitive Remuneration</b>	refers to comparable financial and non-financial benefits that a firm offers its employees that go above and beyond what its rivals do.
<b>Employee Satisfaction</b>	Refers to the degree of positive emotions an employee has towards his job. It is brought by good working environment created by employer.
<b>Employee Productivity</b>	The ability of employees to contribute positively to achieve the goals or targets of an organization.
<b>Performance</b>	This outcome is derived from the execution or implementation of a specific job or function. The outcome is derived from the endeavors of an entity or capital allocation within a specified timeframe..

## LIST OF TABLES

Table 3. 1 Population Distribution.....	41
Table 4. 1 Response Return Rate.....	48
Table 4. 2: Respondents Demographic Characteristics .....	49
Table 4. 3: Summary Model Results on the Influence of Talent Retention on organizational efficiency.....	51
Table 4. 4: Analysis of Variance Table showing Model Fitness .....	52
Table 4. 5 Model Coefficients on Effect of talent retention on Organizational Efficiency.....	52
Table 4. 6: Rating on Competitive Remuneration .....	54
Table 4. 7 Overall Model Summary on Effect of Talent Retention on Organizational Efficiency .....	56
Table 4. 8: Competency Training Rating.....	58
Table 4. 9: Effect of Competency training on Organizational efficiency.....	60
Table 4. 10: Rating on Years of Work Experience.....	62
Table 4. 11 Rating on Organizational Efficiency .....	64
Table 4. 12: Effect of years of work experience on Organizational Efficiency .....	66

## **LIST OF FIGURES**

1.8 Conceptual framework on talent retention and organizational efficiency.....	14
---	----

# **CHAPTER ONE**

## **INTRODUCTION**

This section provides an overview of the study's background, statement of the problem, objectives, research hypotheses, scope, significance, and conceptual framework.

### **1.1 Background of the study**

Economic recession has made companies report a downward trajectory in their production coupled with reduction in the size of labor force. Moreover, where the workforce is inefficient and employees opt out of employment voluntarily increasing the rate of turnovers among companies. These necessitate the need to look at employee retention strategies at sugar companies. Globally, employees are the most useful and valuable assets an organization must treasure in order to gain competitive edge in the market. However, employee retention in the current world is challenging, complex and unbearable to many organizations. Therefore, employee retention through financial and non-financial strategies that steer work efficiency and performance of an organization must be prioritized with the sole aim of employee development and retention (Cascio, 2014).

Talent retention is the process through which resourceful employees are managed making them not to quit the positions which they hold in the organization. It involves the procedure followed in motivating and encouraging employees to maintain their usefulness, functionality and productivity in a company for a long time period. Many a times, companies never pay attention to costs incurred with the replacement of the employees (Dhanraj & Parumasur, 2014). These may be training cost, employee induction expenses and temporary work cost. The hidden cost may include customer dissatisfaction, loss of publicity, unmet deadlines and unmotivated employees. According to Aruna

& Anitha (2015), employee retention minimizes costs associated with recruitment and training of new employees enhancing performance of current employees and lastly efficiency of the company. It is these reason that companies strive to retain their existing workforce to avoid inefficiency and ineffectiveness of companies. Retention process has impact on profits and subsequently organizational goals and objectives. Good managers are pillar which anchor the organizations and thus effective when they create good rapport with employees by building confidence, friendship, career development and personal development in employees (Chiamaka et al., 2020).

Organizational efficiency through performance metrics is usually linked to the talent management process. Additionally, firms which maximize talent retention strategies which includes retaining with longer work experience, competitive remuneration and employee competency training are usually more efficient and successful in production (Nyang'or & Mwamba, 2022). The longer the employee stays in a work station, the more efficient an organization is in terms of stable workforce, expertise and experience. Mwanzo (2017) asserts that organizations with loyal, valued and consistent employees tend to be efficient in production, service delivery and customer satisfaction. Companies should therefore give weight to candidates' suitability for a given job and work life, how they are managed and compensation structure.

Agriculture dominates the list of the sectors contributing to the Gross Domestic Product (GDP) of Kenya with sugar cane being one of the cash crops. According to Mati & Michael (2019), the growth of sugarcane faced expansion across the years to area coverage of 220,000ha but sugar production is still low at 55tonnes/hectares. Surprisingly, production cost has been increasing with average production of Us 1,007/tons in 2018. This numbers when compared to global arena are

poorly constituted. Locally, small scale farmers grown over 80% of sugar with very low input and are majorly domiciled in Western Kenya and consequently low production. Sugarcane is a cash crop whose growth is majorly practiced in the western circuit but also grown in the region of Rift Valley; Nandi county, Kericho county, Narok county and in Coastal Region of Kwale & Tana River. The majority of companies producing sugar under operations are under private ownership and they include: Kibos Sugar and Allied, Sukari Industries Ltd, Transmara Sugar, West Kenya Sugar, Butali Sugar, Busia Sugar Industries, West Kenya-Olepito Sugar Units, Kwale International and Soin Sugar Factory. The public sugar companies operate under receivership with a good of example being Muhoroni Sugar Company (Saratuki, 2017). The industry has continued to struggle reporting downward trend in production per units. The decelerating performance of the sugar companies has jeopardized the livelihood of over 250,000 small scale farmers and thousands of employees, putting them at uncertainty since they rely on the industry as means of livelihood. The dismal performance of the industry is brought by insufficient supply of sugarcane to milling companies, poaching of cane, factory capacity under-utilized, and poor organization policies and techniques that touches on technology and management (KSB, 2018).

The link between talent retention and organizational efficiency is well supported by theories which includes the social exchange theory, expectancy theory, and efficiency theory. According to Burgess and Huston (2013), the theory posits that human interaction is primarily driven by rational processes stemming from economic necessities. The prioritization of openness was a key characteristic throughout the development of this concept in the 1970s, a time when the values of freedom and openness were highly favored. However, it is worth noting that in certain instances, openness may not always be the first priority within a partnership. The social exchange theory serves as a theoretical framework for understanding how several independent variables, such as

competitive remuneration, employee management style, and years of work experience, influence the success of an organization.

The aforementioned analysis highlights the significance of the theory as it underscores the positive correlation between employers and employees, as well as their demonstration of commitment towards organizational goals. Moreover, expectancy theory is anchored on three concepts: Effort–performance linkage which is the chance of occurrence that putting efforts on a given task will lead to performance. Performance-reward linkage will mean that an individual’s increase in performance will yield returns in terms of performance. Valence refers to the weight and return that can be realized from a given task. It factors in the goals and needs of the individual such as recognition and reward system. The theory states that where an organization lack proper reward system matching their efforts, they will be discouraged to action thus reducing performance and high staff turnover. The theory is relevant for this study since it stresses on the urge to award better remuneration packages to employee which motivates them into action resulting into efficiency of the organization. Finally, efficiency theory posits that, welfare work serves as a technique employed to ensure, safeguard, and enhance the effectiveness and productivity of the workforce, which supports the relationship between talent retention and efficiency at work.

Numerous global research investigating the impact of employee retention on organizational efficiency have yielded varied findings. Singh (2022) conducted a study to examine the influence of several factors on talent retention in the context of Pakistan. The study employed a descriptive research methodology, utilizing secondary data that was subjected to content analysis for analysis. The findings of the study indicate that factors such as work-life balance, organizational culture,



compensation, training and development, and job satisfaction have a statistically significant and beneficial impact on employee retention when implemented effectively. The exploratory aspect of Savov et al's (2022) study focused on staff retention inside Slovak enterprises. The research conducted a sample of 381 enterprises that are based in Slovakia. The data was obtained by the utilization of the survey method, in conjunction with the random sample technique. The study employed a qualitative research design, specifically utilizing a focus group methodology. The elements that contributed to talent retention included competent leadership, appealing employment opportunities, a supportive work environment, a favorable company culture, and flexible work arrangements.

The impact of organizational support on turnover intention was investigated by Albanchez et al. (2022) within the context of a Spanish IT consultant firm. The study's target audience consisted of 1,000 professionals. Out of this population, a total of 458 responses were received and subsequently processed. From the studied responses, a final list was compiled, consisting of 273 full responses. The study utilized the PLS-SEM approach for validating the quantitative methodology, employing the Smart PLS 3 software. The results indicated a negative correlation between employees' impression of organizational support and their intention to leave the company. In a study conducted by Flegl et al. (2020), the researchers investigated the influence of employee training on the enhancement of their performance. The study focused on a sample of 839 individuals employed in public financial institutions in Mexico. The study was conducted over a span of two years. The results indicate that there is a negligible or nonexistent effect on performance when training hours are either low or exceed 160 hours per year.

Training that is both moderate and helpful has a discernible influence on the performance of employees. In a study conducted by Akter (2022), the focus was on examining the impact of talent management techniques on employee engagement within the Telecommunication Sector in Malaysia. Data collection was facilitated through the utilization of purposive sampling methodology by means of an online survey. The survey yielded a total of 242 replies, which were subsequently subjected to analysis using Partial Least Squares-Structural Equation Modelling (PLS-SEM). The results of the study indicated that factors such as career growth, awards, recognition, and training and development had a positive and statistically significant impact on employee engagement, as measured by the proxy variable of psychological empowerment. Ahmed (2022) conducted a study on the topics of employee training, staff retention, professionalism, and self-efficacy. The study was done on personnel affiliated with the National Bank of Pakistan. The collection of secondary data was derived from previous studies, research journals, and newspapers. The collection of primary data was facilitated through the utilization of questionnaires. Research has demonstrated that the implementation of training programs has a beneficial effect on staff retention.

Singh (2022) employed a descriptive research approach in their study, utilizing secondary data that was subjected to content analysis for analysis. Savov et al. (2022) conducted an exploratory study to investigate talent retention in 381 enterprises located in Slovakia, specifically focusing on the context of Slovakian organizations. In their study, Albanchez et al. (2022) employed a quantitative model and conducted validation using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach with the aid of Smart PLS 3 software. The research focused on investigating the impact of organizational support on turnover intention within Spanish IT consultant firms, utilizing a sample population of 273 participants. Akter (2022) did a study focused on the Telecom

Sector in Malaysia. The researcher employed an online survey as a means of data gathering, utilizing purposive sampling approach. The survey yielded a total of 242 replies, which were subsequently subjected to analysis using Partial Least Squares-Structural Equation Modelling (PLS-SEM). In their study, Flegl et al. (2020) focused on a sample of 839 personnel working in Mexican public financial institutions. The research was conducted over a duration of two years. In contrast, Albanchez et al. (2022) conducted their study using a sample size of 273 individuals in Spain, whilst Akter (2022) focused on a sample of 242 personnel within the Telecom Sector in Malaysia. Ahmed (2022) did a study utilizing secondary data to examine the personnel of the National Bank of Pakistan. The research conducted by Ahmed (2022) and Singh (2022) employed secondary data as their primary source of information, albeit in distinct geographical contexts. However, there is limited knowledge regarding competitive remuneration, competency training, years of work experience, stratified sample, and correlational research methods in sugar enterprises located in Western Kenya.

A review of earlier studies revealed contradictory findings. Elsafty (2022) investigated employee retention and training at Egyptian private businesses. The present study examined the independent factors of training, work satisfaction, effective communication, and job performance. The study conducted by Aggarwal (2022) examined the mediating function of employees in the relationship between organizational justice and support, and their impact on organizational commitment and employee turnover intentions. The study examined three independent variables, namely procedural justice, distributive justice, and organizational support. In their study, Ghani et al. (2019) investigated the employee retention methods and associated issues within the hospitality industry. The researchers focused on the utilization of sustainable pleasant work environments, sustainable growth possibilities, and sustainable and effective co-employee retention strategies.

In a study conducted by Lee (2022), the author investigated the influence of employee generation as a moderating factor on the relationship between employee retention and motivation in the context of Turkey. The study examined several independent variables, including transformational leadership, corporate social responsibility, technology, and autonomy. The findings indicate that employees belonging to different generations exhibit distinct internal motivational elements. In their study, Iqbal et al. (2016) investigated the impact of autocratic leadership on employees' intention to leave their organization. They explored the mediating role of a toxic workplace environment and cognitive distraction in academic institutions. In their recent study, Ng and Stuart (2022) examined the distinction between acquired employees and hired employees in terms of their retention or turnover rates. The researchers focused on the variables of acquired employees, hired employees, and employee retention. In their recent study, Krishna et al. (2021) examined the moderating influence of intrinsic motivation and perceived organizational support in relation to the impact of transformative leadership on employee retention. The independent variables chosen for this study were transformational leadership, staff morale, and perceived organizational support. The examined research have endeavored to examine talent retention and performance by employing various variables. However, earlier studies that have been evaluated did not examine the impact of competitive salary, competency training, and years of work experience on an organization's efficiency. Moreover, the conducted investigations did not take place within the sugar business. The existence of these discrepancies justifies the necessity of doing this research in the sugar belt region of Western Kenya.

## **1.2 Statement of the problem**

A survey by Kenya Sugar Board (KSB) in 2018 revealed that the staff productivity ratio in Kenya private sugar companies was at 46.2%. This showed that the employee productivity and firm

efficiency at the said firms was not at its full capacity. The firms have been registering low tones produced a downward trend which has been influenced by high employee turnover that impacts negatively on the organizations' efficiency. The Managing Director for Nzoia Sugar Company reported to the parliamentary Committee of Agriculture, Livestock and Co-operatives in 2015 that West Kenya sugar was poaching its cane and employees. The firms lose the most experienced and skilled staffs whom the organization had invested heavily on in terms of resource mobilization and later incur huge financial costs and more time to train newly recruited staffs in order to make them adapt effectively to the working culture and demonstrate the required skills and experience. The quality of service delivery diminishes, low level of customers' satisfaction is revealed, organizations' sales revenue decreases and this lowers the level of efficiency in the said firms. To curb this trend many companies have turned on the application of various employee retention strategies such as employees' benefits, competitive remuneration and offering of various employee rewards. Reviewed literature links talent retention and performance, but no known study reviewed were done in private sugar companies using organizational efficiency as the dependent variable. The studies done continentally in Africa and locally reported divergent results in underpinning the effects of talent retention and organizational efficiency justifying the need for further study. Moreover, the reviewed studies revealed mixed conceptual and contextual framework with different methodologies. The studies done in sugar companies, none adopted competitive remuneration, competency training and years of work experience as the independent variables. Locally, the studies were carried out in national government, banking sector and learning institutions while majority of those studies were done in other countries using descriptive research design which tend to describe the state of affair. The strength of association between the variables;

talent retention and organizational efficiency in sugar companies in Western Kenya which other firms did not consider, was studied.

### **1.3 Purpose of the study**

The study sought to analyze the influence of talent retention on organizational efficiency at sugar companies found at Western circuit, Kenya.

### **1.4 Objectives of the study**

The overall objective of the research was to analyze the influence of talent retention on organizational efficiency at sugar companies in Western circuits, Kenya.

- i. Establish the influence of competitive remuneration on organizational efficiency at sugar companies in Western circuit, Kenya.
- ii. Determine the influence of competency training on organizational efficiency at sugar companies in Western circuit, Kenya.
- iii. Establish the influence of years of work experience on organizational efficiency at sugar companies in Western circuit, Kenya.

### **1.5 Study Hypothesis**

H<sub>01</sub>: Competitive remuneration does not have a significant influence on organizational efficiency at sugar companies in Western circuit, Kenya.

H<sub>02</sub>: Competency training does not have a significant influence on organizational efficiency at sugar companies in Western circuit, Kenya.

H<sub>03</sub>: Years of work experience does not have significant influence on organizational efficiency at sugar companies in Western circuit, Kenya.

### **1.6 Scope of the study**

The main focus of the study was to examine the influence of talent retention on organizational efficiency. The study was conducted in sugar companies in Western Region with specificity in West Kenya Sugar Company, Busia Sugar Industry, and Butali Sugar Company. The companies directly employ over 5,000 staffs and a major source of livelihood to over 120,000 small scale sugarcane growers and support many people indirectly. Basically, the research data for objectives on competitive remuneration, competency training and years of work experience on efficiency was collected from sugar companies in Western Circuit. They provided first-hand experience towards talent retention and management angle on how talent retention affect efficiency of the sugar companies.

The time scope, the study was conducted between August 2022 to September 2022. The companies are facing a challenge shown by their decline in productivity and inefficiency at the factory level.

The subject scope of this study is confined to the area of human resource and administration. Organizations which focus on taking care of their employees by creating a better working environment normally register maximum output. The incorporation of the practices which steer employee retention and focused strategic management through the set work standards build the foundation of the study.

## **1.7 Justification of the study**

This study is significant because the reviewed studies revealed methodological inconsistency with majority done in different context. The studies done in sugar companies, none adopted competitive remuneration, employee management and years of work experience as the independent variables. The current study seeks to examine the influence of talent retention on organizational efficiency among sugar companies in Western Kenya. Consistently, the study will contribute to body of knowledge on staff retention where different researchers and academicians will enhance the already existing research work.

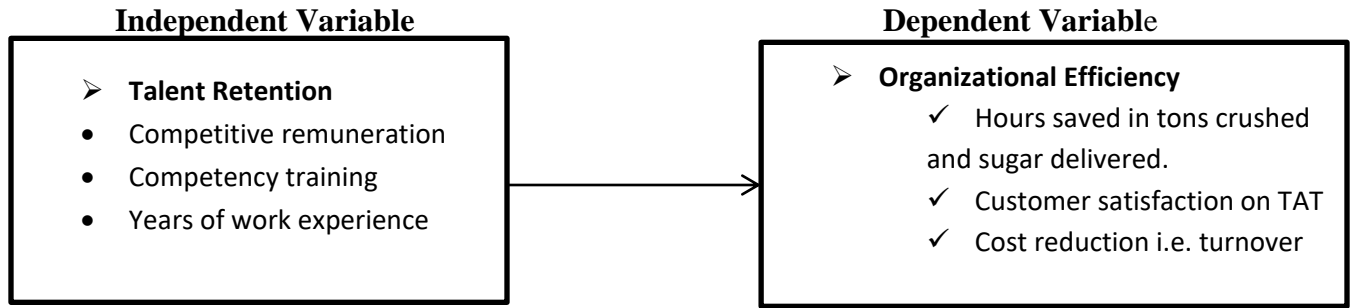
Sugarcane industries employs thousands of people more so those from the rural areas. The sugar sector also supports over 250,000 cane suppliers to a tune of 92% of the sugarcane milled at the sugar companies. Therefore, when the companies in this industry are inefficient or face high staff turnover, their performance is lowered which has a direct impact on the economy and the livelihood of the people depending on them. It is therefore necessary to carry out the study in these companies as the findings will contribute to their efficient operations.

This work holds potential value for the academic community, particularly for scholars in the field of continental African studies, as it may serve as a valuable resource for furthering their investigations in this area. This study aims to provide insights for firm management to recognize the important contributions made by employees in enhancing organizational efficiency, hence emphasizing the importance of employee retention and recognition. The human capital department intends to utilize the outcomes of this study to inform their decision-making processes pertaining to personnel. The study findings will also offer employees of sugar firms valuable insights into the



need of enhancing efficiency and maximizing production capacity in their respective roles. The findings will provide valuable insights to the Kenya Sugar Board, enabling them to develop appropriate rules that would effectively govern the operations of sugar firms.

## 1.8 Conceptual Framework



*Figure 1.1 Conceptual Framework on performance appraisal on motivation*

*(Adapted from Waithira & Were (2017) (Gull & Idrees, 2022) (Daniel, 2018) (Ismael, Othman, & Pshdar, 2021) (Elnaga & Imran, 2013) (Umar, Tamsah, & Latief, 2020)*

The study conceptualizes a relationship between talent retention and organizational efficiency. The independent variables will be competitive remuneration, competency training and years of work experience. The dependent variables being organizational efficiency was measured by hours saved in tons crushed and delivered, customers satisfaction on Turn around Time (TAT) and cost reduction.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

This chapter reviews studies significant to the research problem. The chapter will dissect the theories which forms the pillars of the study. Theoretical literatures which are relevant to the study will be reviewed.

#### **2.1 Theoretical Literature Review**

Social exchange Theory, Expectancy Theory and Efficiency Theory will guide the study.

##### **2.1.1. Social Exchange Theory**

The theory was created by George Homans in 1958. The theory emphasizes that individuals assess the anticipated advantages and risks associated with social connections, and when the risks surpass the benefits, individuals are inclined to terminate or discontinue the relationship. The behavior exhibited by employees can be influenced by the manner in which they are handled by their employers, resulting in either positive or negative outcomes. The objective of this transaction is to optimize advantages while minimizing expenses. Hence, the presence of a concentrated social connection between individual employees inside an organization enhances the cohesion of a productive working relationship, ultimately fostering positive outcomes such as employee satisfaction, dedication, and trust. These factors collectively contribute to the optimization of workforce productivity. According to social exchange theory, individuals strategically select and establish relationships that offer the greatest benefits while minimizing associated costs. Nevertheless, it is commonly seen that both employers and employees tend to exhibit self-centered tendencies and often fail to prioritize the principle of equality. This implies that both parties will prioritize the cultivation of relationships that result in optimal outcomes with minimal exertion. It

is imperative for employers to provide favorable treatment to their employees in order to elicit exceptional performance and foster dedication towards the attainment of the organization's objectives. According to Burgess and Huston (2013), the theory posits that human interaction is primarily driven by rational processes stemming from economic necessities. The prioritization of openness was a key characteristic throughout the development of this concept in the 1970s, a time when the values of freedom and openness were highly favored. However, it is worth noting that in certain instances, openness may not always be the first priority within a partnership. The social exchange theory serves as a theoretical framework for understanding how several independent variables, such as competitive remuneration, employee management style, and years of work experience, influence the success of an organization. The aforementioned analysis highlights the significance of the theory as it underscores the positive correlation between employers and employees, as well as their demonstration of commitment towards organizational goals.

### **2.1.2 Expectancy Theory**

The theory, proposed by Vroom (1969) and Ott (1989), posits that employees are more likely to be motivated to exert their maximum work effort when they believe that their efforts will lead to a positive performance appraisal and are accompanied by a reward system, such as bonuses, salary increases, and job promotions, that align with their personal objectives. The level of anticipated rewards among employees may be influenced by their prior experiences, such as the notion that employees who exceed their job requirements are duly recognized and rewarded. In these circumstances they are motivated to performance, go beyond the call of what they are expected to do and their stay at work place is guaranteed. Moreover, employees are motivated where they know how much they can reap from a given job based on the efforts similar to what others in similar roles will pocket (Ott, 1989). To retain such employees at work place management should

reward according to their contribution. The theory is anchored on three concepts: Effort–performance linkage which is the chance of occurrence that putting efforts on a given task will lead to performance. Performance-reward linkage will mean that an individual’s increase in performance will yield returns in terms of performance. Valence refers to the weight and return that can be realized from a given task. It factors in the goals and needs of the individual such as recognition and reward system. The theory states that where an organization lack proper reward system matching their efforts, they will be discouraged to action thus reducing performance and high staff turnover. The theory is relevant for this study since it stresses on the urge to award better remuneration packages to employee which motivates them into action resulting into efficiency of the organization.

### **2.1.3 Efficiency Theory**

The theory proposes that when an employee experiences satisfaction in both their physical and mental well-being, they are more likely to remain settled at their work station and thus exhibit higher levels of efficiency in achieving the objectives of the organization. Employee welfare encompasses the strategic implementation of measures aimed at fostering and sustaining high levels of motivation among workers, so enabling them to actively and efficiently contribute to their maximum potential (Suresh, 2013). According to the theoretical framework, welfare work serves as a technique employed to ensure, safeguard, and enhance the effectiveness and productivity of the workforce. According to the hypothesis, there is a positive correlation between businesses prioritizing employee welfare and increased efficiency in production. Factors such as access to quality housing, education, and training are crucial in enhancing employee welfare, particularly in developing nations, as they contribute to the improved efficiency of workers. The theory highlights the attributes of the labor force and is effective in situations when employers and employees share

a mutual objective of enhancing productivity by means of improved welfare. (Mishra & Bhagat, 2007). The efficiency theory stresses on an employer's duty towards taking care of their employees thus retaining them at work. Employee retention has direct effect on employee efficiency and volume of performance. The development of human personality is one key indicators of talent retention which has a direct link to organization efficiency. Efficiency theory is relevant for this study since it shows how employees who are retained by providing competitive remuneration, provision of favourable working environment and capacity building efficiently contribute to an organization and customers will be satisfied, more units produced larger market share and reduction of recruitment cost. Organizations must thus implement talent retention practices so as to maintain production capacity, guard corporate brand image and increase performance.

The three theories therefore clearly bring out the link between talent retention and work efficiency. This is clearly shown in the social exchange theory, expectancy theory and efficiency theory. They all shows how employees who are retained by providing competitive remuneration, provision of favorable working environment and capacity building efficiently contribute to an organization and customers will be satisfied, more units produced larger market share and reduction of recruitment cost

#### **2.1.4 Competitive Remuneration Concept**

An organization's remuneration system should maximize staff motivation, attraction to job and retention at work. This will increase organization's efficiency resulting into better performance. However, remuneration structures of many organizations in Kenya remain a challenge thus directly affecting the workflow (Kidagisa & Mukanzi, 2017). Remuneration system should factor in the dreams and vision of employers and employees. Factoring in the over changing work environment

and increased competition, companies are unable to match the available systems with employees' skills & possibilities to drive growth and accelerate performance. These results into dissatisfied employees, increased recruitment and training cost associated with high turnover (Quain, 2019).

Okpara (2014) asserts that remuneration package has a ripple effect on accelerated organizational efficiency in production lines among many companies. Companies rewarding their employees with competitive monthly salary and wages higher than what is offered by competitors in the industry have reported increased job satisfaction among their employees, registering low employee turnover, more produced units and employer employee relationship. Moreover, Employees being the most significant asset that can predict the success or failure of a company should be treasured with rewarding remunerations. To maintain an industry of result oriented employees, firms should maximize remuneration structure aimed at increasing increase employee job retention and job satisfaction (Muchai & Makokha, 2018).

The success of a firm is dependent on how well it remunerates its employees. Organizations which aim at being competitive in the industry should prioritize better pay to employees. Employees naturally rely on salaries, wages and wholesomely should be commensurate to the work they do. Consistently, firms which have their management prioritize organizational values, policies and culture that accommodates employee diversity and opinion are more efficient. Such companies' values effective communication between employer and employees coupled with timely feedback afterwards. Moreover, their efficiency and better performance is premised on teamwork and inculcation of team spirit in all employees (Kidagisa & Mukanzi, 2017).

### **2.1.5 Competency training Concept**

Competency training refers to a systematic, coordinated and well planned endeavours by an organization's management so as to influence the behaviour of its employees to work towards achieving organizational goals through job related skills, positive attitude and acquired knowledge (Gull & Idrees, 2022). Daniel (2018) posits that the success of an organization basically depend on how efficient its workforce are towards accomplishing duties. The current technological changes demands that the employees acquire the right knowledge and skills that match the organizational processes and production methods. Therefore, it is significant for such organizations to value employee training.

Competency training help in building superior workforce who contributes to organization's efficiency thus boosting its growth and performance. Moreover, employees are always attached to organizations which prioritize their career enhancing knowledge and skills thus motivating them to retain their current jobs. They contribute to the efficiency and effectiveness of an organization by efficiently discharging their mandate (Ishmael et al 2021). Additionally, the new technological changes warrants certain jobs and skills redundant resulting into the need for a skilled workforce which is competent enough. Many jobs being replaced by machines is as a result of an unskilled and semi-skilled workforce and whenever such employees are affected the normally leave such organizations (Elnaga & Imran, 2013). Thompson, (2019), assets that competency training play a role in actualization of organizational goals by balancing the interest of employees and that of an organization. Such organizations which practice competency based training register improved productivity, improvement in quality work, enhanced knowledge and skills, positive attitude towards work, efficient use of organizational resources, reduced employee turnover and optimum use of human resource who help in achieving the organizational goals together with the individual



goals of employees. Consistently, highly trained, intelligent, skilled with flexibility at work, competent and effective employees are the epicentre to organization's efficiency, performance, production capacity and success (Umar et al, 2020).

According to Nwadukwe & Court (2018), the most significant strategy that managers can employ in setting and implementing achievable and measurable goals in people is through; inculcating in workforce the spirit and sense of vital commitment to contribute to organization's goals; controlling and coordinating the efforts of the workers towards accomplishing the goals; laying emphasis on growth of their subordinates so that they contribute immensely to the organization. Additionally, the management should maximize production by teaching the employees the most efficient way to do job. To some extent, these will contribute to the success of an organization by allowing employees to adapt into the organization's work environment.

#### **2.1.6 Years of Work Experience Concept**

Work experience is defined as the degree of skill and expertise measured by time in a given occupation (McDaniel et al., 1988). Consistently, it refers to events which are experienced by an employee relating to performance of a given task in terms of number of months one does a particular task or the frequency with which an employee performs the same job (Hunter, 2017). Organizations prioritize a work force whose prior work experience matches the present work requirements with an hope that their experience will help increase productivity in the organization and these is usually determined during recruitment process. It remains vital in human capital policies premised on compensations structures, employee benefits and employee promotions during their work life. Moreover, work experience gained over time broadens employees,

knowledge skills, production efficiency, work life and how well an employee will perform a task over time (Yilmaz, 2018).

Employees with many years of work experience would have increased skills on program planning, highly motivated to work and able to prepare strategic plan for the managers. Such employees will be able to manage conflict effectively and produce maximum efforts. In convergence to these, improved job experience will increase employees' delivery in management functionalities and specialized skills required for performance of the management. Organization should therefore retain employees with long years of work experience since they can maximize performance of job and propelling the vision of the organization (Ochonma & Nwodoh, 2018).

Njogu (2017) posits that lower level and middle level employees should be accorded progressive opportunities to upgrade their opportunities on job so as to grow and develop. These opportunities could take the form of giving useful assignment and participation in decision making needed at their job group. Consistently, Employees' decisions to stay in their current roles or withdraw their services from an organization are influenced by the employees' ability to perform the allocated duties since this is pegged on years of work experience. Employees experience creates job satisfaction or dissatisfaction. It supports employees working under unfamiliar working environment to concentrate their efforts to perfectly learned and known jobs since it help them to remain relevant in their roles. Many a times, it increases their adaptability at work, they become motivated, able to perform well and produce desired results.

The same is echoed by (Hunter, 2017) who stresses that the knowledge and experience acquired after performing a task is most significant in driving a company through creating efficiency in the organizational processes i.e. retaining employees with proper education and experience in the

management and supervisory level help in increasing work efficiency. This is usually complemented by hiring experienced employees who will produce quality products since they are familiar with the desired results and methods that yield the results through using the learnt knowledge and acquired skills.

### **2.1.7 Efficiency Concept**

Efficiency refers to how well employees of an organization accomplish tasks without wasting, time, effort and resources which is contrary to effectiveness which refers to how best employees are able to follow procedures laid for a job in achieving expected results (Quain, 2019). Furthermore, organizational efficiency is timely measured, effort based and measurable. It is based on laying emphasis on how an organization can be more effective by using fewer resources coupled with minimum time and less money in achieving the same goals set. It is significant and vital when there is need to measure the return on investment of a company. Therefore, managers should not only ensure that employees are doing the right things but also should they do things right (Quain, 2019). In the words of Muchai & Makokha (2018), efficiency means how successfully an organized work force who have a purpose perform an assigned task to reap maximum results measured by the value of service offered to the customers.

According to Timothy & Andy (2011), efficiency in how resources are mobilized, allocated, utilized depends largely on how well an organization treat and maintains its employees in their optimum production capacity. The resultant effect of organization being efficient is increased productivity. Thereafter, employers should increase productivity incentives to employees so as to motivate them and retain them in their job environment for a longer period of time. Productivity incentives may include increased commission on sales beyond a company's current volume,

bonuses for making profits and salary increment following productivity increases. Employees who are incentivised will become more efficient.

Management of talent, employee development, implementation of change process and development of leadership skills are useful tools needed in achieving the organizational goals efficiently and determination of employees' roles in creating coherence between different departments of the organization (Raouf, 2019). Organizational efficiency is determined by the employer employee workflow and coordination, degree of employee commitment to the organization and final personal relationships among employees themselves at work place. Many organizations do not compete favourably in the job market. Moreover, most of employee retention practices do not augur well with the current demands and aspirations of the said employees making these organizations not to operate to their full capacity (Nwadukwe & Court, 2018).

## **2.2 Empirical Review**

### **2.2.1 Competitive Remuneration and Efficiency.**

Waititu (2017) examined the influence of employee welfare programs on performance of Kenya Railways Corporation. The independent variable of the study included; occupational health, succession plan, training and remuneration policies. The researcher adopted descriptive survey methodology where the population targeted were 1,720 staffs. Population targeted for the study were stratified into two; administrative and academic staffs where sample size of 172 respondents were identified. The primary data collection was made possible through semi-structured questionnaires. Analysis of data Descriptive statistics was aided by Statistical Package of Social Science. Analyzed results revealed a relationship existing between remuneration and employee performance. It was concluded that remuneration policies had a strong positive impact on

employee performance at Kenya Railways Corporation. However, the researcher only prioritized competitive policies but did not compare the remuneration package offered to those other players in the country.

The study conducted by Susanti et al. (2021) investigated the relationship between remuneration, motivation, and employee performance. The research employed a census method. The selection of the census method was based on the small and controllable size of the population. The study's sample consisted of 40 employees from PT in Pekanbaru. The data analysis was conducted using version 23 of the Statistical Package for the Social Sciences (SPSS). The utilization of multiple linear regression analysis facilitated the examination of the relationship between independent and dependent variables. Based on the results obtained, it was determined that employee performance was significantly influenced by salary. The theory of compensation posits that establishing appropriate standards for each compensation package is crucial for ensuring that performance aligns with expectations during implementation. In contrast, the research was conducted in Pakistan, while there is limited knowledge regarding the competitive compensation provided by sugar firms in the Western Circuit of Kenya.

The study conducted by Oluoch (2015) focused on the analysis of pay techniques and their impact on the performance of Sugar Industries in the Western region of Kenya. The study employed a descriptive survey methodology. The population under study consisted of full-time employees from the four Sugar Industries located in Western Kenya. The study encompassed a total population of 1,318 individuals. The researchers employed a stratified random sampling procedure, which yielded a sample size of 274. The reliability of research instruments was assessed through the utilization of the test-retest approach, while the validity of the instruments was

established by conducting a pilot test and obtaining expert reviews. The data analysis involved the utilization of both descriptive and inferential statistical methods. The results of the study indicated that employees in sugar enterprises exhibited a preference for money benefits over non-financial rewards. There exists a robust and statistically significant correlation between remuneration techniques, encompassing basic salary, leave allowance, and pension allowance, and performance. Nevertheless, the research did not include those who were employed on a contractual basis or engaged in short-term assignments, such as expatriates. Furthermore, the present study sought to examine remuneration techniques, specifically focusing on the absence of analysis of the competitive nature of the remuneration package.

Chebet (2018) investigated Nyandarua County's personnel retention policies and employee performance in sanctioned services. The study was guided by the Two Factor Theory and Job Embeddness Theory. The population under consideration consists of 673 administration police officers. The study employed a stratified random sampling procedure to gather a sample of 67 respondents. Questionnaires facilitate the gathering of data. The use of both descriptive statistics and inferential statistics was important in the analysis of data, facilitated by the employment of SPSS version 21. The findings of the study led to the conclusion, compensation practices had a significant positive effect on employee performance. The study was centered in disciplined services but little is known in sugar companies in western circuit.

Okello et al., (2020) studied selected human resource practices and employee job performance in selected sugar companies in Western, Kenya. The research sought to investigate the effects of work training practices, recruitment practices and employee compensation practices on job performance. The following theories guided the study; human capital, expectancy theory, equity

and goal theory. Research methodology adopted was descriptive in nature. Population targeted in the study was made up of 5000 employees with 357 staffs as the sample size. Data collection was aided by questionnaire and analyzed using SPSS. Test for reliability of the instruments was done with the help of Cronbach alpha coefficient while validity, tested using test-retest technique. The results led to the conclusion that compensation practices significantly affect employee performance and they are positive related. However, the present study will use a study relationship between the variables while the former only attempted to describe the current affair between the variables.

The studies reviewed adopted different methodology, population size and mixed contextual background where the research was done. The studies by Okello et al., (2020), Waititu (2017), Susanti et al., (2021), Oluoch (2015) and Chebet (2018) shown positive significant relationships between independent and dependent variables. However, Waititu (2017) used a population of 172 employees who were stratified into two; administrative and academic staffs. Okello et al., (2020) used the variables; job training practices, employee recruitment practices and employee compensation practices on job performance. The sampled a population of 357 employees. Susanti et al., (2021) adopted census method and sampled population of 40 employees of PT in Pekanbaru. Oluoch (2015) employed stratified random sampling technique resulting into 274 staffs. Chebet (2018) sampled 67 respondents selected through stratified random sampling technique from disciplined services at Nyandarua County. However, none of the studies reviewed used correlational methodology with respondents of 364 employees to study effects of talents retention and organizational efficiency among sugar companies in Western Kenya. Majority of these studies were done in other sectors.

### **2.2.2 Competency training and Efficiency.**

Ooko (2020) investigated organizational performance and personnel retention strategies in Western Kenyan county governments. The investigation was grounded in the philosophical framework of the positivism paradigm. The researcher employed a mixed research methodology, which involved the use of both a cross-sectional survey and descriptive correlational study. The research is grounded in several theoretical frameworks, namely the spill-over and work boundary theory, social cognitive career theory, resource-based view, equity theory of motivation, and social cognitive learning theory. The research aimed to survey a population of 1,826 staff members, of which 328 individuals provided responses. The research study included stratified sampling and simple random sample approaches, with a pilot study conducted in Siaya County. The research conducted in this study involved the collection of primary data using standardized questionnaires and interview schedules. The reliability of the measure was assessed using Cronbach's alpha. The process of data analysis was facilitated through the utilization of both descriptive statistics and inferential statistics. The study's findings indicate that the implementation of employee retention policies has a substantial and favorable impact on organizational performance. However, the research was conducted within county governments, and there is limited knowledge regarding the implementation of competency training by sugar firms in the Western Circuit.

In a study conducted by Erica (2016), the focus was on examining the impact of talent management techniques on employee performance within the real estate sector in Kenya. The independent variables in this study encompassed the areas of development and training, staff retention tactics, and performance management procedures. The study employed a descriptive research methodology. The study included a sample of 95 individuals, consisting of both non-management



and management positions. The study utilized stratified random sampling to choose a sample from a population of 95 employees, with a total of 76 employees included in the study. Data gathering involved the utilization of both open-ended and closed-ended questionnaires. The study reached the conclusion that training and development have a favorable impact on enhancing the necessary knowledge and abilities of employees to effectively carry out their responsibilities. The implementation of talent retention initiatives, including as succession planning, career development, and employee motivation, has been found to have a statistically significant impact on employee performance. Nevertheless, the researcher made an effort to elucidate the concepts of employee training and development, yet failed to do an inquiry into their applicability to the specific tasks performed.

Oduor (2018) investigated the hiring practices and labor productivity in Kenya's Kakamega County's sugar companies. A research design incorporating cross-sectional survey methods was utilized, incorporating both qualitative and quantitative methodologies. The population under study consisted of 70 individuals in managerial positions and 250 individuals in operational level roles, resulting in a total of 320 respondents. Two privately-owned sugar companies located in Kakamega County were selected using purposive sampling. The stratified technique was employed to categorize employees into two distinct groups: operational staff and supervisors. The researcher distributed a total of 178 questionnaires, of which 133 were successfully completed and returned, constituting a response rate of 74.72% from the intended target population. The data analysis process was facilitated by the utilization of SPSS, which encompassed the application of both descriptive and inferential statistical techniques. The study's findings indicate a strong positive correlation between talent recruiting strategies and employee productivity. The implementation of talent acquisition techniques has been found to positively impact the productivity of employees.

Nevertheless, the previous study was conducted exclusively within the confines of two sugar companies, but the forthcoming study aims to encompass a broader scope by examining three distinct enterprises. Furthermore, the focus of the study was mostly on talent recruiting tactics, without delving into an assessment of their degree of competency.

Chebet (2018) investigated Nyandarua County's personnel retention policies and employee performance in sanctioned services. The study was guided by the Two Factor Theory and Job Embeddness Theory. The population under consideration consists of 673 administration police officers. The study employed a stratified random sampling procedure to gather a sample of 67 respondents. Questionnaires are a valuable tool for the collection of data. The use of both descriptive statistics and inferential statistics was important in the analysis of data, facilitated by the employment of SPSS version 21. The study's results indicated that remuneration policies exerted a notable favorable impact on employee performance, leading to the conclusion. The focus of the investigation was primarily on disciplined services, with limited knowledge available regarding sugar companies in the western circuit. The study did not examine the effectiveness of job-relevant and competent trainings.

Tuvei (2017) looked on the relationship between intrinsic rewards and productivity at the Sugar Company in Western Kenya. The foundation of this study is based on a descriptive survey design. The study focused on a group consisting of 2000 employees. The study employed purposive sampling as the sample technique. A sample of 200 individuals was drawn from the workforce of four sugar firms, encompassing various roles such as managers, supervisors, clerks, and secretaries. A survey instrument was utilized, consisting of items rated on a five-point Likert scale, as well as a combination of open-ended and closed-ended questions. Content validity was assessed

through the utilization of piloting as well as the solicitation of opinions from experts and supervisors. The reliability of the measurements was assessed using Cronbach's alpha. The study determined that employee engagement in the decision-making process, autonomy in task execution, and acknowledgment as intrinsic rewards positively impacted employee performance. The study primarily focused on intrinsic rewards, while limited knowledge exists regarding the competency training of staff members at sugar plants in the western Circuit.

Chelangat (2020) looked at organizational efficiency and worker retention techniques in Kenya's Kericho County Savings and Credit Co-operative Societies. The study examined several independent variables, including salary, work satisfaction, training, and career growth. The dependent variables assessed were efficiency and effective service delivery. The research approach employed in this study was of a descriptive character, utilizing a survey design for data gathering. The study sample comprised a total of 601 individuals who were part of the workforce in the Kenya Highlands, specifically in the areas of Imarisha and Ndege Chai. The researchers employed stratified random sampling methodology to categorize departments in order to accurately reflect the entire population of individuals. This approach resulted in a total of 180 responses. The data collection instrument employed in this study was a questionnaire that utilized a 5-point Likert scale. A pilot study was conducted involving Savings and Credit Cooperative Societies (Saccos) in Bomet County. The reliability of the measurements was assessed using Cronbach's alpha. The utilization of SPSS version 22.0 facilitated the process of data analysis. The study determined that organizational productivity is highly influenced by training strategies, including further education, seminars, and short courses. The research was conducted at Savings and Credit Co-operative Societies located in Kericho County, where limited knowledge is available regarding sugar firms.

Moreover, the present study endeavored to examine employee training, but refraining from analyzing whether it effectively equipped employees with the appropriate skill set.

Nyaboke (2019) evaluated the impact of human resource practices on employee retention in designated Tea factories in Kisii County, Kenya. The study included correlational approach and descriptive research. The study focused on a target population of 321 employees across three plants, from which a sample frame of 178 people was selected. The research study employed a probability-based design utilizing the stratified random sampling technique. The validity test was conducted by specialists and supervisors, while reliability was assessed using Cronbach's alpha. The utilization of questionnaires facilitated the process of primary data collection. The utilization of inferential statistics, namely Pearson's Product Moment correlation coefficient and multiple regression analysis, facilitated the examination and interpretation of the collected data. Research has demonstrated that when employees are engaged in the administration of their own affairs, it has a beneficial effect on their retention within the organization. Nevertheless, the investigation did not examine the provision of competency training within three sugar firms located in Western Kenya.

Chemutai (2018) examined the productivity of employees and talent management practices at public sugar enterprises in Kisumu County, Kenya. The study employed a cross-sectional survey approach and utilized a stratified sample strategy. The population consisted of 420 responders, comprising 130 managers and 290 operational level staff members. The study comprised a sample size of 205 respondents. Questionnaires were employed as a means of gathering data. The test-retest method was employed to assess the dependability of the measurement instrument. The primary method employed for examining the association was the utilization of Pearson's

correlation coefficient and multiple linear regression models. The study uncovered that the management's positive attitude towards formulating, developing, and implementing talent management strategies had a beneficial effect on employee productivity. The present study will utilize a correlational research methodology to examine the impact of competency training on talent retention and organizational efficiency across sugar enterprises located in Western Kenya.

Waithera and Were (2017) investigated the factors affecting employee retention in Kenyan private organizations. The research methodology utilized in this study was case study research. The population consisted of 150 individuals who were employed as staff members across different supervisory levels. The study had a total of 109 participants who were selected as respondents. The collection of primary data was conducted through the utilization of pre-established questionnaires. The researcher employed both primary and secondary data sources in their study. The analysis of quantitative data involved the utilization of descriptive statistics with the assistance of SPSS version 20. The results of the study indicated a significant and favorable correlation between the work environment and employee retention. The retention of employees in private organizations is positively influenced by leadership style. Nevertheless, the focus of the study was on the variability of the work environment and leadership style, without considering the examination of competency training that is applicable to the tasks performed.

The studies reviewed revealed methodological inconsistency and different sampled population size to study the influence of company management style on companies' efficiency. For instance, Waithera & Were (2017), Chemutai (2018), Nyaboke (2019), Chelangat (2020), Tuvei (2017), Ooko (2020) and Erica (2016) on the relationship between company management styles revealed a strong positive relationship. However, Waithera & Were (2017) used 109 staff in different

managerial levels. Ooko (2020) adopted mixed research design and sampled population of 328. Erica (2016) drawn 76 employees from real estate companies in Kenya. Chemutai (2018) adopted cross-sectional survey research design and sampled 205 respondents picked from public sugar companies in Kisumu County, Kenya. Nyaboke (2019) sampled 178 employees in the 3 tea factories in Kisii County. Chebet (2018) sampled 67 respondents selected through stratified random sampling technique from disciplined services. None of the studies reviewed used correlational research design together with competency training as the independent variable in sugar companies in Western Kenya. The study therefore sought to analyze talent retention and its effect on organizational efficiency among sugar companies.

### **2.2.3 Years of work experience and Efficiency.**

Ochonma (2018) assessed the impact of years of work experience on manager's job performance, the case of a developing county. The researcher adopted survey methodology research design and the data collection was made possible by using self- administered questionnaires in 25 hospitals that were purposively selected. A pre tested data collection was done four months before the actual study period. The Questionnaires were structured based on the length of years of experience between 2 years to 10 years. Data was entered and analyzed using SPSS. Pearson chi square helped in establishing the association between independent and dependent variables. It was concluded that difference in managers' duration of work experience was key on their work performance. Some part of managers' functionality and skills demands few years of experience when compared to the others so as to yield maximum production over a given period of time. Organizations should therefore retain employees who have worked for longer period in the organizations. However, the

study concentrated on managers only but excluded other employees. Moreover, it was done in hospital facilities and not sugar companies.

Njogu (2017) studied the effect of employees work experience on performance at hotel industry, Kenya. The methodology adopted by the researcher was descriptive in nature. The target population was 125 employees. Random sampling method was used resulting into 76 sample size. Questionnaires were used in data collection. However, from the 76 questionnaires distributed only 64 questionnaires were completely filled. It was concluded that when experienced and qualified staffs are hired, they contribute immensely in improving quality of service and products. However, employees whose level of experience is low believe that they may not deliver on challenging task and opt out of the organization in search of fulfilling alternatives. Divergently, the current study will be on sugar companies in Western Circuit and not the hotel industry.

Dokko (2019) examined prior experience, career history and job performance. Study was conducted by field work in insurance companies in USA. Secondary data from archival records were used in the study. There were a total of 1,371 employees at the company. The sampled population for the study where 771 and 197 observations for those hired. Ordinary least square (OLS) models was used to test the hypotheses. It was concluded that work experience obtained prior has a positive impact on performance. Contracting experienced employees is significant since human capital are mobile. Employees have different degree of knowledge and skills acquired from previous work experience and these knowledge and skills contribute in different manner to an employee's performance of a task. However, very little is known about years of work experience and organizational efficiency among three sugar companies in Western Kenya.

Arifin & Putra (2020) studied employee performance development through work experience, work ethics and compensations. The study adopted explanatory research to explain the relationship between variables. The researcher adopted a random technique with a total sample of 50 people. The independent variables (work experience, work ethics and compensation) were considered in the study. Multiple linear regression analysis was aided with SPSS version 25 tool for windows. Reliability of data was tested using Cronbach's tool. Study was quantitative in nature. Normality test, auto-correlation test, heteroscedasticity test, multicollinearity test, and t-test were carried out. It was revealed that work experience had a significant effect on employee performance. Employees want to be valued for what they know and for what they produce in the form of performance. However, the study only attempted to look at work experience with minimal effort to pinpoint how number of years at works contributes to job experience.

Kim (2017) studied the effects of work experience and institutional support on job satisfaction among NCAA coaches. The target population was head coaches and assistant coaches of seven different sports teams. A survey was administered to select 599 coaches. From the 599 questionnaires sent to head and assistant coaches, 208 questionnaires were completed and returned to the researcher resulting into 34.7% of the population. Descriptive research method anchored the study. Primary data was collected using questionnaires. The findings helped in the conclusion that employee with longer working years are more satisfied with their current roles than the ones with lower working experience. However, the current study will be done in sugar companies with a correlational methodology that stresses on the association between variables.

Iklila (2019) studied level of education, working experience and performance of civil servants at Banjarbara, Indonesia. The study adopted a quantitative approach based on a positivism



philosophy. The survey technique was conducted on the employees. The target population was all employees amounting to 50. The sampled population resulted into 30 employees. Correlational analysis was aided by SPSS version 15 for windows and analysis was used together with Spearman Rho correlation. Conclusion was drawn that working experience bear significant and positive effect on performance of the civil service employees at Banjarbara. Divergently, the attempted to look at work experience and left out the year attached to the experience.

Syamsir (2020) examined the influence of work experience and integrity on employee performance. The research was anchored on a positivism philosophy. The study was done at the Regional Secretariat Office, Bango District and numbers of employees were 160. The sample was determined through Slovin formula. The final respondents were 114 employees. Normality test were done using Kalnogorov Smirnov. Data analysis was aided by regression test and SPSS version 25. The study concluded that the existence of a significant positive influence of work experience on staff performance. However, years of experience was not investigated. The current study will be anchored on a correlational research design while studying talent retention and organizational efficiency in sugar companies.

The above reviewed studies on work experience and efficiency revealed inconsistency in methodology, context and geographical area. Syamsir (2020) adopted a quantitative approach with positivism philosophy and 160 employees from the Regional Secretariat office of Bango District Regional Secretariat Office. Divergently, Ochonma (2018) adopted cross-sectional survey research design in 25 hospitals that were purposively selected. Iklila (2019) did a correlational study with sampled population of 30 civil servants, Banjarbara, Indonesia while Kim (2017) did a descriptive study in sports institution. Arifin & Putra (2020) adopted explanatory research to

explain the relationship between variables. The researcher adopted a random technique with a total sample of 50. The current study therefore proposes stratified random sampling and correlational research design to study talent retention and organizational efficiency in sugar companies from Western Kenya.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

This section presents research methodological tools that the researcher will employ to help carry out the study towards achieving the objectives of the study.

#### **3.1 Research Design**

Research design is a means by which a study is conducted, it is the cornerstone that holds the blueprint for the collection, measurement and the techniques used in analysis of data. The objectives of the research, correspondents, time and money should be considered. (Kothari, 2004). The study adopted a correlational research methodology; it enables the researcher identify the strength of relationship that existing between many variables (Mugenda & Mugenda 2003). Correlational design is significant and justifiable to the study since it will help in establishing the association between talent retention and organizational efficiency among sugar companies in Western Kenya (Etikan & Bala, 2017). It was therefore possible to establish the relationship between talent retention and efficiency through correlational research design.

#### **3.2 Study Area**

This study was carried in Western Kenya Region specifically the county governments of Busia, Bung'oma and Kakamega. It borders Uganda to the West and Rift valley to the East. According to population census of 2019, it has a population of 5,021,843. Its inhabitants are mainly the Abaluhya people and was formerly the Western province with headquarter in Kakamega town. The climate of the area is mainly tropical with long rains. Kakamega County is usually wet and for the better part of the year, Bung'oma County is wet but also colder, Busia County however, is the warmest as it borders Lake Victoria whereas the hilly Vihiga County is the coldest. Western

region experience very heavy rainfall throughout the year with the long rains reported in early months of the year. Western Kenya produces large percentage of the country's sugarcane, supporting about 170,000 small-scale farmers. This makes the region suitable for the study having sugarcane as the main cash crop in the area. In terms of proximity and familiarity with the area the researcher will find easier time maneuvering the terrain of the region.

### **3.3 Target Population**

According to Kothari (2004), a population is an individual unit that is pertinent to a given study and possesses the characteristics the researcher is interested in examining. Mugenda and Mugenda (2003) define population as a collective of individuals who have common features and are of significance within a certain area of study. The population targeted in the research comprise of employees drawn from sugar firms. The targeted populations was 728 employees out of which 364 employees drawn from the three sugar companies were considered. The employees from West Kenya, Butali Sugar and Busia Sugar Companies were drawn from management and expatriates. The unit of observation was chosen and justified since they were directly affected by talent retention practices by the sugar companies.

**Table 3. 1 Population Distribution**

<b>Company</b>	<b>Target Group</b>	<b>Target Population</b>	<b>Sample Size</b>
West Kenya	Senior Managers	12	12
	Operational managers	150	80
	Expatriates	100	44
Butali Sugar	Senior Managers	10	10
	Operational managers	150	70
	Expatriates	100	42
Busia Sugar	Senior Managers	6	6
	Operational managers	100	60
	Expatriates	100	40
<b>Total</b>		<b>728</b>	<b>364</b>

(KAM Survey Report, 2021), (Nyang'or et al., 2022).

### 3.4 Sample and Sampling Techniques

Sampling refers to the process of selecting units for example people from a population whereby the results from the units selected represented the general population under study. The study adopted stratified random sampling technique and every unit can be randomly selected from population and its attributes taken care of (Kothari 2004). Purposive sampling method was employed in selecting management who are involved directly in making policies and decision making and expatriates who are skilled employees with expertise needed in production. The three sugar companies were purposively selected because they are operational in full capacity. From the three departments, the researcher took samples from each department.

The researcher will adopt Yamane's formula (cited in Njugi & Muna, 2021) as follow:

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

Where n is the sample size, N is the population size and e is the margin of error

$$n = \frac{728}{1 + 728(0.05)^2}$$

$$n = 364$$

A sample of 364 was selected from a population of 728 employees.

### **3.5 Data Collection Methods**

#### **3.5.1 Data Type and Source**

The research involved primary data. The researcher obtained primary data from the managers, operational managers involved in decision making and supervision and expatriates who have the expertise needed in production. This was done by ensuring that only employees drawn from the functional department, responds to questionnaires giving the researcher relevant data. The study depended mainly on primary data.

#### **3.5.2 Data Collection Procedure**

The collection of primary data was done through questionnaires structured on a five Likert scale. The questionnaires comprised of questions where respondent was only guided to tick at the appropriate degree. The researcher also interviewed the employees.

### **3.5.3 Data Collection Instrument**

The data collection was facilitated by structured questionnaires. The questionnaires contained structured questions where the respondents were guided to tick the degree that suits them. Primary data are data in original form and character which are collected for the first time in their raw nature while secondary data is data that has been collected, processed and subjected to statistical processes (Kothari, 2008). Questionnaires are mainly used where respondents are reachable and cooperative. Mugenda and Mugenda (2003) posits that, questionnaires are usually economical and they help save in time, workload and expenses. The questionnaires had four sections. The first section contained the general information for each respondents while all the three sections reflected the three objectives significant for the research.

### **3.5.4 Reliability of Research instruments**

Reliability is the extent by which a measurement tool generates with precision the same results after every research work. A tool must measure consistently so as to be regarded to be reliable. A researcher should get the same findings when he administer same instrument under same conditions (Kothari 2004). Thus, there must be consistency of the results obtained after two experiments. The reliability was determined by Cronbach's Alpha method. According to Brymann and Bell (2003), the Cronbach's Alpha results from 0.7 and over is deduced as reliable level thus confirming reliability of the data. The findings on reliability of the research instrument are presented as shown in Table 3.2 below

**Table 3. 2 Instrument Reliability**

No	Subscale	Number of Items	Reliability
1	Organizational Efficiency	12	0.78
2	Competitive Remuneration	8	0.81
3	Competency Training	8	0.77
4	Work Experience	7	0.84
Overall Reliability			0.79

From the findings on Cronbachs' alpha coefficient, it was established that all the sub scales used were reliable and ranged between 0.77 and 0.84. For instance, organizational efficiency has a high reliability ( $\alpha=0.78$ ), competitive remuneration had alpha ( $\alpha=0.81$ ), competency training had alpha ( $\alpha=0.77$ ) and finally, work experience had alpha ( $\alpha=0.84$ ). This implies that all the subscales or constructs had reliable Cronbach's alpha coefficient thus implying that the instrument was reliable.

### **3.5.5 Validity of the research instrument**

Validity is a concept that pertains to the degree to which a research instrument accurately measures the intended construct as outlined in a study (Kothari, 2004). A preliminary investigation was undertaken in order to ascertain the content validity of the instrument. The validity of a measuring instrument is contingent upon the alignment between the structure of the questions and the aims of the study, resulting in the attainment of consistent outcomes (Mugenda & Mugenda, 2003). The instrument's face validity was established by experts from the



Department of Business Administration at Maseno University and professionals specializing in Human Capital.

### **3.6 Data Analysis**

Kothari (2004) see analysis is a process of data inspection, cleansing, transformation, and modeling with sole purpose of highlighting significant information, suggesting conclusions, and supporting decision making. The researcher used inferential and descriptive statistics in data analysis taking care of numerical and graphical representation of the results. The data analysis was aided by Statistical Package of Social Science. Descriptive statistics were used to ascertain the mean that is finally needed during regression. Data was cleaned for any inconsistencies, imputation carried out for the missing data using means or modes. Normality and linearity were ensured before analysis.

Multiple regression analysis was used to test cross sectional data:

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

Y= Dependent Variable (Organizational Efficiency)

X<sub>1</sub>= Competitive Remuneration (CR)

X<sub>2</sub>= Competency Training (CT)

X<sub>3</sub>= Years of Work Experience (YWE)

β<sub>0</sub> =Y intercept in the equation

β<sub>1</sub> =Size and direction of causal effect of X<sub>1</sub>, the independent variable (Competitive Remuneration) on Y, the dependent variable (Organizational Efficiency).

β<sub>2</sub> = Size and direction of effect of X<sub>2</sub>, the independent variable (Employee Management) on Y, the dependent variable (Organizational Efficiency)

$\beta_3$  = Size and direction of effect of independent variable (Years of Work Experience)  $X_3$  on  $Y$ ,  
the dependent variable (Organizational Efficiency)

$\varepsilon$  = Residual in the equation

### **3.7 Ethical Considerations**

Brymann and Bell (2007) opines that a researcher has a duty to assess critically the existence of any harmful occurrence on research participants and the efforts to minimize such hazard. The permission was sought from the county administration before conducting the study. An introductory letter from the university was sent to the management of the selected institutions and their approval received before the commencement of data collection. The questionnaires had the names of any respondents protecting their identity and treating their response confidential so as to create anonymity in data collection.

## **CHAPTER FOUR**

### **FINDINGS AND DISCUSSIONS**

#### **4.1 Introduction**

This chapter provides an overview of the response return rate, the demographic features of the respondents, the overall conclusions of the model, and the specific findings related to the objectives of the study. The primary aim of this study was to examine the impact of talent retention on organizational efficiency within the Sugar Companies located in the Western Circuit.

#### **4.2 Response Return Rate**

The study targeted three sugar companies which were wet Kenya sugar, Butali Sugar and Busia Sugar companies. Out of these companies, the study also targeted the senior managers, operational managers and expatriates. The response return and percentages are presented as shown in Table 4.1 below.

**Table 4. 1 Response Return Rate**

Company	Role	Target	Frequency	Percentage Response
West Kenya	Senior Manager	12	10	83.3
	Operational Manager	80	78	97.5
	Expatriate	44	44	100.0
	Total	136	132	97.1
Butali Sugar	Senior Manager	10	10	100.0
	Operational Manager	70	68	97.1
	Expatriate	42	38	90.5
	Total	122	116	95.1
Busia Sugar	Senior Manager	6	6	100.0
	Operational Manager	60	58	96.7
	Expatriate	40	40	100.0
	Total	106	104	98.1
Overall Total		364	352	96.7

From the findings, the highest response return, 98.1% was received from Busia Sugar Company, followed by West Kenya, which had a response return of 97.1% and finally Butali Sugar company with response return of 95.1%.Expatriates from two companies had a response return of 100% as well as senior managers from one company. The overall response return rate was 96.7%, which was high and hence implying that the obtained data was sufficient for generalization of the findings.

#### **4.3 Respondents Demographic Characteristics**

The demographic features of the respondents encompassed their affiliation with a particular company, their occupation, the number of years they have been employed, and their highest degree of educational attainment. The results are displayed in Table 4.2, utilizing frequency counts and percentages..

**Table 4. 2: Respondents Demographic Characteristics**

No 1	Company	Frequency	Percent
	West Kenya	132	37.5
	Butali Sugar	116	33.0
	Busia Sugar	104	29.5
2	Department	Frequency	Percent
	Engineering	26	7.4
	Human Resource	64	18.2
	Finance	160	45.5
	Strategy and Planning	85	24.1
	Transport and Infrastructure	17	4.8
3	Occupation	Frequency	Percent
	Senior Manager	26	7.4
	Operational Manager	204	58.0
	Expatriate	122	34.7
4	Years of Experience	Frequency	Percent
	1 year and less	8	2.3
	2-4 years	132	37.5
	5-7 years	83	23.6
	8-10 years	53	15.1
	above 10 years	76	21.6
5	Highest Education Level	Frequency	Percent
	KCSE	39	11.1
	Certificate	91	25.9
	Diploma	114	32.4
	Degree	70	19.9
	Masters and above	38	10.8
	Total	352	100.0

From the findings, it emerged that majority of the respondents, 132(37.5%) came from West Kenya, 116(33.0%) and 104(29.5%) were from Busia Sugar Company. The largest number of respondents, 160(45.5%) were from the department of finance followed by 85(24.1%) who are in the department of strategic planning, 64(18.2%) who are in the department of human resource, 26(7.4%) who are in the department of engineering and finally, the least, 17(4.8%) from the department of transport and infrastructure. Majority of the respondents, 204(58.0%) were

operational managers, followed by 122(34.7%) who are expatriates and the least, 26(7.4%) were senior managers.

The findings further shows that majority of the respondents had 2-4 years of work experience, 83(23.6%) had 5-7 years, 53(15.1%) had 8-10 years and 76(21.6%) had more than 10 years of working experience. Those with a maximum of one year experience were only 8(2.3%). Majority, 114(32.4%) were diploma holders, 91(25.9%) were certificate holders, 70(19.9%) were degree holders and 38(10.8%) were masters and Phd holders. It can be noted that a larger percentage of respondents qualification of diploma and above hence educated.

#### **4.4 Overall Model Results**

The primary aim of this study was to examine the impact of talent retention on organizational efficiency within the sugar enterprises located in the Western circuits of Kenya. Hence, in accordance with the primary research purpose, the utilization of multiple regression analysis was employed to examine cross-sectional data. The model is depicted as illustrated. The equation is represented as  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$ . In this model, the dependent variable (Organizational Efficiency) is represented by Y. The independent variables are represented by X1 (Competitive Remuneration), X2 (Competency Training), and X3 (Years of Work Experience). The coefficient  $\beta_0$  represents the Y intercept in the equation, while the coefficient  $\beta_1$  represents the size and direction of the causal effect of X1 (Competitive Remuneration) on Y (Organizational Efficiency), which is the independent and dependent variable, respectively. The coefficient  $\beta_2$  signifies the magnitude and direction of the impact of the independent variable X2, which pertains to Employee Management, on the dependent variable Y, denoting Organizational Efficiency. Similarly, the coefficient  $\beta_3$  represents the magnitude and

direction of the influence of the independent variable X3, which corresponds to Years of Work Experience, on the dependent variable Y, also representing Organizational Efficiency. Lastly, the symbol  $\varepsilon$  denotes the residual term within the equation. The overall model findings are displayed in Table 4.3.

**Table 4. 3: Summary Model Results on the Influence of Talent Retention on organizational efficiency**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.747 <sup>a</sup>	.558	.554	.30268	.558	146.579	3	348	.000

a. Predictors: (Constant), mean work experience, mean competency training, mean competitive remuneration

The findings shows that there is s significant multiple correlation between talent retention and organizational efficiency (R=.747). The R square value (0.558) is the result of squared R value, which is the coefficient of determination implying that talent retention accounts for 55.8% variance in organizational efficiency when this value is multiplied by 100 percent. Adjusting this value yields an Adjusted R square value of 0.554. This means that the reduction, which is shrinkage is 4 percent. The adjusted value shows the variance in organizational efficiency accounted for by talent retention after controlling for over-estimation. The findings also shows a small standard error of the estimate thus implying that the results were more accurate with small errors that are permissible. This means that talent retention accounts for a significant amount of variance in organizational efficiency. The overall model findings are significant, which is well presented in the analysis of variance Table 4.4

**Table 4. 4: Analysis of Variance Table showing Model Fitness**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.285	3	13.428	146.579	.000 <sup>b</sup>
	Residual	31.881	348	.092		
	Total	72.166	351			

a. Dependent Variable: mean organizational efficiency  
b. Predictors: (Constant), mean work experience, mean competency training, mean competitive remuneration

Table 4.4 shows the analysis of variance results which shows that the model was significant,  $F(3, 348)=146.579$ ,  $p<.05$ , at 95% confidence interval implying that the error value was very small, that is, less than 5%. Degrees of freedom (df) indicates the number of independent variables, while the value 348 was obtained by taking the sample response less the number of independent variables and also less one. Hence, these findings suggest that the model's accuracy was not a random occurrence, but rather a consequence of meticulous calibration. Hence, the model has statistical significance, providing sufficient evidence to reject the null hypothesis. The model's coefficient values on the impact of each subscale of talent retention, namely competitive remuneration, competency training, and work experience, are also displayed in Table 4.5..

**Table 4. 5 Model Coefficients on Effect of talent retention on Organizational Efficiency**

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.274	.143		1.920	.056
	mean competitive remuneration	.236	.044	.232	5.416	.000
	mean competency training	.288	.032	.341	9.068	.000
	mean work experience	.451	.049	.403	9.266	.000

a. Dependent Variable: mean organizational efficiency



From the findings, it emerged that all the determinants significantly contribute to organizational efficiency. However, work experience had the strongest significant contribution ( $\beta=.403$ ,  $p<.05$ ) followed by competency training, ( $\beta=.341$ ,  $p<.05$ ) and finally competitive remuneration ( $\beta=.232$ ,  $p<.05$ ). These findings imply that a one unit increase in work experience of employees, that is in terms of years, then organizational efficiency improves by a magnitude of 0.403, This is also same for competency training and competitive remuneration which leads to improvement in organizational efficiency by magnitudes of 0.341 and 0.232 units respectively. These findings can also be presented in model equation using unstandardized coefficients.

$$Y=0.274+0.236X_1+0.288X_2+0.451X_3$$

This equation can be interpreted in terms of change in slope of y on x , that is organizational efficiency on each of the determinants, such that the coefficient 0.236 is the change in slope of organizational efficiency on competitive remuneration. Therefore without standardization and holding other determinants constant, one unit change in competitive remuneration increases organizational efficiency by 0.236 units, similarly, one unit increase in competency training and work experience enhances organizational efficiency by magnitudes of 0.288 and 0.451 respectively. It can thus be concluded that talent retention has a positive and significant effect on organizational efficiency. Specific findings for each of the study objectives are presented in the subsequent sections.

#### **4.5 Competitive Remuneration and organizational Efficiency**

Participants were requested to express their level of agreement with the statements that comprised the competitive remuneration subscale. Each statement was assigned a numerical range, with 1 representing "Strongly Disagree," 2 representing "Disagree," 3 representing

"Neither," 4 representing "Agree," and 5 representing "Strongly Agree." The results are displayed in Table 4.6 provided below.

**Table 4. 6: Rating on Competitive Remuneration**

Competitive Remuneration	1	2	3	4	5	M	STD
My total financial reward is better compared to that of employees in other companies.	144(40.9)	116(33)	56(15.9)	28(8)	8(2.3)	2.0	1.05
My company's compensation system is competitive, with fair salaries and packages.	84(23.9)	148(42)	100(28.4)	12(3.4)	8(2.3)	2.2	0.91
Compensation and reward policy in my company comprises both financial and non-financial.	48(13.6)	176(50)	100(28.4)	4(1.1)	24(6.8)	2.4	0.97
An equitable system controls salaries and annual allowances.	84(23.9)	184(52.3)	48(13.6)	28(8)	8(2.3)	2.1	0.94
Employees are satisfied with the company's promotion and recognition programs.	16(4.5)	180(51.1)	96(27.3)	48(13.6)	12(3.4)	2.6	0.90
When workers produce high-quality work, they receive favorable recognition.	16(4.5)	184(52.3)	88(25)	56(15.9)	8(2.3)	2.6	0.89
I have security and stability at my work and not planning to leave any sooner.	12(3.4)	108(30.7)	176(50)	40(11.4)	16(4.5)	2.8	0.84
Promotions in my company are based on merit.	100(28.4)	136(38.6)	84(23.9)	28(8)	4(1.1)	2.1	0.96

From the findings, majority of employees, 144(40.9%) strongly disagreed that their total financial reward is better compared to that of employees in other companies, a statement that had a low mean rating ( $M=2.0$ ,  $STD=1.05$ ) with large standard deviation. This implies that respondents disagreed on better reward, which is indicative of poor reward. One hundred and forty eight, that is 42.0% of the respondents disagreed that their company's reward system is competitive, fair salary and equitable package. These were also supported by 84(23.9%) of the participants who strongly disagreed thus affirming that there was low rating ( $M=2.2$ ,  $STD=.91$ ) on competitiveness of company's reward system, its fairness and equitability. The findings further revealed that majority, 176(50.0%) of the respondents disagreed that compensation and reward policy in their company included both financial and non-financial, with low mean and standard deviation ( $M=2.4$ ,  $STD=.97$ ). Control of salaries and allowances by fair system also received a low rating ( $M=2.1$ ,  $STD=.94$ ) with majority, 184(52.3%) confirming by disagreeing and 84(23.9%) strongly confirming as well. From the findings, it also emerged that employees were dissatisfied with promotion and recognition of the company as indicated by majority, 180(51.1%) and 16(4.5%) and a low mean and standard deviation ( $M=2.6$ ,  $STD=0.90$ ).

Majority of the respondents, 184(52.3%) disagreed that employees are given positive recognition when they produce high quality work. This also received a low mean and standard deviation ( $M=2.6$ ,  $STD=0.89$ ). The findings also shows that majority, 136(38.6%) disagreed that promotion in their company was based on merit, and were supported by 100(28.4%) who strongly disagreed. The mean on this statement was also low ( $M=2.1$ ,  $STD=.96$ ). This means that the company based its promotion on many other factors. Finally, the findings shows that majority, 108(30.7%) disagreed that they have security and stability at their work and not planning to leave any sooner. However, the rating on this statement was slightly high ( $M=2.8$ ,

STD=.84) implying that they were somehow stable and not planning on leaving, perhaps because of failure to secure other jobs.

Further analysis was carried out to establish the individual influence of competitive remuneration on organizational efficiency at sugar companies in Western circuit, Kenya. The findings are presented as shown in Table 4.7

**Table 4. 7 Overall Model Summary on Effect of Talent Retention on Organizational Efficiency**

<b>Model Summary</b>									
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	.540 <sup>a</sup>	.292	.290	.38219	.292	144.043	1	350	.000
a. Predictors: (Constant), mean competitive remuneration									
<b>Coefficients<sup>a</sup></b>									
Model		Unstandardized Coefficients		Std. Error	Standardized Coefficients	t	Sig.		
		B			Beta				
1	(Constant)	1.486		.145		10.251			.000
	competitive remuneration	.549		.046	.540	12.002			.000
a. Dependent Variable: mean organizational efficiency									

The findings shows that there is a significant multiple correlation between competitive remuneration and organizational efficiency (R=.540, p<.05). Squaring the R value, we obtain an R square value (Coefficient of determination). Therefore from the findings, competitive remuneration accounts for 29.2% variance in organizational efficiency (R Square=.292,p<.05), findings that are significant, F(1,350)=144.04, p<.05. This means that competitive remuneration has a significant effect on organizational efficiency. Further examination of the model coefficient results shows that competitive remuneration has a positive and significant effect on organizational

efficiency ( $\beta=.540$ ,  $p<.05$ ). Therefore improvement in employee remuneration improves organizational efficiency by a magnitude of 0.540 units based on the scales used. It can thus be concluded that competitive remuneration has a positive and significant influence on organizational efficiency. These findings are in line with those of Okpara (2014) who asserts that remuneration package has a ripple effect on accelerated organizational efficiency in production lines among many companies. Kidagisa and Mukanzi, (2017) also attributed more efficient organizations to better employee remuneration, which could implies that the organization takes good care of their employees. Whereas this practice is important and also promising in the current study, there is still low employee remuneration, which implies that the organizational efficiency among sugar industries is low.

#### **4.6 Competency Training and Organizational Efficiency**

The study's second objective aimed to assess the impact of competency training on organizational efficiency within sugar firms located in the Western circuit of Kenya. The measurement of competency training was conducted by assessing respondents' ratings on a five-point Likert scale. Participants were requested to express their level of agreement with the statements pertaining to competency training. Each statement was assigned a numerical value ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The results are provided in Table 4.8 as depicted below.

**Table 4. 8: Competency Training Rating**

Competency Training	1	2	3	4	5	M	STD
Career development policies in my company are made known to employees and applied to develop their talents.	216(61.4)	80(22.7)	40(11.4)	12(3.4)	4(1.1)	1.6	.90
Employees are satisfied and appreciate how they are trained which makes them efficient at work.	16(4.5)	104(29.5)	184(52.3)	44(12.5)	4(1.1)	2.8	.77
The management ensures that workers are well trained on production lines and job performance.	8(2.3)	28(8)	96(27.3)	116(33)	104(29.5)	3.8	1.03
Work schedule in my company are flexible enough to allow employees participate in trainings and education development.	20(5.7)	16(4.5)	60(17)	192(54.5)	64(18.2)	3.8	.99
Our training culture encourages employees to continue working for the company.	12(3.4)	148(42.0)	148(42.0)	36(10.2)	8(2.3)	2.7	.80
The trainings done by the organization are relevant to the task assign to employees and technology available.	8(2.3)	112(31.8)	192(54.5)	28(8)	12(3.4)	2.8	.76
Our new employee induction procedures encourages employee to continue working for the company.	28(8)	124(35.2)	180(51.1)	16(4.5)	4(1.1)	2.6	.75
Training both management and employees result into efficiency of the organization.	44(12.5)	216(61.4)	48(13.6)	28(8)	16(4.5)	2.3	.95

From the findings, majority, 216(61.4%) of the respondents strongly disagreed that career development policies in their company were made known to employees and applied to develop their talents. The findings also shows that 80(22.7%) of the respondents also disagreed on the same, and the overall rating on the statement was very low (M=1.6, STD=.90) which implies that

career development policies among sugar companies are not made known to the employees and neither are they applied to develop their talents. Majority of the respondents, 184(52.3%) remained neutral on their satisfaction and appreciation on how they are trained to be efficient at work. However, 104(29.5%) disagreed and 16(4.5%) strongly disagreed on this. A moderate mean ( $M=2.8$ ,  $STD=.77$ ) was obtained, with a low standard deviation as well, implying that respondents rating did not have much variance from the mean hence this practice was not very clear among the sugar companies.

The rating on employee training culture to encourage them to continue working for the company received average rating ( $M=2.8$ ,  $STD=.80$ ) with majority, 148(42.0%) of them either disagreeing or remaining neutral. This means that the sugar companies were neutral or daring on training culture to encourage employees continue working for the company. It however emerged that the managers ensured that workers were well trained on production lines and job performances as indicated by high rating ( $M=3.8$ ,  $STD=3.8$ ,  $STD=1.03$ ) although with high standard deviation indicative of variance of some responses from the average rating. The high mean was also affirmed by majority of the respondents, 116(33.0%) who agreed and 104(29.5%) who strongly agreed. Finally, the findings shows that work schedule in sugar companies were flexible enough to allow employees participate in trainings and education development as revealed by majority, 192(54.5%) of the respondents who agreed and 64(18.2%) who strongly agreed. The statement also received a high rating ( $M=3.8$ ,  $STD=.99$ ) which implies that this was highly practiced among the sugar companies.

In order to test the null hypothesis for the effect of single independent variable (competency training) on organizational efficiency, a simple linear regression model was conducted where

organizational efficiency scale was regressed against the competency training. The findings are presented as shown in Table 4.9.

**Table 4. 9: Effect of Competency training on Organizational efficiency**

<b>Model Summary</b>									
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	.520 <sup>a</sup>	.270	.268	.38788	.270	129.679	1	350	.000
a. Predictors: (Constant), mean competency training									
<b>Coefficients<sup>a</sup></b>									
Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.			
	B	Std. Error	Beta						
1	(Constant)	1.990	.109		18.239	.000			
	competency training	.439	.039	.520	11.388	.000			
a. Dependent Variable: mean organizational efficiency									

From the findings, it emerged that there was a moderate coefficient of determination (R Square=.270,  $p < .05$ ) which implies that competency training accounts for a significant variance in organizational efficiency (R Square=.270,  $p < .05$ ). This means that out of 100%, competency training accounts for 27%. Using the model coefficient results, it emerged that competency training has a positive and significant effect on organizational efficiency ( $\beta = .520$ ,  $p < .05$ ). This means that for every one unit improvement in competency training, organizational efficiency improves by a magnitude of 0.520 units. Hence it can be concluded that competency training positively influences organizational efficiency. Thus the better the competency training employees undergo, the more the organization becomes efficient. These findings agree with those of Thompson, (2019), who asserts that competency training play a role in actualization of organizational goals by balancing the interest of employees and that of an organization. Such organizations which practice competency based training register improved productivity, improvement in quality work,



enhanced knowledge and skills, positive attitude towards work, efficient use of organizational resources, reduced employee turnover and optimum use of human resource who help in achieving the organizational goals together with the individual goals of employees.

#### **4.7 Years of Work Experience and Organizational Efficiency**

The third objective of the study was to establish the influence of years of work experience on organizational efficiency at sugar companies in Western circuit, Kenya. The first step was to establish respondents rating on years of work experience and related aspects of experience. Therefore respondents were asked "To what extent do you agree with the following statements?" Each statement was assigned a range of values, with 1 representing "Strongly Disagree," 2 representing "Disagree," 3 representing "Neither," 4 representing "Agree," and 5 representing "Strongly Agree." The results are displayed in Table xx, utilizing frequency counts, percentages, averages, and standard deviations.

**Table 4. 10: Rating on Years of Work Experience**

Years of Work Experience	1	2	3	4	5	M	STD
Managers and employees have relevant work experience in their jobs.	12(3.4)	16(4.5)	4(1.1)	48(13.6)	272(77.3)	4.6	.98
Employees who have more work experience are definitely faster in work and do not have to adapt to the task.	8(2.3)	80(22.7)	152(43.2)	100(28.4)	12(3.4)	3.1	.86
My company cares about employees who have worked for long in the company.	36(10.2)	168(47.7)	120(34.1)	12(3.4)	16(4.5)	2.4	.89
Employer outsource for employees with longer years of work experience and competency.	16(4.5)	48(13.6)	208(59.1)	72(20.5)	8(2.3)	3.0	.78
Employees always prioritize professional attitude at work.	4(1.1)	140(39.8)	108(30.7)	88(25)	12(3.4)	2.9	.91
Employees who already have more year of work experience better understand what to do when faced with problem compared to those with less years of work experience.	24(6.8)	132(37.5)	120(34.1)	68(19.3)	8(2.3)	2.7	.93
Company usually retains employees with long years of work experience.	168(47.7)	80(22.7)	64(18.2)	24(6.8)	16(4.5)	2.0	1.16

From the findings, majority of the respondents, 272(77.3%) strongly agreed that managers and employees have relevant work experience in their jobs and were supported by 48(13.6%) who agreed. This also received a high rating (M=4.6, STD=.98) implying that sugar companies managers had relevant work experience. The findings also indicates that employees who have more work experience are definitely faster in work and do not have to adapt to the task as revealed by a high mean (M=3.1, STD=.86) although majority, 152(43.2%) remained neutral and 100(28.4%) of the employees agreed. It also emerged that employer outsourced for employees with longer years of work experience and competency. They also prioritized professional attitude

at work as indicated by a high mean ( $M=2.9$ ,  $STD=.91$ ), although majority, 140(39.8%) of the respondents disagreed while 108(30.7%) remained neutral.

On the contrary, other areas of experience received low ratings. For instance, majority of the respondents, 168(47.7%) disagreed that their company cared about employees who had worked for long in the company, and this had a low rating ( $M=2.4$ ,  $STD=.89$ ). It also emerged that majority, 132(37.5%) of the employees disagreed that that employees who already have more year of work experience better understand what to do when faced with problem compared to those with less years of work experience. This received a low rating ( $M=2.7$ ,  $STD=.93$ ), implying that solving of problems does not necessarily depend on the years of work experience. Finally, from the findings, majority, 168(47.7%) of the respondents strongly disagreed that company usually retains employees with long years of work experience and 80(22.7%) disagreed. There was a low rating ( $M=2.0$ ,  $STD=1.16$ ) although with high standard deviation implying that sugar companies do not necessarily retain employees due to long years of work experience. There were other factors that they considered for them to retain employees.

#### **4.8 Organization Efficiency**

To assess the organizational efficiency, the study came up with three sub scales or indicators of organizational efficiency. These entailed customer satisfaction, tons crushed and delivered and cost reduction. Respondents were therefore asked to rate the extent to which they agreed agree with statements on organizational efficiency. Each statement was assigned a range of values, with 1 representing "Strongly Disagree," 2 representing "Disagree," 3 representing "Neither," 4 representing "Agree," and 5 representing "Strongly Agree." The results are displayed in Table xx, utilizing frequency counts, percentages, averages, and standard deviations.

**Table 4. 11 Rating on Organizational Efficiency**

<b>Customer Satisfaction</b>	1	2	3	4	5	M	STD
There are no many complains with our products.	224(63.6)	84(23.9)	4(1.1)	28(8)	12(3.4)	1.6	1.07
Our customers are loyal to our quality brand.	8(2.3)	8(2.3)	112(31.8)	140(39.8)	84(23.9)	3.8	0.90
The people we serve like our services	8(2.3)	8(2.3)	52(14.8)	200(56.8)	84(23.9)	4.0	0.83
We meet TAT requirements of customers.	8(2.3)	40(11.4)	244(69.3)	48(13.6)	12(3.4)	3.0	0.69
<b>Production &amp; delivery</b>							
There are minimal accidental cases and incidences.	8(2.3)	12(3.4)	56(15.9)	136(38.6)	140(39.8)	4.1	.94
We save many tons per an hour of production	80(22.7)	140(39.8)	100(28.4)	20(5.7)	12(3.4)	2.3	.99
We are competitive in market	8(2.3)	140(39.8)	136(38.6)	60(17)	8(2.3)	2.8	.84
Company has ability to supply orders for customers in time and meet targets.	8(2.3)	84(23.9)	184(52.3)	60(17)	16(4.5)	3.0	.83
<b>Cost Reduction</b>							
Company reduces wage bill and maximizing income.	8(2.3)	12(3.4)	72(20.5)	112(31.8)	148(42.0)	4.1	.98
There has been reduced cost of production.	8(2.3)	40(11.4)	196(55.7)	100(28.4)	8(2.3)	3.2	.74
Company has been able to reduce costs associated with employee turnover.	36(10.2)	144(40.9)	104(29.5)	60(17)	8(2.3)	2.6	.96
Company enhances operational efficiency.	8(2.3)	0(0.0)	64(18.2)	168(47.7)	112(31.8)	4.1	.84

The first indicators of organizational efficiency were customer satisfaction which had several items. From the findings, majority, 224(63.6%) of the respondents strongly disagreed that there were no many complains with the company's products and this received a very low rating (M=1.6, STD=1.07). The findings however revealed a high rating (M=3.8, STD=.90) on loyalty of customers to the quality of brand and was affirmed by majority, 140(39.8%) of the respondents who agreed and 84(23.9%) who strongly agreed. There was also liking of services by the people they served (M=4.0, STD=.83), also indicated by majority, 200(56.8%) of the respondents. Sugar companies averagely met the TAT requirements of their customers.

The second indicators of organizational efficiency were production and delivery. Majority of the respondents, 140(39.8%) strongly agreed and 136(38.6%) agreed that there were minimal accidental cases and incidences, which received a high rating (M=4.1, STD=.94). Averagely, (M=3.0, STD=.83) the companies had the ability to supply orders for customers in time and meet targets. The findings however shows that the companies were less competitive in the market, (M=2.8, STD=.84), which was also shown by majority, 140(39.8%) of the respondents who disagreed on the competitiveness of the companies in the market. Finally, majority of the respondents, 140(39.8%) disagreed and 80(22.7%) strongly disagreed that they saved many tons per an hour of production, which was also shown by a low rating (M=2.3, STD=.99). From these findings, it can be noted that sugar companies had put efforts in their efficiency through production and delivery.

The final indicator of organizational efficiency was cost reduction. From the first item, majority of the respondents, 148(42.0%) strongly agreed that company reduces wage bill and maximizes income, and were supported by 112(31.8%) respondents who agreed, and the mean was high

(M=4.1, STD=.98). According to a high rating (M=3.2, STD=3.2), there has been reduced cost of production, although 196(55.7%) remained neutral on this and 100(28.4%) agreed. The findings also shows that the companies enhanced operational efficiency according to the high rating (M=4.1, STD=.84) and majority, 168(47.7%) of the respondents who agreed and 112(31.8%) who strongly agreed. However, majority of the respondents, 144(40.9%) disagreed that the company has been able to reduce costs associated with employee turnover, and were affirmed by 36(10.2%) who strongly disagreed. The mean was also low (M=2.6, STD=.96) implying that costs associated with employee turnover were not fully reduced by the company.

Further analysis was carried out to establish the single independent influence of years of work experience on organizational efficiency. Therefore organizational efficiency was regressed against the years of work experience scale and the findings presented in Table 4.12 below.

**Table 4. 12: Effect of years of work experience on Organizational Efficiency**

<b>Model Summary</b>									
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	.633 <sup>a</sup>	.401	.400	.35136	.401	234.576	1	350	.000
a. Predictors: (Constant), mean work experience									
<b>Coefficients<sup>a</sup></b>									
Model				Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
				B	Std. Error	Beta			
1	(Constant)			1.020	.144		7.071		.000
	mean work experience			.708	.046	.633	15.316		.000
a. Dependent Variable: mean organizational efficiency									

The results of the study revealed that work experience duration explained 40.1% of the variability in organizational efficiency (R Square = .401, P < .05). This implies that, when considering a total of 100%, the proportion of variance in organizational efficiency that can be attributed to years of work experience alone is approximately 50%. Additional results obtained from analyzing the model coefficients indicated that the variable of years of work experience exhibited a noteworthy and favorable impact on organizational efficiency ( $\beta=.633$ ,  $p<.05$ ), surpassing the effects of other factors. Hence, it can be inferred that an increase of one unit in years of work experience is associated with a corresponding improvement of 0.633 units in organizational efficiency, as indicated by the subscale utilized. Therefore the null hypothesis was rejected an alternative hypothesis, which states that years of work experience have a positive an significant influence on organizational efficiency adopted. It can thus be concluded that years of work experience have a positive and significant influence on organizational efficiency. These findings echoes those of Hunter, (2017) who stresses that the knowledge and experience acquired after performing a task is most significant in driving a company through creating efficiency in the organizational processes. The findings also agree with those of Ochonma and Nwodoh, (2018) who affirms that employees with more years of work experience can positively contribute to organizational efficiency.

### **Overall model Results**

In order to determine the overall contribution of talent retention on efficiency, a standard multiple regression model was carried out. Efficiency was regressed against all the three variables, that is competitive remuneration, competency training and work experience. The findings are presented as shown in Table 4.13.

**Table 4. 13: Overall Model Results**

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	.747 <sup>a</sup>	.558	.554	.30268	.558	146.579	3	348	.000

a. Predictors: (Constant), mean work experience, mean competency training, mean competitive remuneration

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.274	.143		1.920	.056
	competitive remuneration	.236	.044	.232	5.416	.000
	competency training	.288	.032	.341	9.068	.000
	Work experience	.451	.049	.403	9.266	.000

a. Dependent Variable: mean organizational efficiency

a. Dependent Variable: mean organizational efficiency

From the findings, it emerged that there was a high coefficient of determination (R Square=.558,  $p < .05$ ) which implies that talent retention accounts for 55.8% variance in organizational efficiency. Work experience had the strongest significant contribution ( $\beta = .403$ ,  $p < .05$ ), followed by competency training ( $\beta = .341$ ,  $p < .05$ ) and finally competitive remuneration ( $\beta = .232$ ,  $p < .05$ ). This means that out of 100%, talent retention accounts for 55.8%. This means that for every one unit improvement in competency training, organizational efficiency improves by a magnitude of 0.341 units, 0.403 units for work experience and 0.232 units for competitive remuneration. Hence it can be concluded that talent retention positively influences organizational efficiency.

The findings can also be presented using the format below;



$$Y=0.274+0.236X_{\text{competitive\_renumeration}}+0.288X_{\text{competitive\_training}}+0.451X_{\text{work\_experience}}$$

The unstandardized coefficients of the model provide insights into the influence that individual factors exert on organizational efficiency. Thus, it can be inferred that each variable examined in this research demonstrates a significant and favorable impact on the effectiveness of the organization.

## CHAPTER FIVE

### CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter provides a comprehensive overview of the study's findings, draws inferences based on these findings, and offers recommendations and suggestions for future research in alignment with the study's objectives. The primary aim of this study was to examine the impact of talent retention on organizational efficiency within the sugar enterprises located in the Western circuits of Kenya.

#### 5.2 Summary of Findings

The first objective of the study sought to establish the influence of competitive remuneration on organizational efficiency at sugar companies in Western circuit, Kenya. Competitive remuneration had a low rating, which meant that there was little remuneration for the employees in the sugar industry. Using simple linear regression model, the findings revealed that competitive remuneration had a positive and significant effect on organizational efficiency and accounted for a significant variance. Standard multiple regression model revealed that competitive remuneration had the least contribution as compared to other predictors.

The second objective of the study sought to determine the influence of competency training on organizational efficiency at sugar companies in Western circuit, Kenya. The findings revealed that competency training schedule was flexible and particularly for production lines. However, other areas of competency training were not every effective. Using simple linear regression model, the findings revealed that competency training had a significant effect on organizational efficiency.

Standard multiple regression model revealed that competency training had the second highest positive contribution to organizational efficiency.

The final objective of the study was to establish the influence of years of work experience on organizational efficiency at sugar companies in Western circuit, Kenya. Years of work experience were highly rating as compared to other predictors. It was discovered that managers and employees had relevant work experience according to the majority of the respondents. The findings using simple linear regression model revealed that years of work experience had a moderate and significant effect on organizational efficiency. Using standard multiple regression model, it was established that years of work experience had the highest significant contribution to organizational efficiency.

### **5.3 Conclusions**

Competitive remuneration is important to the performance of employees as it stands out to be one of the motivating factors and a measure of their welfare. Consequently, it results to better organizational performance, which could be in terms of organizational efficiency. From the current findings, it can be concluded that there is low remuneration, however, competitive remuneration has a positive and significant effect on organizational efficiency . Competitive remuneration also accounts for a significant amount of variance in organizational efficiency. Therefore the null hypothesis that competitive remuneration does not have a significant influence on organizational efficiency is rejected. The study thus concludes that competitive remuneration has a positive and significant influence on organizational efficiency in the sugar industry.

From the second objective of the study, it was noted that there is relevant training among managers and employees. However, training is only efficient in line with production in the company.

Training, if well enhanced, it can highly influence organizational efficiency. There is generally low competency training among the sugar industries irrespective of its capability of placing employees in a capacity to perform well. The null hypothesis that competency training does not have a significant influence on organizational efficiency was rejected and an alternative hypothesis which states that there is a positive and significant influence of competency training on organizational efficiency.

From the last objective of the study, it was discovered that the more the years of work experience, the more efficient the organizations become. Sugar industries have not fully staffed with very highly experience employees with more working years. Therefore there is still low level of experience, which consequently improves the organizational efficiency although not to a satisfactory level. The null hypothesis that years of working experience does not have a significant influence on organizational efficiency was rejected and an alternative hypothesis which states that years of work experience has a positive and significant influence on organizational efficiency adopted.

#### **5.4 Recommendations**

From the findings of the study, a few recommendations were made, regarding the specific objectives of the study. From the low influence of competitive remuneration on organizational efficiency, it can be recommended that sugar industry revises its employees modes of remuneration so as to motivated them. This will enhance the efficiency or the sugar industry.

Secondly, based on the low influence of competency training on organizational efficiency, the study recommends improvement of the training among the sugar industry. There should also be

training in other sectors apart from production only as this will balance efficiency in all the organizational areas.

Finally, the study recommends that the sugar industry should retain employees with more years of work experience or when hired, should improve their experience so as to be well experience for organizational efficiency.

### **5.5 Suggestions for further studies**

Based on the study findings, the following further studies can be done;

- i. Extension of studies on effect of competitive remuneration on organizational efficiency to other sectors of production such as maize, wheat or bakery industry, hospitality among others
- ii. A study should be carried out on the moderating role of competency training on the relationship between on-job acquired skills and employee performance in the sugar industry.
- iii. A study can be carried out on the effect of actual years of work experience on employee flexibility to deliver in the sugar industry.

### **5.6 Contribution of the Study**

The study may contribute to academia and research field by acting as literature for other researchers who may advance their research in the same field in continental Africa. The study findings will also provide the employees of the sugar companies with an insight of the need to improve on their efficiency and full production capacity in their duty

## REFERENCES

- Achayo, M. S. (2016). Factors influencing performance management at National Government of Mumias Sub County. *Doctoral Dissertation, COHRED JKUAT*.
- Aggarwal, A., Jaisinghani, D., & Nobi, K. (2022). Effects of organizational justice and support on organizational commitment and employee turnover intentions: the mediating role of employees. *International Journal of Quality and Services Science*.
- Ahmed, A., Atif, M., Khan, M., & Ahmed, Z. (2020). Impact of training on employee retention, professionalism and self efficiency. *International Journal of Information, Business and Management, 14*(1).
- Akter, H., Ahmed, W., & Sentosa, I. (2020). Crafting employee engagement through talent management practices in Telecom Sector, Malaysia.
- Akuoko, K. O. (2017). Performance appraisal as employee motivation mechanism in selected financial institutions in Kumasi Ashanti Region Ghana. *International Journal of Multidisciplinary Research, 2*(6).
- Albanchez , J. S., Bronano, S.-G., & Serpa, S. (2022). Organizational support and turnover intentions in the Spanish IT Consultancy Sector: Role of organizational commitment. *Cogent Social Sciences, 8*(1).
- Arfin, S., & Putra, A. R. (2020). Employee performance development through work experience, work ethics and compensation. *Journal of Business and Management, 22*(7), 39-45.
- Arifin, A., Khan , A. H., & Yunus, M. (2019). The effect of empowerment and motivation on job satisfaction and employee performance of public administration and planning bureau of the State Islamic University. *International Joint Conference on Science and Technology*.
- Aruna, M., & Anitha, J. (2015). Employee Retention Enablers: Generation Y Employees. *SCMS Journal of Indian Management, 12*(3), 94.
- Boadi, B. (2016). Performance appraisal and employee development in the civil service in the greater Accra Metropolis. *Thesis Dessertation, University of Cape Coast*.
- Brymann, A., & Bell, E. (2007). *Business Research Methods* (Second Edition ed.). Oxford.
- Burgess, R. L., & Huston, T. L. (2013). *Social exchange in developing relationships*. New York: Academic Press.
- Caesar, K. K. (2018). Effects of performance appraisal on employee motivation in two publishing firms. *Thesis Dessertation, Ashesi University College*.

- Cascio, W. F. (2014). Leveraging employer branding performance management and human resource development to enhance employee retention. *Human Resource Development International*, 17(2), 121-128.
- Chebet, J. (2016). Determinants of employees' performance in the county governments of Kenya, a case of Bungoma County. *Thesis Dessertation, University of Nairobi of Nairobi*.
- Chebet, M. K. (2019). Influence of employee retention practices on employee performance in disciplined services: a case of administration police service Nyandarua County. *Doctoral Dissertation, Kenyatta University*.
- Chelangat, H. (2020). Employee retention practices and organizational productivity in Savings and Credit Co-operative Societies in Kericho County.
- Chemutai, E. (2018). Talent management strategies and employees productivity in public sugar companies in Kisumu County, Kenya. *International Journal of Innovative Research & Advanced Studies*, 5(5).
- Chiamaka, O. J., Stephen, E. I., & Collins, I. N. (2020). Leader member exchange and transformational leadership style: A prediction to thriving at work. *Asian Journal of Advanced Research Publications*, 12(8), 37-43.
- Cooper, R. D., & Schindler, S. P. (2016). *Business Research Methods* (7th ed.). New York: Irwin & McGraw Hill.
- Dhanraj, D., & Parumasur, S. (2014). Employee perception of job characteristics and challenges of job rotation. *Corporate Ownership and Control*, 12(1).
- Dokko, G., Wilk, S. L., & Rothbard, N. P. (2019). Unpackaging prior experience: How career history affect job performance. *Organization Science*, 20(1), 51-68.
- Elsafty, A., & Oraby, M. (2022). The impact of training on employee retention: An empirical research on the private sector in Egypt. *International Journal of Business and Management*, 17(5), 1833-8119.
- Enayat, T., Ardebili, M. M., Kivi, R. R., & Amjadi, B. (2022). A computational approach to Homans Social Exchange Theory. *Physica A: Statistical Mechanics and its Application*, 597, 127-263.
- Erica, K. (2016). Effects of talent management practices on employee performance among real estate companies in Kenya: A case of Suraya Proerty Group. *Doctoral Dissertation USIU - Africa*.
- Faizal, M., Faryaz, U., Ali, Q., & Khan, S. (2021). Impact and analysis of performance appraisal on employee's motivation and its effect on employee retention in banking sector in Covid -19. *European Business & Management*, 7(5), 133-151.
- Flegl, M., Depoo, L., & Alcazaar, M. (2022). The impact of employees training on their performance improvement. *Quality Innovation Prosperity*, 26(1).

- Ghani, B., Zada, M., Memon, K. R., & Ullah, R. (2019). Challenges and strategies for employee retention in the hospitality industry: A review. *Sustainability*, 14(5), 2885.
- Hamidi, S. M. (2019). Performance appraisal and its effects on employees motivation, a case study of Afghan Wireless Communication Company in Kabul. *International Journal of Science and Research*, 8(9).
- Hunter, D. L. (2017). Using work experience to predict job performance: Do more years matter?
- Ibeogu, P. H., & Ozturen, A. (2015). Perception of justice in performance appraisal and effect on satisfaction : empirical findings from Northern Cyprus Banks. *Procedia Economic & Finance*, 23, 964-969.
- Idowu, A. O. (2017). Effectiveness of performance appraisal system and its effects on employee motivation. *Nile Journal of Business and Economics*, 5(3), 15-39.
- Iklila, R. (2019). Correlation of level of education and working experience on the performance of civil servants on civil service personnel agency education and training. *European Journal of Human Resource Management Studies*, 3(2).
- Iqbal, J., Asghar, A., & Asghar, M. Z. (2022). Effect of despotic leadership on employee turnover intention: Mediating toxic workplace environment and cognitive distractions in academic institutions. *Behavioral Science*, 12(125).
- Iqbal, N., Ahmed, N., Haider, Z., & Batool, Y. (2013). Impact of performance appraisal on employees' performance involving the moderating role of motivation. *Arabian Journal of Business and Management*, 3(1).
- Jalal, H., & Putri, R. (2015). Examining the effects of employee empowerment, team work and employee training on job satisfaction. *Procedia Social and Behavioral Science*, 21(3), 272-282.
- KBS. (n.d.). Kenya Sugar Board (2015-2018) Year Book of Sugar Statistics: Kenya Sugar Board, Nairobi.
- Kidagisa, F. C., & Mukanzi, C. (2017). Influence of employee compensation on employee performance at selected sugar companies at Western Kenya. *The strategic journal of business & change management*, 8(3).
- Kihama, J. W., & Wainaina, L. (2019). Performance appraisal feedback and employees productivity in water and sewerage companies in Kiambu County Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(5), 376-393.
- Kim, J. C. (2017). The effect of work experience and institutional support on job satisfaction among NCAA Coaches. *Thesis Dissertation, Texas A&M University*.
- Kimeu, F. K. (2016). Perceived factors affecting employee performance at Machakos County Government . *Thesis Dissertation, University of Nairobi*.



- Kisang, F., & Kirai, M. (2016). Effects of performance appraisal on employee motivation in Commercial banks, a case of Equity bank Kenya. *International Journal of Advanced Research* , 3(4), 520-542.
- Kothari, C. R. (2004). *Research Methodology, Methods and Techniques*. Nwe Age International Ltd, Publisher.
- Krishna, C., Upadhyay, R. K., & Ansari, K. R. (2021). Transformational leadership and employee retention: A moderated mediation model of intrinsic motivation and perceived organizational support. *International Journal of Learning and intellectual capital*, 19(2).
- Lamphon, S., & Abunar, M. (2019). The impact of performance appraisal on private sector employee motivation in Saudia Arabia. *Palarch's Journal of Archaeology of Egyptology*, 18(12), 171-181.
- Lee, C., Lin, H. S., Seo, D., & Kwak, D.-H. A. (2022). Examining employee retention and motivation: The moderating effect of employee generation. *Evidence-Based HRM: A Global Forum for Empirical Scholarship*.
- Lira, M., Gomes da Silva, V. P., & Viseu, C. (2016). Performance appraisal as a motivational tool in the Portuguese Public Administration. *Portuguese Journal of Finance Management and Accounting*, 3(3).
- Locke, E. A., & Latham, G. P. (1979). *A theory of goal setting and task performance*. Prentice Hall: Englewood Cliffs NJ.
- Locke, E. A., & Latham, G. P. (2006). *A theory of goal setting and task performance* . Cliffs,N.J Englewood: Prentice Hall.
- Maimunah, A. (2020). The influence of performance appraisal towards employee's motivation and productivity in Tribunnews.com, Indonesia. *Thesis Dessertation, Universitas Islam Indonesia*.
- Maingi, A. W. (2014). Managers' perception of the relationship between motivation and performance management at the ministry of Agriculture in Nyandarua County. *Research Dessertation, University of Nairobi*.
- Majau, D. K., & Wanjohi, J. (2019). Factors influencing employee job performance in County Government Departmental Projects, Meru County. *International Academic Journal of Information Science and Project Management*, 3(4), 518-543.
- Malongwe, C. (2005). *Towards an effective self appraisal*. Gaborone Government Printers.
- Maritim, D. K. (2016). Factors influencing motivation of employees in Kenya County Government, Nakuru County. *Thesis Dessertation, Kabarak University*.
- Mati, N. M., & Thomas, M. K. (2019). Overview of Sugar Industry in Kenya and Prospects for Production at the Coast. *Agricultural Science*, 10(11).

- McDaniel , M. A., Schmidt, F. L., & Hunter , J. E. (1988). *The lesson of experience*. Newyork, Lexington.
- Megira, A. A., & Mohammed, A. (2017). The effect of performance appraisal system on employee motivation, a case of commercial bank of Ethiopia, Addis Ababa. *Thesis Dessertation, Addis Ababa University*.
- Mishra , S., & Bhagat, M. (n.d.). Principles of succesful implementation of labor welfare activities. .
- Muchai, H. W., & Makokha, E. N. (2018). Effects of remuneration system on organizational performanc of Teachers Service Commission Kenya. *European Journal of Business Management*.
- Mugenda, O. M., & Mugenda, A. G. (2003). *Research Methods: Quantitative and Qualitative Approaches* . Nairobi: African Centre for Technology Studies.
- Muhammad, F. U. (2013). Role of performance appraisal system on employees motivation. *Journal of Business & Management*, 8(4), 66-83.
- Munene, A. (2013). Influence of performance appraisal system on employee work output among adult education officers in Meru County, Kenya. *Doctoral Dissertation, University of Nairobi*.
- Mwanzo, M. C. (2017). Leadership strategies adopted by West Kenya Sugar company Ltd.
- Ndegwa, M. (2019). Effect of performance appraisal on employee motivation, the case of the National Housing Corporation. *Thesis Dessertation, University of Nairobi*.
- Ndirangu, I. N., & Mbugua, D. (2016). Effects of appraisal system on employee's performance in Athi Water Service Board in Kenya. 2(8).
- Ng, W., & Stuart, T. E. (2022). Acquired employees vesus hired employees: Retained or Turned Over? *Strategic Management Journal*, 43(5), 1025-1045.
- Njagi, C. N., & Muna, W. (2021). Performance management startegies and employee productivity in the Ministry of Water and Irrigation in Nairobi City County , Kenya. *European Journal of Human Resources*, 5(2), 1-18.
- Njogu, I. W. (2017). Effect of employee work experience on performance within Hotel Industry . *Thesis Dessertation*.
- Njogu, I. W. (2017). Effect of employees' work experience on performance within hotel industry; Amber Hotel, Kenya. *Thesis Dessertation, USIU-Africa*.
- Nwadukwe, U. C., & Court, O. T. (2018). Management styls and organizational effectiveness: An appraisal of private enterprise in Eastern Nigeria.

- Nyaboke , P. M. (2019). Assessment of influence of human resource practices on employee retention among selected tea factories in Kisii County .
- Nyang'or, B. O., Mwamba, G., & Kibanga, J. (2022). Effect of leadership styles on employees' motivation: A case of Muhoroni Sugar Company, Kisumu County. *International Journal of Scientific and Research Publication*, 12(8).
- Ochonma , O. G., & Nwodoh, C. O. (2018). Assessing the impact of years of work experience on managers' job performance: Hospital managers perspective in developing country. *International Journal of Advanced Academic Research*, 4(4).
- Ochonma, O., Nwodoh, G., Chijioko, O., & John, A. G. (2018). Assessing the years of work experience on managers' job performance: Hospital managers perspectives in a developing country. *International Journal of Advanced Academic Research*, 4(4).
- Odayo, F. O., Bando, C. A., & Obura, J. (2020). Relationship between performance appraisal and productivity of secondary school teachers in Kisumu County. *Journal of Economic and Management Studies*, 7(2).
- Okello, B., Kidagisa, F. C., & Mukanzi, C. (2020). Influence of selected human resource practices on employee job performance in selected sugar companies in Western Kenya. *International Journal of Recent Research in Social Science and Humanities*, 7(2), 78-96.
- Okpara, J. (2014). Employees' motivation and organizational performance. *International Journal of Human Resource*, 14(6).
- Oluoch, M. A. (2015). Influence of remuneration strategies on business performance of the sugar industries in Western Kenya. *Thesis dissertation, University of Nairobi*.
- Oluta, A. E. (2016). Effectiveness of performance appraisal practices in public secondary schools in Tanzania, a case of public secondary schools in Dodoma municipal council . *Master Dissertation*.
- Omar, K. M., Arbab, A. M., & Abdulrahman, K. M. (2018). Motivation effect on Human Resource Management performance in Bahraini Market Regulatory Authority. *Human Resource Management Research* , 8(2), 34-41.
- Omboi, B. M. (2011). The effect of performance appraisal system on employees in Kenya Tea Development Agency Meru County. *Research Journal of Financial Accounting*, 2(3).
- Ooko, G. O. (2018). Moderating effects of company factors on the relationship between talent management strategies and employees' productivity in private sugar companies in Kakamega County, Kenya.
- Ooko, G. O. (2018). Talent attraction strategy and employees' productivity in private sugar companies in Kakamega County, Kenya. *International Journal of Multidisciplinary and Current Research*., 5(2), 1174-1180.

- Ooko, G. O. (2020). Employee retention practices and organization performance in county governments of Western Kenya. *Doctoral Dissertation, MMUST*.
- Otieno, B. K. (2016). Effects of performance appraisal on employee productivity in the ministry of Agriculture, Homabay County Kenya. *International Journal of Advanced Research*, 4(3), 488-495.
- Owiye, B. A. (2014). A survey of performance appraisal practices in public secondary schools in Ugunja district.
- Oyaro, C. (2017). Factors influencing teachers' attitude towards performance appraisal in public secondary schools in Imenti North Sub-County Kenya. *Thesis Dessertation, University of Nairobi*.
- Prasad, P. (2015). Performance appraisal: An empirical study to understand job satisfaction and motivation of personnel through the system. *International Journal of Engineering and Applied Sciences*, 2(4), 2394-3661.
- Quain , S. (2019). Organizational effectiveness vs organizational efficiency: Managing employees and employee productivity.
- Raboca, H. M., Carbuorean, F., & Goloman, I. N. (2016). Performance appraisal in Romanian Local servants regarding the performance appraisal system. *Managerial challenges of the contemporary society*, 11(1).
- Raooof, M. I. (2019). *International Journal of Research in Social Sciences and Humanities*, 9(6).
- Saeed, R., Nawaz, R., Naeem, A., Rehman, A. U., Mahmood, Z., & Ahmed, M. (2013). Impact of performance appraisal and motivation on employee's output in banking sector of Sahiwal, Pakistan. *World Applied Science Journal*, 26(3), 415-421.
- Sangal, M. K., & Biswas, S. B. (2014). Employee motivation from performance appraisal implications: test of a theory in the software industry in West Bengal India. *Procedia Economic and Finance*, 11(3), 182-196.
- Sarataki, G. (2017). Effective strategic leadership on organizational competitiveness of Sugar Firms in Kenya. *Thesis Dessertation, UON*.
- Savov, R., Kozakova, J., & Tluchor, J. (2022). Talent retention in Slovak Companies: Explorative study. *Business Administrastive & Management*, 25(1), 77-95.
- Singh, A. (2022). Impact of different determinants on employee retention. *International Journal of research and analytical reviews.*, 9(2).
- Singh, K., Prerna, G., & Samridhi, M. (2018). Impact of performance appraisal on employee motivation. *Pramana Research Journal*, 8(1).
- Singh, S. P., & Shikha, R. (2014). Impact of performance appraisal on the motivation of teachers of professional institutions in Dehradun City. *IFRSA Business Review*, 4(1).

- StudyCorgi. (2022). Leadership, management style and organizational performance. Retrieved from Retrieved from [https://studycorgi.com/leadership - management - style- and- organizational - performance](https://studycorgi.com/leadership-management-style-and-organizational-performance)
- Susanti, A. R., Dodi, A., & Febrina, L. (2021). The effect of compensation and motivation on employee performance. *Husnayain Business Review*, 1(1).
- Syamsir, R. (2020). The influence of integrity and work experience on employee performance. *Internationa Journal of Research and Analytical Reviews*, 7(1).
- Thompson, T. M. (2019). Management by Objectives. 20.
- Timothy, O., & Andy, O. (2011). Effects of leadership style on organizational performance. *Australian Journal of Busines and Management Research*, 1(7), 100-111.
- Tuvei, D. N. (2017). Influence of intrinsic rewards on employee performance in sugar companies in Western Kenya. *Thesis Dessertation*.
- Waithera, M., & Were , S. (2017). Factors influencing employees retention in private organizations in Kenya: A case of Cellulant Limited Nairobi. *Journal of Social Science Management* .
- Waititu, F., Kihara, P., & Senaji, T. (2017). Effect of employee welfare programs on employee performance: A case study of Kenya Railways Corporation. *International Academic Journal of Human Resource and Business Administration*, 2(2), 611-631.
- Waiyaki, F. K. (2014). Factors influencing the attitude of managers towards performance appraisal at Kenya Electricity Generating Company Ltd. *Thesis Dessertation, University of Nairobi*.
- Walid, A. A. (2018). The significance of performance evaluation and appraisal on employee in an organization. *Egyptian Journal*, 9(1).
- Work and Motivation*. (1969). New York: New York, Wiley.
- Yamane, T. (1957). *Statistics: An introductory analysis* (2nd ed.). New York: Harper & Row.
- Yilmaz, O. D. (2018). Revisiting the impact of perceived empowerment on job performance;.
- Yilmaz, O. D. (2018). Revisiting the impact of perceived empowerment on job performance: R3sults from Front Line employees. 19(1), 33-46.

## **APPENDICES**

### **APPENDIX 1: INTRODUCTORY LETTER**

Kennedy Odhiambo

Dear Sir/Madam

#### **RE: REQUEST FOR RESEARCH DATA**

My name is Kennedy Odhiambo. I am a postgraduate student at Maseno University, in the school of Business and Economics. I am currently carrying out a study on Effects of Talent Retention on Organizational Efficiency among Sugar Companies in Western Circuit a requirement for the partial fulfilment of Masters of Science Degree in Human Resource Management. I am kindly requesting you to help me by filling in the attached questionnaire based on utmost good faith. The information given will be treated with utmost confidentiality it deserve and solely used for academic purposes.

Yours faithfully

Kennedy Odhiambo

MSC/BE/00101/020

## APPENDIX II: QUESTIONNAIRE

**Dear Participants,**

My name is Kindly help in filling these questionnaires. The questionnaire is meant to gather information concerning, **Influence of Talent Retention on Organizational Efficiency among Sugar Companies in Western Circuit.** Information obtained from the study will be treated with utmost confidentiality and strictly used for academic purposes. Please answer the questions with objectivity as possible as your contributions will be highly valuable to this study. You are kindly requested **NOT** to write your name on the questionnaire.

### SECTION A: DEMOGRAPHIC INFORMATION

1) Please answer the following questions regarding general information.

Name of department	
Your role/profession/occupation	
Number of years at work	

2) What is your highest level of education?

- a) Certificate [ ]
- b) Diploma [ ]
- c) Degree [ ]
- b) Master Degree [ ]
- c) PHD[ ]

### SECTION B: Competitive Remuneration

To what extent do you agree with the following statements? Each statement gives the range of 1 = Strongly Disagree, 2 =Disagree, 3 = neither, 4 = Agree, 5 = Strongly Agree.

Competitive Remuneration	1	2	3	4	5
My total financial reward is better compared to that of employees in other companies.					
My company's reward system is competitive, fair salary and equitable package.					
Compensation and reward policy in my company includes both financial and non-financial.					
Salaries and yearly allowances are controlled by a fair system.					
Employees are satisfied with promotion and recognition programs in the company.					

Employees are given positive recognition when they produce high quality work.					
I have security and stability at my work and not planning to leave any sooner.					
Promotions in my company are based on merit.					

**SECTION C: Competency Training**

To what extent do you agree with the following statements? Each statement gives the range of 1 = Strongly Disagree, 2 = Disagree, 3 = neither, 4 = Agree, 5 = Strongly Agree.

<b>Company Management Style</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Career development policies in my company are made known to employees and applied to develop their talents.					
Employees are satisfied and appreciate how they are trained which makes them efficient at work.					
The management ensures that workers are well trained on production lines and job performance.					
Work schedule in my company are flexible enough to allow employees participate in trainings and education development.					
Our training culture encourages employees to continue working for the company.					
The trainings done by the organization are relevant to the task assign to employees and technology available.					
Our new employee induction procedures encourages employee to continue working for the company.					
Training both management and employees result into efficiency of the organization.					

**SECTION D: Years of Work Experience**

To what extent do you agree with the following statements? Each statement gives the range of 1 = Strongly Disagree, 2 = Disagree, 3 = neither, 4 = Agree, 5 = Strongly Agree.

<b>Years of Work Experience</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Managers and employees have relevant work experience in their jobs.					



Employees who have more work experience are definitely faster in work and do not have to adapt to the task.					
My company cares about employees who have worked for long in the company.					
Employer outsource for employees with longer years of work experience and competency.					
Employees always prioritize professional attitude at work.					
Employees who already have more year of work experience better understand what to do when faced with problem compared to those with less years of work experience.					
Company usually retains employees with long years of work experience.					

**SECTION D: Organization Efficiency**

To what extent do you agree with the following statements? Each statement gives the range of 1 = Strongly Disagree, 2 = Disagree, 3 = neither, 4 = Agree, and 5 = strongly agree.

<b>Customer satisfaction</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
There are no many complains with our products.					
Our customers are loyal to our quality brand.					
The people we serve like our services					
We meet TAT requirements of customers.					
<b>Tons crushes and delivered</b>					
There are minimal accidental cases and incidences.					
We save many tons per an hour of production					
We are competitive in market					
Company has ability to supply orders for customers in time and meet targets.					
<b>Cost reduction</b>					
Company reduces wage bill and maximizing income.					
There has been reduced cost of production.					
Company has been able to reduce costs associated with employee turnover.					
Company enhances operational efficiency.					

**APPENDIX III: RESEARCH MAP OF STUDY AREA (WESTERN CIRCUIT)**

