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ABSTRACT

Manpower is an essential element in any organization. Labour relations has raised unprecedented challenges between employers and employees leading to industrial unrests which are directed towards providing the employees with certain facilities and comfort geared towards improvement of employee's well-being. This research is geared towards determining the labour market strategies and their influence on performance of tea firms in Nandi County using government policy as a moderating factor. The study adopted a descriptive survey design to answer the research problem. The target population was 475 employees in Nandi County. Simple random sampling was used to obtain a sample size of 214 employees from tea firms in Nandi County. Data was collected using questionnaires and interview schedules. Validity and reliability of instruments results was established before the actual study. Data was analysed using both descriptive and inferential statistics. The descriptive statistics encompassed determination of frequency, means and standard deviations while for inferential statistics the study used Pearson correlation and regression analysis. The findings indicated that government Policy has a significant effect on Labour Market Policies, $p = 0.000$). The study also concluded that tea firms once in a while go out of their way to ensure that their workers are ready for retirement because they do not offer retirement packages. The study recommends that Government agricultural boards ought to introduce institutional reforms in relation to tea farmers' remuneration. The findings of the study are of great significance to the management of the tea firms with regard to establishment of strategies to enhance labour market strategy on performance of Tea firms in Nandi County.

Key Terms: Labour Market Policies, Government Policy

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INTRODUCTION

Social protection for employees is an integral component in almost every organization. The employees need to be given total assurance of their job securities by the management of these business organizations to ensure they work in a well-protected environment and future assurance of their social welfare. The overall topic on social protection of employees is a vast topic that touches on a wide range of literature including its definition, explanation, identification, its relation on the theoretical and empirical framework analysis (Blair-Loy & Wharton, 2002). There are key lessons that can be learnt from the general employee social protection. The identification of the policy options emanating from the understanding of the reality of the vulnerabilities of the poor and their assets can be used to mobilise individuals and communities all the same. The range of social protection policies and its instruments need to be integrated to come up with a striking and appropriate balance between the efforts designed to reduce, curb or cope with the shocks. The social protection need to be designed to provide basic material needs that can be used to foster the inclusion of recipients in the mainstream society.

However, countries in African that depends on their citizens to collect revenue as compared to revenues from donors are usually more successful in the conversion of per capita GDP into human development and their improvements (Ulriksen & Plagerson, 2016). Therefore, the collection of revenues from the employees working at different levels of institutions would require an efficient and equitable collection of revenues from the pro-poor public services where good governance and accountability are necessary. With the presence of all these qualities, the improvement of both the state and non-state actors and their effectiveness would be managed. Through these policies, the employees and the citizens in general would work well under clearly informed protection parameters from the employers.

Social assistance entails public action designed to transfer resources to groups considered to be eligible due to deprivation. Deprivation is defined as low income or in consideration with other social nutritional status. On the other hand, social insurance is a social security influenced by the contributions based on the insurance principle. The principle entails the individuals or the households and the entire protection they received against the risks they face particularly on the poor resources with a huge number of similarly exposed individuals or the households. From this perspective, it can be depicted that social protection is a field of policy and actions that takes care of other programs and approaches which seek to deliver assistance to the poor or strengthen the livelihoods of the poor producers. According to Ulriksen and Plagerson (2016) Social protection on a broader perspective refers to the protection of those who fall temporarily under the levels of promotion of a general standard of opportunity for its citizens. Tea is one of the cash crops that require labour intensive and it pools a large labour force in the world, from its initial stage of plantation to the final stage of packing, and even during sales stage.

The large casual workers form a large pool of labour in tea estate. The social protection of workers depends upon the firm's management to adopt appropriate welfare in order to increase efficiency and productivity of his employees. Most employees in tea firms enjoy some social benefits provided for by employer. They include health care provision, subsidized fees for their children, water and housing. In global perspective social protection has play a key strategy to reduce poverty, develop flexibility and enhance development (Anyanwu, 2013). Social protection effects have enhancing the economic developed capacity of poor and most marginalized society. Beyond poverty alleviation, social protection has protect poor people from the effects of shocks, including destruction of property and minimize negative coping practices (Munjuri, 2013) alludes that social protection assist in build

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capacity and allowing for investments that assist to build people's flexibility to future threats and crisis.

Social protection has taken a multi dimension forms they include, social security and social transfers. In Africa confusion still takes centre stage on how to classify social security and relief on 'social protection' or not. Its argued that social protection is the same as social security - with 'predictable social transfers' security systems are introduced. The Management commitment on social welfare is to promote quality of life of the poor as spending on social sectors in the last 5 years (Parks, 2014 this Strategy aims to harness the goodwill to achieve meaningful and sustained interventions for improved quality of life of all Kenyans (Hassan,, & Mugambi, 2013). In Nandi county, based on an assessment of poverty, risk factors and inputs from the county government consultations held in 2007/8 as part of the development of this Strategy, Contribute to the building of human capital as a way of addressing the underlying causes of poverty and breaking the cycle of inter-generational poverty, to promote strategies that will; reduce the likelihood of an adverse risk, reduce the impact of the future risk, and relieve the impact of the risk once it has occurred; and to mobilise resources and effectively coordinate their use to address poverty, vulnerability and risk management at the national level.

Statement of the Problem

Social safety of workers has become a significant concern to many companies around the globe today, in particular because of its effects in organizational performance (Sell & Shipley, 2009). Therefore, it is highly important to encourage wellness in the workplace. Employee welfare is a dynamic term that differs with the incorporation of new social dynamics and social security programs to the current ones. For all workers and in this case the tea company, welfare strategies are important. Welfare encompasses all efforts to support and strengthen workers, aside from wages and pensions, such as working-life care, health

insurance coverage, unintended and unemployment compensation, child education and post-retirement compensation (Munyoki 2010).

Human Resource fraternity have spent many years trying to dissociate itself with this provision as at best marginal and at worst redundant welfare activities and push it to state agencies with the belief its a duplication of work. However a scholar like Herzberg (2009) believes those welfare schemes are hygiene factors and as a result does not motivate the workers to perform. Stressing the need for employee's welfare, Mwiti (2007) argues that since employees devote most of their valuable time at work, their individual and work-related problems should tackle in the same environment to minimise turbulence and court case within stipulated time agitating employees' rights.

Employee welfare schemes are actions whose objective is necessitate by promoting wellbeing of the workers, the aim of this schemes is to improve the working conditions of the employee and their families because the employee's wellbeing cannot be attained in seclusion with of the employee from his family. Armstrong (2004) perceived that employee welfare strategies stop majorly on intellectual ground of social accountability on the firm for those who work for them. Many studies have been done across various sectors of economy in relation to employee's welfare and performance they include: Mulwa (2010) conceded out a research on reasons that effect employee's movement out of work in World Vision and suggested appraisal of current annuity plan to address employee's expectancy.

According to Otieno (2010) study on the causes of staff ship out in Private Schools and suggested that employees should be remunerated well as an emblem for employer's indebtedness of employee's abilities and appreciation. Komba (2012) looked at the relationship between work training and worker performance of courier firms in Dar es Salaam, Tanzania and found that performance depends to a

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large extent on the performance of the workers who have earned training and development programmes.Ogora and Muturi (2015) observe that setting unrealistic performance targets for tea factory employees or increasing their workload demotivates them hence may result in poor performance. The reviewed studies reveal that limited studies have examined employee welfare policies and their employee performance. This constitutes a knowledge gap which justifies the need for further research. This study therefore sought to fill this research gap by establishing employee social protection welfare strategies their performance in tea firms in Nandi County.

Objective of the Study

The study determined the influence of labour market strategy on performance of tea firms in Nandi County. The following hypothesis guided the study;

- $H_{01:}$ Labour market strategies have no significant effect on performance of tea firms Nandi County

LITERATURE REVIEW

Concept of Performance of Tea Estates

Kenya's economy entirely depends on agricultural sector for economic and social development. Tea is a major cash crop in Kenya which boost economy substantially in terms of income generation (Ministry of Agriculture Report, 2007). The firm is well designed the to suit the structure of an organization. Since independence tea production has significantly increased, these have placed Kenya among the top tea producers after India and Sri Lanka.

 The out growers (Small scale farmers) has continue to feature as the most supportive sector of tea production which contributes around 40 per cent of green tea leaves. The tea sector employs 3 million people – directly and indirectly – a 15 per cent of employment work force.

Functional Theory of Labour Welfare (Efficiency Theory)

This theory states that for employee to be more efficient and productive his needs (mental and physical) has to be satisfied .Employee welfare in any firm aid at maintaining the self-esteem of the employees high so as to retain the employees for longer duration. In regard to this theory, welfare is used as a means to enhanced efficiency and productivity of labour (Manju and Mishra, 2007). The theory suggest that an employer with great desire for his work force, will enhance production through efficient by improving production.

In addition developing country must motivate his employees through provision of conducive environment and boost program for housing, education, and provision of balanced diet and family planning measures since they are important labour welfare services. The theory is relevant since all characteristics in labour force area understood to support well the employer and employees relationship in achieving higher production through better welfare. The theory is embraced since provision of welfare services affect performance of labour force. It is common knowledge that any employer who takes good care of employees will result to more efficient. According to this theory, it's the duty of the employer to facilitate a good welfare scheme towards its employees.

Therefore Welfare service plays a key role in determining the efficiency of the worker and based on employee and employer relationship. Welfare service should be administered both inside (intramural) and outside (outside) to enhance human personality. Provision of welfare service must move throughout the hierarchy of a firm. Employees' at all levels must accept this total concept of labour welfare program will never really get off the ground.
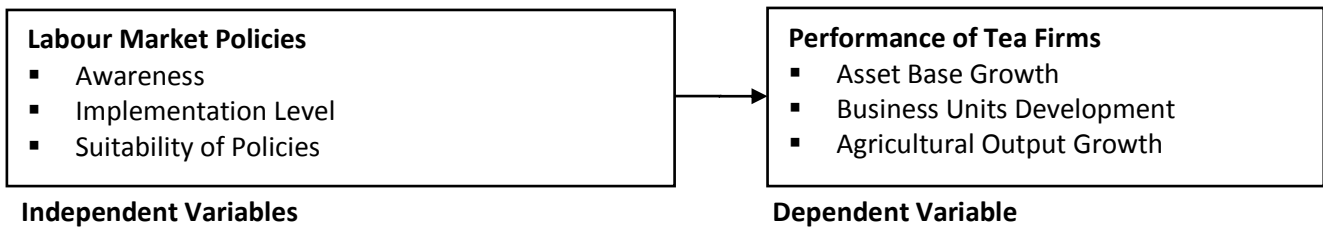
Labour Market Policies	Performance of Tea Firms
▪ Awareness ▪ Implementation Level ▪ Suitability of Policies	▪ Asset Base Growth ▪ Business Units Development ▪ Agricultural Output Growth

Independent Variables

Figure 1: Conceptual Framework

Source: Researcher study 2020

Dependent Variable

Empirical Review

Stiff competition in the global market due to technological advancement has made organization look for better human resource management(HRM)strategies to enable them compete favourable by sharpening the work force which eventually leads to improve firms performance. (Gielen et al., 2010). Labour market strategies trigger the firms' performance; they include training, workplace flexibility practices (WFPs) together with job satisfaction, labour productivity and education. Organization success depends entirely on employee's commitment and morale (Melian-González et al., 2010). During the great French revolution the leader Napoleon Bonaparte alludes that "The efficacy military on the numbers, exercise, experience and morale, and morale is the major to all other factors together."

Therefore organization which has fulfil workers needs and have good working relationship with employees (White and Bryson, 2013), will led to improved performance of employees and productivity. In addition, Workplace flexibility practices (WFPs) and labour markets have a influence on firms competitive advantage and the performance. According to Michie and Sheehan (2005), one of the great intentions of adapting (WFPs) in any organization is to attain a work life balance. Adopting such strategy in an organization will assist to avert absenteeism and enhance cordial working environment for employees (Cristini and Pozzoli, 2010). Another determinant of employee's performance is labour turnover. Emloyees requires rigorous training to develop new skills and knowledge and the organization must bear the over head cost (Hancock et al., 2013).

Therefore ,we can assume that labour turnover has a negative correlation with firms performance,(Brown et al., 2009), though other scholars have different view for example when new employees are recruited and they are highly educated and posses high skills eventually will led to positive influence on firms performance. Economic development of an organization depends on how much they invest on human capital since it's a great determinant to the success of the firm (Pitelis, 2016).In regards to human theory, training the managers and employees increases productive hence improve performance's. Decent work entails absence of coercion in the work place with no slavery and child labour; it also entails equity in the work place, decent working hours, job security that is health, pensions and security against job loss and dignity of work (Parpart, & Stichter, 2016). The high levels of unemployment and underemployment, vulnerable employment and the working poor seriously undermine the efforts in improving inclusive and sustainable growth, employment and decent work for all as envisioned in the global agenda 2030 for sustainable development.

Kenya has experienced prevalence of high levels of unemployment and poverty rates. The income poverty particularly is one of the main challenges to development. As at 2014, Kenya had a population of 43 million and an average growth rate of one million people per year, which translates to 2.5 percent per annum (Escudero, &Mourelo, 2014). In addition, nearly half of the population in Kenya lives below the poverty line (that is less than US$ 1.25 a day). The high rate of population growth has led to high levels of dependency ratio in the country. Most households in Kenya are characterized by high

dependency especially among rural dwellers, persons with disability, women, youth and informal sector workers, with large regional disparities between rural and urban areas (ILO, 2015). The total labour force in Kenya is estimated at 18 million people with 75 percent being in agriculture and 25 percent in industry and services sectors (Heshmati, & Rashidghalam, 2018).

Youth accounts for the largest proportion of the population, but the unemployment rate among the youth are extremely high. While the youth accounts for nearly 45 percent of the labour, unemployment among this segment of the population remains high, estimated at 37 percent, which is higher than the overall unemployment estimated at 23 percent (Odhon'g, & Omolo, 2015). Labour force participation rate is estimated at 67 percent with the level of male and urban population having a high participation rate compared to female and rural population, respectively (Republic of Kenya, 2015). Unemployment and underemployment in Kenya is estimated to be around 40 percent in 2013 (Tubey, Kipkemboi, &Bundotich, 2015). Creating productive employment in Kenya requires implementing enabling policies. In addition, there is need for structural transformation, which entails uplifting various economic sectors that drive growth and employment.

Employment creation and structural transformation have actually been fronted as some of the major challenges currently facing Sub-Saharan countries (Bikketi, Bieri, Haller, & Wiesmann, 2016). According to the Otieno, Waiganjo, & Njeru, (2015) structural transformation in Kenya has contributed little to growth because majority of workers leaving the agricultural sector are absorbed into the service sector where productivity is comparatively low. This result in the share of agriculture in the Kenyan economy declining at the annual rate of -0.66 %, compared to that of the manufacturing sector which decline by an annual rate of -0.71%. As a result, the contribution of the agricultural sector to the GDP dropped from 29.24% in 1991 to 26.33% in 2016. On the other hand, there has been positive

annual growth rate in trade and transport (the two components of the services sector) at 0.91% and 2.66% respectively over the same period (Otieno, *et al*, 2015).

Special Economic Zones (SEZ) and Export Processing Zones (EPZs) have been cited as key avenues for creating productive employment creation. In Kenya, where the share of SEZ in manufacturing is only 15%, then this sector may not be able to absorb all the labour that is being released into the labour market. The Export Processing Zones (EPZ) has been credited with creating 40,000 jobs, which comprises 1.5% of total formal employment, and a 20% manufacturing labour which is considered low (Amsden, 2013). According to Filmer, & Fox, (2014), the share of employed capital and labour productivity interconnect with vulnerable employment, and labour productivity. Labour productivity enhanced investment, trade, technological changes in work and organization this can lead to increase in social protection and lessening in poverty, thus increasing labour productivity in an economy can reduce vulnerable employment and share of working poor.

However, increase in labour productivity does not guarantee these reductions but without productivity growth improvements in vulnerable employment and working poor are very unlikely. In Kenya, the trend of working poor over time does not have a clear pattern. As shown in Figure 4, the ratio of working poor declined between 1990 and 1997 but then rose again to around 45% in 2005 and 2009. However, this ratio declined to about 35% in 2012. However, the rate is rather high at 35 (in 2012) especially when compared to the increase in labour productivity over the years. Vulnerable employment rate on the other hand declined over the years but there was a slight increase from 2013 to 2015.

The share working poor however has been fluctuating over the years with lowest level recorded in 1997 at 19.6% this rate however increased to 45.2% in 2005 but later improved to 34.8% in 2012. Only two indicators show positive

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developments in Kenya, that is labour productivity and vulnerable employment rate. Employment-to-population ratio declined during the 1990s, but later improved in 2007 the ratio favoured men than women. It is worth noting that vulnerable employment is low because we have only considered contributing family and own account workers in the calculation of vulnerable employment (Woolard, & Leibbrandt, 2013). However, considering informal workers in Kenya share the characteristics of vulnerable workers in that they lack; any formal work arrangements, decent work conditions, adequate social security and effective representation through trade unions and other organization, the rate of vulnerable employment would be much higher since 82.8% of workers in Kenya are employed in the informal sector (Borel-Saladin, &Turok, 2013). In 2003, ILO classified policies for productive employment into two, (i) policies addressing the economic environment and, (ii) policies affecting the labour market.

Kenya, like many other developing countries is designing its policies towards this direction as seen with the adaptation of ILO Decent Work Country Programme in 2013. ILO formulated Kenya decent Work Country Programme in conjunction with the government of Kenya and workers and employers' organizations. With the country facing acute economic and social challenges, high unemployment, and poverty rate, the programme key focus areas are employment, rights, protection and dialogue. Through these, the programme aims at increasing social protection, promoting productive employment as well as strengthening industrial relations in the country. The following is the analysis of past productive employment policies in the country, (Borel-Saladin, & Turok, 2013).

Moderating role of Government Policy

Based on previous studies, government policy is a variable incorporated to monitor the other two variable's and check the effect on their performance, it assist to balance the intended results against the unintended one of social insurance to define the optimal point. Social insurance is entirely a government role in most countries, its growth has taken demographic shifts (e.g., an aging population),it has assist in many programs like assisting to minimise health care costs and other structural program changes. Kimani, Ettarh, Warren, & Bellows, (2014) observed that, "loosely speaking, the post-cold-war government is a big pension fund that also happens to have an army." Under developed Countries have fail to designed workers' compensation strategies instead they have lapped workers compensation to universal as under UIState WC strategy comprises of medical costs of a work- injury related illness cash benefits (Mark, & Nzulwa, 2018) gave a suggestion that if a worker condition does not change over a long period then he qualifies for 'permanent total' benefits In developed countries, under developed countries benefits equal a fraction the worker's pre-g period if their disability persists beyond a specified time period (Abuya, Maina, & Chuma, 2015).

Sharif et al. (2010) in his research confirm positive correlation between entrepreneurial values and SMEs performance. They affirm that government policy contributed significantly as a moderator in such relationships. Government policies influence development (Tende 2014), Government policies and their cumbersome protocols hinders or facilitate entrepreneurial activity (Sather 2006),these policies impact entrepreneurs decision on where new enterprises will succeed (Bhat and Khan 2014) in general these regulation will boost major decisions in business.

Knowledge Gap

There have been a number of studies that have been conducted in the country on the area of social protection strategies. These include studies by Smith and Darko (2014) who carried out a study on the effect of older persons cash transfer programme on the elderly in Westlands Sub County, Nairobi City County and Mathiu and Mathiu

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(2012) who carried out a study on social protection. Despite the contribution that these studies made to the field, results presented are mixed, results presented also do not acknowledge the challenges affecting the social protection strategies in Kenya leading to diminishing livelihoods. Numerous challenges still dog the social protection strategies and its effect are yet to be felt in the rural parts of the country as intended. There is therefore need to conduct this study to establish the social protection strategies impacts in Nandi county sub county, Nandi County Kenya.

METHODOLOGY

The research design employed in this study was a master plan design, according to Sekaran and Roger (2011), which defines the methods and procedures used to collect and evaluate information required. The thesis took a mixed approach to descriptive and explanatory analysis. A design of research includes using the system for gathering, measuring and analyzing data. It directs the whole process of study (Sreevidya & Sunitha, 2011). The study used correlation research design. It is suitable for establishing the relationships between variables in the study. Correlational research is undertaken to provide answers to questions on any relationships that may exist between variables under study (Sreevidya & Sunitha, 2011). According to Mugenda (2008), correlations studies are easy and simple to conduct. The study targeted workers from two major tea firms in Nandi County. These were Eastern Produce of Kenya with 278 workers and Nandi tea estate with 197 workers. The total target population was therefore 475 workers. A purposive sampling technique was employed, whereby data were collected through self-administered questionnaires, in order to gather all the information as it suited the purpose of this studies Simple random sampling was used to select the respondents' in the two tea firms. Simple random sampling is unbiased (Ogula, 2010).Yamane's (1967) formula was used to determine the sample size. For a 95% confidence level and e = 0.05, size of the sample was determined by the formula below.

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

In the above formula, n represent is the sample size, N represent is the population size, e represents level of precision.

The sample size is calculated as shown below.

$$n = \frac{475}{1+475(0.05^2)} = 214 \dots\dots\dots\dots\text{Equation 2}$$

The sample size was 214 (0.92%) workers in Nandi county Sub County. The method of proportionate allocation was used to determine the number of respondents expected from each of the sampled tea firms.

The study targeted 124 workers at the eastern produce of Kenya and 90 workers from Nandi Tea Estate.

A pilot test was carried out in Kericho County a nearby county in order to identify whether the developed instruments or items or test really agreed with the contents of the research questions. It involved 10% of the size of the sample population (Kothari, 2004). This means that 21 respondents were used in the pilot.

Hypothesis Testing

The study adopted the criteria presented in table below for testing the hypothesis.

Table 1: Hypothesis Testing

H_o	Statement	Test Statistics	Critical values/Decision Point
H_{o1}	There is no significant effect of revenue staff competence on revenue collection efficiency of Nandi County government.	$\beta_1, p_1,$ F, R^2	P ≤ .05 significant

RESULTS AND DISCUSSION

A reliability of an instrument was calculated by maintaining an internal accuracy approach followed by a pilot study as a way of testing what it is supposed to measure. If the Cronbach alpha coefficient is high above 0.70 a questionnaire is considered accurate (Katou, 2008).

10% of the sample size which translates to 21 participants was used in the pilot study. The results indicated that all the variables obtained had Cronbach's Alpha greater than 0.7 thereby achieving the recommended 0.7 for internal consistence of data (Mugenda & Mugenda, 2008).

Table 2: Reliability Test Table

Variable	Cronbach alpha
Labour market policies	.808

Source: (Researcher, 2020)

The validity of the data is the indicator of the calculation by the test (Porter, 2010). Mugenda and Mugenda (2008) describe the degree of validity as the phenomenon under review is defined by the results of the data analysis.

Table 3: Test for validity

Factors	KMO test	Barlett's test of sphericity		
		Chi-Square	Df	Sig.
Labour market policies	0.904	271.50	3	0.001

Extraction Method: Principal Component Analysis.
Source: (Researcher, 2020)

According to Table 3, the sampled KMO value of greater than 0.5 was adequated by Kaiser – Meyer-Olkin to suggest that the sample size was sufficiently good for the sample information to be viewed as normally distributed. The research sphericity of Bartlett, which evaluated the null hypothesis "item to item correlation matrix based on the responses obtained from the respondents for all the successful variables, was an identity matrix." The Bartlett's test was evaluated through chi-square test having as shown in Table 4.2 for the entire variables and were all significant at 0.000 level of significant, indicating that null hypothesis is rejected.

Response Rate

In this study 192 questions were filled out and returned out of a total of 214 which were distributed to the sampled respondents. As a result, 192 were correctly filled and these were the ones used once for the study, which represented an answer rate of 89.72 per cent.

Table 4: Questionnaire Return Rate

		Frequency	Percent
Valid	Returned	192	89.72
	Not Returned	22	10.28
	Total	**214**	**100.0**

Source: (Researcher, 2020)

The study showed that the researcher used different strategic strategies contributing to the high response rate. In the midst of an interview with main sources, for example, the research

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scientist hired a research assistant to distribute and collect questionnaires.

Correlation Analysis

The results of correlation analysis table analysed indicate that there was a strong negative and significant relationship between labour market policies and performance. This was depicted by a Pearson correlation coefficient r=-0.716, p-value =0.002<0.05 which was significant at 0.05 level of significance. This implies that increased labour market policies results in increase of performance.

Table 5: Correlation analysis of the study variable

		Performance	Labour market policies	Social assistance and welfare programs	Micro-finance services
Performance	Pearson Correlation	1			
	Sig. (1-tailed)				
Labour market policies	Pearson Corr elation	.716	1		
	Sig. (1-tailed)	.002			

Correlation is significant at the 0.05 level (1-tailed).

Source: (Researcher, 2020)

Collinearity Tests

Collinearity is the measure of the degree of association between the variables. Serial correlation was performed using the Durbin Watson test statistic as follows;

Table 6: Collinearity Tests Table

Strategy	Collinearity statistics
Labour market policies	1.792

Source: Researcher (2020)

Study findings showed that there is a positive autocorrelation as depicted by (D-W=1.792). The result of the Durbin Watson (D-W) statistic measure was 1.792. This showed that the dependent variables and the independent variables are negatively auto correlated.

Labour Market Policies and Performance

The study sought to establish the labour market policies being employed in the tea estates in Nandi county offices. The study findings were presented in table below.

Table 7: Descriptive Statistics on Labour Market Policy

	N	Mean	Std. Deviation	Percentage Mean
Working hours are fixed	192	4.162	1.068	63.23
The firm is keen to implement minimum pay policy	192	4.057	1.093	61.15
Overtime is compensated	192	4.047	1.040	60.94
Workers receive rewards and incentives for good work	192	3.948	1.265	58.96
Dismissal is procedural and fair	192	4.144	1.110	62.87
Supervision is moderate and just	192	4.897	0.838	25.94

Source: Researcher (2020)

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The study findings indicated that 63.23% (mean = 4.162) of the respondents were of the opinion that working hours are fixed, 61.15% (mean = 4.057) of the respondents were of the opinion that the firm is keen to implement minimum pay policy, 60.94% (mean = 4.047) noted that overtime is compensated, 58.96 (mean = 3.948) of the respondents noted that workers receive rewards and incentives for good work, 62.87% (mean = 4.144) noted that dismissal is procedural and fair and 25.94% (mean = 4.897) of them noted supervision is moderate.

These study findings indicated that the main labour policy was that the tea estates follow fixed number of working hours. This is interpreted to mean that tea estates are keen to ensure that workers work for the required number of hours. These findings are in line with Donte (2017) who noted that tea workers in Siri-Lanka work for a fixed 45 hours and are sometimes required working for even more hours depending on the amount of work present on a given day.

Hypothesis Test on Labour Market Policies and Performance

This section of the research provides information about testing of the research hypotheses.

$H_{01:}$ Labour market policies and programs has no significant effect and performance of Tea firms in Nandi County.

Table 8: Model Summary Table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.657[a]	.431	.437	5.03507

Source: Researcher (2020)

From the study findings in Table 8, the value of R-square is 0.431. This implies that, 43.1% of variation of performance of tea firms in Nandi hills Sub-County was explained by labour market policies.

Table 9: ANOVA Test Table

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4320.7741	1	1320.741	170.431	.002[b]
	Residual	5704.176	191	25.352		
	Total	**10024.916**	**192**			

a. Dependent Variable: Performance, b. Predictors: (Constant), Labour market policies

Source: Researcher (2020)

From the findings in above, at 0.05 level of significance the ANOVA test indicated that in this model the independent variable namely; labour market policies is important in predicting of performance of tea firms in Nandi county, Nandi County as indicated by significance value=0.002 which is less than 0.05 level of significance (p=0.002 < 0.05).Hence the hypothesis was rejected and concluded that there is statistical significant mean difference between labour market and performance.

Table 10: Coefficients of the Model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.049	1.592		1.915	.057
	Labour market policies	.693	.053	.657	13.055	.002

a. Dependent Variable: performance

Source: Researcher (2020)

From the table, findings revealed that labour market policies had significant influence on performance of tea firms in Nandi county, Nandi County (t-statistic=13.055, p-value=0.002< 0.05). Therefore at 5% level of significance the null hypothesis was rejected, indicating that labour market policies had significant relationship with performance of tea firms in Nandi County, Nandi County. Thus, for every unit increase in labour market policies there was a corresponding increase on performance of tea firms in Nandi County by 0.693.

Moderating Effect of Government Policy

The study sought to establish the government policy being employed in the tea estates in Nandi tea estates. The study findings were presented the table below.

Table 11: Descriptive on Government Policy

	N	Mean	Std. Deviation	Percentage Mean
The government has reduced Taxation to Tea Estates	192	4.027	1.292	58.54
Tea estates receive government Subsidies	192	4.124	1.216	54.48
Government offers Research and Extension services to Tea Estates	192	4.901	1.124	38.02
Government regulates NHIF and NSSF contributions by Workers	192	4.016	0.872	63.12

Source: Researcher (2020)

The study findings also indicated that 63.12% (Mean = 4.016) were of the opinion that Government regulates NHIF and NSSF contributions by workers, 58.54% (Mean = 4.027) of the respondents were of the opinion that the government has reduced taxation to tea estates, 54.48% (Mean = 4.124) of the respondents were of the opinion that Tea estates receive government subsidies 38.02% (Mean = 4.124) of the respondents were of the opinion that Government offers research and extension services to tea estates.

CONCLUSION AND RECOMMENDATIONS

The study concluded that Tea farming be guided by a labour policy which mainly emphasizes that the tea estates follow fixed number of working hours. Tea estates are keen to ensure that workers work for the required number of hours. Sometimes they are required to work for even more hours depending on the amount of work present on a given day.

The study also concluded that, tea firms once in a while ought to go out of their way to ensure that their workers are ready for retirement because they do not offer for retirement packages. They do not ensure that they assist them make necessary savings, undertake the necessary retirement contributions among other financial retirement strategies at the disposal of the company.

That, Human resource departments should revise the labour policy for estates to expand in scope which covers for other human resource issues including; overtime compensation, rewards and incentives for good work, dismissal and supervision principals.

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