



HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE IN SELECTED TEA EXPORTERS IN MOMBASA COUNTY, KENYA

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Accepted: March 15, 2023

ABSTRACT

The purpose of this study was to examine the effect of human resource management practices on employee performance in selected tea exporters in Mombasa County, Kenya. Specifically, the study examined the effect of human resource planning, reward management, recruitment management and training management practices on employee performance in selected tea exporters in Mombasa County, Kenya. The theoretical framework for the study was anchored on the human capital management theory. A correlation, cross-sectional survey research design was used to test the formulated research hypotheses. The proportionate stratified random sampling technique was used to select a sample size of 94 employees from a target population of 123 employees of 3 selected tea exporters in Mombasa County, Kenya. A cross-sectional based approach was used to collect primary data. A self-administered structured questionnaire anchored on a 5-point Likert as the means of collecting primary data. The collected data was processed and entered into the statistical package for social sciences (SPSS) version 26 to create a data sheet that was used for analysis. The descriptive statistics and inferential statistics were used for data analysis. The Pearson's product moment correlation analysis was performed to confirm or deny the relationship between the variables. The findings indicated that employee performance had positive and significant relationship with human resource planning, reward management, recruitment management and training management practices in selected tea exporters in Mombasa County, Kenya. Multiple linear regression analysis was used for hypotheses testing. The results showed that human resource planning, reward management, recruitment management and training management practices had positive and significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. Based on the findings, the study recommended that managers and policy makers should identify strategies to implement the human resource management practices in order to foster employee performance in the selected tea exporters in Mombasa County, Kenya. Further research should examine the effect of other human resource management practices on employee performance. Future researchers should extent the study on the effect of human resource management practices on employee performance beyond the three tea exporters in other regions or sectors

Key words: *Employee performance, Human resource management practices, Human resource planning, Recruitment management, Reward management, Training management*

CITATION: Opiyo, M. O., Kising'u, T. M., & Gichinga, L. (2023). Human resource management practices and employee performance in selected tea exporters in Mombasa County, Kenya. *The Strategic Journal of Business & Change Management*, 10 (1), 828 – 847.

INTRODUCTION

In today's competitive world, sustainable human resource practices are even more critical. Human resource management practices are implemented to foster employee performance improve (de Miranda Castro, de Araújo, Ribeiro, Demo, & Meneses, 2020; Alqudah, Carballo-Penela, & Ruzo-Sanmartín, 2022). The human resource management practices are a useful tool for growing and transforming the resources into human capital, which facilitates the achievement of their goals and missions (Haldorai, Kim, & Garcia, 2022). In the highly competitive era, the effective implementation of human resource management practices plays a major role in helping a company thrive, especially when human resource leaders are involved in shaping overall business decisions to enhance employee performance (Segbenya & Ansah, 2020; Storey, 2023). However, the inefficient use of human resource management practices by managers contributes to the high failure rate of firms and business liquidation (Bandari, 2020; Nyathi & Kekwaletswe, 2023).

In today's modern competitive business environment, the invaluable role of employees is increasingly gaining wider attention amongst employers as the key to organizational success relies on employees (Abdullahi, Raman, Solarin, & Adeiza, 2023). When a firm implements certain human resource management practices, different employees attribute different motives and intentions to the firm with regard to those human resource management practices (). Existing literature posits that employees determine the success or failure of any organization since they are important assets that combine other resources such as technology, finance, information, managerial tools or production systems to enable the organization to attain its competitive edge (Tahmasebi & Babashahi, 2021). Scholars opine that the combination of human resource management practices and upper-level management beliefs can lead to a more successful execution of environmental practices, which enhances the

human capital and employee performance (You, Zhou, & Jia, 2021). Therefore, it is critical for employers to establish and maintain positive relationships with their staff (Suparjo & Nurchayati, 2023).

Globally, human resource management practices aim to increase organizational effectiveness through proper utilization of the available resources as performance can be viewed as an intricate and multidimensional concept that necessitates a well and elaborate strategic focus in its management in organizations (Kaaria, 2022). The human resources management is responsible for identifying, selecting and inducting the competent people, train them, facilitating and motivating them to perform at the high level of efficiency and providing mechanism to ensure that they maintain their affiliation with their organization (Mahapatro, 2022). A growing body of literature posits that the adoption of certain bundles of human resource management practices can positively influence organizational performance (Mahapatro, 2022). However, the ineffective human resource management practices prevent organizations from performing better and achieving their goals (Haldorai, Kim, & Garcia, 2022).

The recent strategic human resource management research has been directed at understanding the relationship between the human resource management practices and firm performance (Khan & Roy, 2023). However, the research on human resource management practices and employee performance is still fragmented and lacks a systematic typology of the different types of human resource management attributions and a compelling organizing research framework (Hu & Oh, 2022). Extant research is based on the premise effective human resource management practices enhance the motivation and commitment of staff which in turn impacts positively on productivity and performance. Nevertheless, a perennial challenge for human resource managers is showing that the application of effective human resource management practices contributes to better organization performance.

Statement of the Problem

In today's competitive world, effectively managing employee performance has proven to be even more challenging (Gilli, Nippa, & Knappstein, 2023). In a constantly changing world, the adoption of certain bundles of human resource management practices can positively influence organizational performance (Mahapatro, 2022). The effective implementation of human resource management practices plays a major role in helping a company thrive, especially when human resource leaders are involved in shaping overall business decisions to enhance employee performance (Storey, 2023). However, the inefficient use of human resource management practices by managers contributes to the high failure rate of firms and business liquidation (Bandari, 2020; Nyathi & Kekwaletswe, 2023).

The recent strategic human resource management research has been directed at understanding the relationship between the human resource management practices and firm performance (Khan & Roy, 2023). However, the research on human resource management practices and employee performance is still fragmented and lacks a systematic typology of the different types of human resource management attributions and a compelling organizing research framework (Hu & Oh, 2022). Although existent literature has provided valuable insights into the effect of human resource management practices on employee performance (Vuorenmaa, Sumelius, & Sanders, 2023), less is known about the effect of human resource planning, reward management, recruitment management and training management practices on employee performance. Unfortunately, the existing empirical literature on human resource management practices and employee performance has produced mixed results (Kanan *et al.*, 2023; Nyathi & Kekwaletswe, 2023).

While there are several human resource management related issues responsible for the low level of employee performance, poor human resource planning, reward management, recruitment management and training

management have the propensity of causing a low level of motivation among workers (Taylor & Woodhams, 2022). The general business problem is the inefficient use of human resource management practices by managers of tea exporters leads to low employee performance. The specific business problem is some managers of tea exporters lack human resource management strategies for fostering employee performance. Therefore, there is a pressing research need to empirically investigate the effect of human resource management practices on employee performance to achieve theoretical legitimacy.

Research Objectives

The general objective of this study was to examine the effect of the human resource management practices on employee performance in selected tea exporters in Mombasa County, Kenya. The study was guided by the following specific objectives;

- To determine the effect of human resource planning practice on employee performance in selected tea exporters in Mombasa County, Kenya.
- To establish the effect of reward management practice on employee performance in selected tea exporters in Mombasa County, Kenya.
- To assess the effect of recruitment management practice on employee performance in selected tea exporters in Mombasa County, Kenya.
- To examine the effect of training management practice on employee performance in selected tea exporters in Mombasa County, Kenya.

This study tested four null hypotheses:

- H_01 : Human resource planning practice has no significant effect on employee performance in selected tea exporters in Mombasa County, Kenya.
- H_02 : Recruitment management practice has no significant effect on employee performance in selected tea exporters in Mombasa County, Kenya.

- H₀₃: Reward management practice has no significant effect on employee performance in selected tea exporters in Mombasa County, Kenya.
- H₀₄: Training management practice has no significant effect on employee performance in selected tea exporters in Mombasa County, Kenya.

LITERATURE REVIEW

Theoretical Framework

Theoretical framework is the lens through which the researcher uses to connect the literature with the study results and methodology (Varpio, Paradis, Uijtdehaage, & Young, 2020). The theoretical framework is anchored on the resource-based view theory, dynamic capabilities theory and dynamic managerial capabilities theory.

Human Capital Theory

The human capital theory of human resource management was the underpinning theory. The human capital theory is about the idea of humans increasing their productivity and efficiency through a greater focus on education and training (Dahiya, Warne, & Arora, 2023). Human capital theory is about the idea of humans increasing their productivity and efficiency through a greater focus on education and training (Raza, St-Onge, & Ali, 2023). The human capital theory argues that individual workers have a set of skills or abilities which they can improve or accumulate through training and education (Tahmasebi & Babashahi, 2021). The theory suggests that human capital is unique to each organization and provides

essential resources and capabilities for competition in the hotel industry, which is challenging for other industries to duplicate (Zahra, Neubaum, & Hayton, 2020). The human capital theory posits that human capital includes employees' traits, such as capabilities, wisdom, knowledge, commitments, skills, attitudes, experiences, and creativities which are accessible to raise values that ultimately lead to gaining a competitive edge (Sun, Li, & Ghosal, 2020). Existent literature posits that Human capital is typically accomplished by a unit of human capital management in firms currently known as the human resources department (Rusmingsih, Widarni, & Bawono, 2021). The human capital theory identifies human capital as the combination of personality attributes, habits, knowledge, social life, and creativity considered in labour performance to contribute to economic value" (van Triest, Kloosterman, & Groen, 2023). The theory presents a different approach to human capital in economics and how it contributes to employee performance (Imran, Fatima, Sarwar, & Iqbal, 2023).

Conceptual Framework

The conceptual framework for this study depicts that the dependent variable is employee performance in selected tea exporters in Mombasa County, Kenya. In the conceptual framework, the four human resource management practices, namely human resource planning, reward management, recruitment management and training management are conceptualized as the independent variables. Figure 1 presents the conceptual framework.

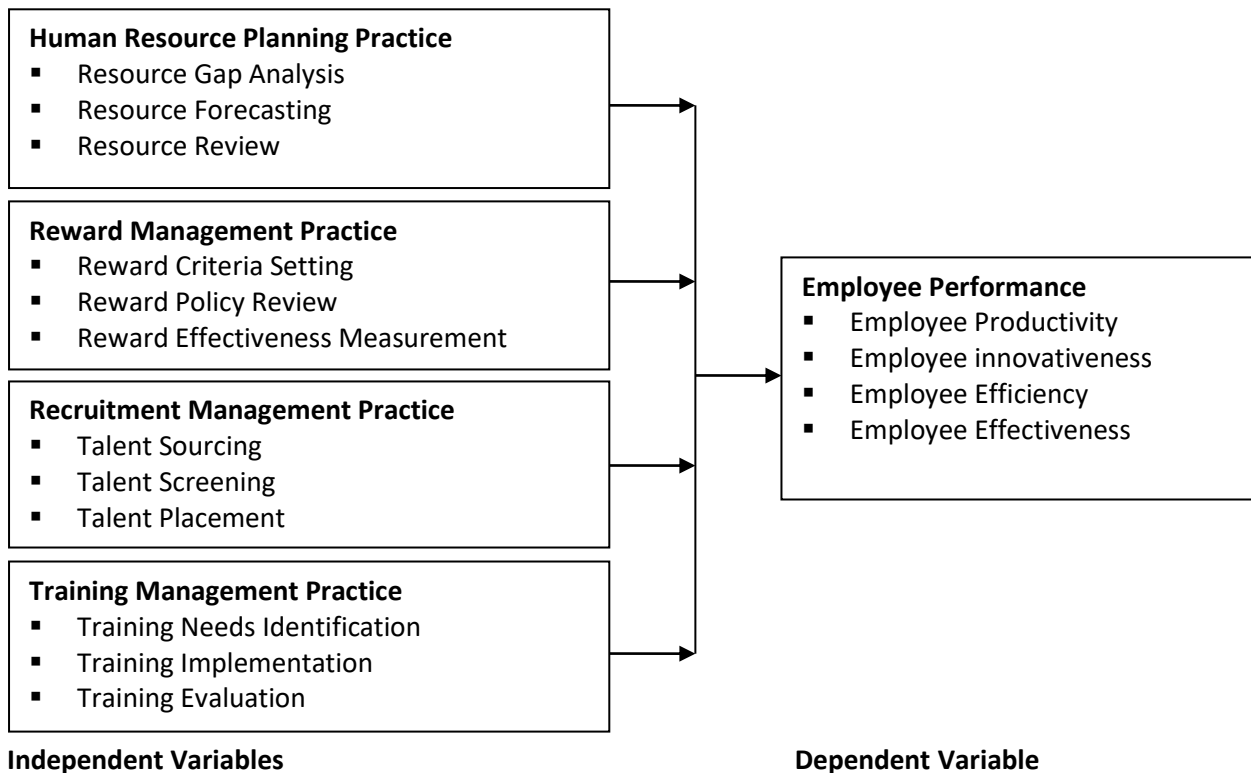


Figure 1: Conceptual Frame Work

Review of Literature on Variables

Human Resource Planning Practice

Human resource planning is a human resources management practice that analyzes and determines personnel needs in order to create effective innovation teams (Mahapatro, 2022). A robust human resource planning practice links employee management to organizational mission, vision, as well as goals (Obeidat *et al.*, 2023). Existent literature posits that human resource planning includes creating venture teams with a balanced skill-mix, recruiting the right people, and voluntary team assignment (Azizi, Atlasi, Ziapour, Abbas, & Naemi, 2021). Scholars opine that human resource planning positively and significantly influence employee performance (Demir, Yaşar, & Demir, 2023). Therefore, a higher degree of human resource planning strategies will lead a to the enhancement of employee performance (Nyathi & Kekwaletswe, 2023).

Reward Management Practice

Reward management is a system that consists all financial and non-financial compensation packages of the organization (Pandzic & Hadziahmetovic, 2022). The reward management is a human

resources management practice designed to retain employees, attract new talent and most importantly to increases employee performance (Alkandi *et al.*, 2023). Reward management consists all factors which directly or indirectly affect the process of reward system (Nyathi & Kekwaletswe, 2023). The reward management plays an important role in motivating managers and other employees to participate in the organization’s initiatives. The sustainability of an organization’s environmental performance is largely dependent on green reward management practices (Alavi & Aghakhani, 2023). Although many studies have been conducted on the relationship between reward management and employee performance in the work place, mixed results have been reported (Manzoor, Wei, & Asif, 2021).

Recruitment Management Practice

Recruitment management is a human resources management practice that determines the decision as to which candidates get employment offers (Chowdhury *et al.*, 2023). The recruitment and selection are essentially concerned with finding, assessing, and engaging new employees or promoting existing ones (Fitri, Handaru, &

Yohana, 2021). Recruitment and selection process are concerned with identifying, attracting, and choosing suitable people to meet an organization's human resource requirement (Kidagisa & Mukanzi, 2021). In the last few decades, a primary objective of employee recruitment studies has been to identify the best predictors for job performance (Siagian, Siregar, & Rambe, 2023). Due to the high cost of the recruitment process along with its high rate of uncertainty, human resource recruiters utilize a variety of methods and instruments to improve the efficiency and effectiveness of this process (Obeidat *et al.*, 2023).

Training Management Practice

Training management includes planning, organizing, implementing, evaluating and comprises the accuracy of training methods, the quality of content, and trainers, thereby preventing dissatisfaction (Tamsah, Yusriadi, Hasbi, Haris, & Ajani, 2023). Scholars opine that preparation before training, which is part of its management, can encourage the increased motivation of participants to create training effectiveness (Farida, Tajuddin, & Romansyah, 2023). Extant literature posits that training is one of the most common ways to improve skills, encouraging performance improvement (Saputro & Nawangsari, 2021). Good training management encourages improved information about its content, methods, and quality of trainers (Saputro & Nawangsari, 2021). It promotes the motivation of training participants, which results in training effectiveness (Mvuyisi & Mbukanma, 2023).

Employee Performance

Employee performance is a core theme in human resource management research. Scholars opine that employee performance is the total expected value to the organization of the discrete behavioral episodes that an individual carries out over a standard period of time (Nyathi & Kekwaletswe, 2023). Employee performance helps to take the cost of resources used into consideration. However, left unmanaged, employee performance can be unpredictable (Abdullahi *et al.*, 2023). In a

constantly changing world, the adoption of certain bundles of human resource management practices can positively influence organizational performance (Mahapatro, 2022). The effective implementation of human resource management practices plays a major role in helping a company thrive, especially when human resource leaders are involved in shaping overall business decisions to enhance employee performance (Segbenya & Ansah, 2020; Storey, 2023). In the highly competitive era, the human resource management practices are implemented to foster employee performance improve (Obeidat *et al.*, 2023).

Empirical Review

Effect of Human Resource Planning Practice on Employee Performance

In the context of India, Bhattacharya and Bhattacharya (2023) investigated sustainable human resource planning for hospitals in tier 2/3 cities. The study revealed that human resource planning has a significant influence on employee performance. Khan *et al.* (2023) investigated green human resource planning, green innovation and circular economy performance. The results indicated that green human resource planning significantly impacts circular economy performance.

Effect of Reward Management Practice on Employee Performance

In Pakistan, Manzoor, Wei, and Asif (2021) investigated the effect of intrinsic rewards on employee performance with the mediating mechanism of employee motivation in small and medium enterprises. The results showed that intrinsic rewards had a positive and significant effect on employee performance. The study revealed that employee motivation significantly mediated the association between intrinsic rewards and employee performance. In Saudi, Saputro and Nawangsari (2021) examined the effect of green reward management on employee performance at Pt Andalan Bakti Niaga. The results indicated that green reward management had a positive and significant effect on performance. Alkandi *et al.*

(2023) examined the effect of incentive and reward systems on employee performance, and the mediating influence of employee job satisfaction in primary, secondary, and tertiary industrial sectors. The results demonstrated that there was an insignificant direct effect of incentives and rewards on employee performance. However, the results there was evidence of a significant direct effect of incentives and rewards on job satisfaction. The results indicated that there was a significant indirect effect of incentives and rewards on employee performance. Furthermore, the results showed that when job satisfaction acted as a mediator, the effect of incentives and rewards on employee performance was significant.

Effect of Recruitment Management Practice on Employee Performance

Fitri *et al.* (2021) examined the effect of recruitment, selection, and placement on employee performance. The results indicated that recruitment had a positive and significant effect on performance. Setiawan, Wakhyuni, and Siregar (2020) investigated the effect of recruitment management on employee performance in a manufacturing company. The results showed that recruitment management had a positive and significant effect on employee performance. Saputro and Nawangsari (2021) examined the effect of green recruitment management on employee performance at Pt Andalan Bakti Niaga. The results indicated that green recruitment management had a positive and significant effect on performance. Kidagisa and Mukanzi (2021) examined the influence of employee recruitment practices on employee performance in selected sugar companies in western Kenya. The results indicated that employee recruitment practices had a positive and significant influence on performance.

Effect of Training Management Practice on Employee Performance

Saputro and Nawangsari (2021) examined the effect of green training management on employee performance at Pt Andalan Bakti Niaga. The results

indicated that green training management had a positive and significant effect on performance. Farida *et al.* (2023) examined the effect of training and motivation on employee performance at PT Matahari Putra Prima TBK (Hypermart) Cimanggis Depok Branch. The results indicated that training and motivation had positive and significant effect on employee performance. Siagian, Siregar, and Rambe (2023) investigated the effect of training on employee performance and the mediating influence of organizational commitment and motivation at the Labuhanbatu Youth and Sports Culture and Tourism Service. The results showed that training had a positive and significant effect on employee performance. Mvuyisi and Mbukanma (2023) assessed the impact of on-the-job training on employee performance at Walter Sisulu University. The results indicated that on-the-job training had positive and significant effect on employee performance.

METHODOLOGY

The study utilized a correlation, cross-sectional survey research design to test at a single point in time the noncausal relationships between human resource management practices on employee performance in selected tea exporters in Mombasa County, Kenya. The design is a type of non-experimental quantitative research in which the researcher measures two or more variables at a single point in time and assesses the statistical with little or no effort to control extraneous variables (Creswell, 2020). The target population for the study consisted of 123 employees of 3 selected tea exporters in Mombasa County, Kenya. The target population was as per the Kenya Tea Board (2023)'s data base as at 31st December, 2022. The sampling frame for the study consisted of the list of the 3 selected tea exporters, namely Global Tea & Commodities Ltd, L.A.B. International Limited and Cargill Kenya Ltd in Mombasa County, Kenya. The Yamane (1967)'s formula was used to determine the desired sample size at the 5% significance level:

$$n = \frac{N}{1+Ne^2} \quad n = \frac{123}{1+123(0.05)^2} = 94$$

Where:

n = Sample Size

N = Target Population

e = level of precision (sample error)

The proportionate stratified random sampling technique was used to select a sample size of 93 employees of 3 selected tea exporters in Mombasa County, Kenya. Table 1 presents sample size.

Table 1: Sample Size

Strata	Target Population	Sample Size
Global Tea & Commodities Ltd	48	37
L.A.B. International Limited	29	22
Cargill Kenya Ltd	46	35
Total	123	94

A self-administered survey questionnaire was the means of collecting primary data. The structured survey questionnaire was anchored on a 5-point Likert scale ranging from 1= strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = strongly agree. The data collection method allows respondents to complete the questionnaires themselves (Saunders & Kulchitsky, 2021). The method permits the collection of primary data from a relatively large sample in an economic way (Creswell, 2020). It provides more structured responses that facilitate quantitative analysis, testing of hypotheses (Hair, Howard, & Nitzl, 2020). A cross-sectional survey-based approach was used to collect primary data. Through the drop and pick method, the researcher and three research assistants distributed the survey questionnaires to the random sample of 93 employees of the 3 selected tea exporters in Mombasa County, Kenya. To test the validity and reliability of the constructed survey questionnaire, a pilot study was conducted with a pilot trial sample size of 9 employees of the 3 selected tea exporters in Mombasa County, Kenya. A pilot trial sample size of at least 10 percent of the sample size is sufficient for pilot study (Bell, Bryman, & Harley, 2022).

The collected data was checked for accuracy, completeness and consistency. The data was coded, edited, and entered into the Statistical Package for Social Sciences (SPSS) version 26 to create a data sheet that was used for analysis. The collected data was analyzed using descriptive and inferential statistics. Descriptive statistics were computed to summarize the data in respect to each variable, and

to describe the sample’s characteristics. The Pearson’s product moment correlation analysis was performed to confirm or deny the relationships between human resource planning practice, reward management practice, recruitment management practice, training management practice and employee performance in selected tea exporters in Mombasa County, Kenya. Multiple linear analysis was conducted with was conducted with human resource planning, reward management, recruitment management and training management practices predicting employee performance in selected tea exporters in Mombasa County, Kenya.

The multiple linear regressions model was specified as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \dots\dots \text{Model 1}$$

Where:

Y = Employee Performance, the dependent variable

β_0 = Constant Term

$\beta_1 - \beta_4$ = Regression Coefficients to be estimated

X_1 = Human Resource Planning Practice

X_2 = Reward Management Practice

X_3 = Recruitment Management Practice

X_4 = Training Management Practice

e = Stochastic Error Term

FINDINGS

Out of the 94 survey questionnaires distributed, only 58 usable survey questionnaires were received from the employees of the 3 selected tea exporters in Mombasa County, Kenya. Therefore, there was a valid response rate of 61.7%, and this was adequate data analysis. Table 2 presents responses rate.

Table 2: Response Rate

Response Rate	Frequency	Percentage
Respondents	58	61.7%
Non-Respondents	36	38.3%
Total	94	100.0%

Validity Test Results

Face validity was ensured by conducting extensive literature survey on the research problem and developing the survey questionnaire based on validated scales. For face validity test, the researcher shared the draft survey questionnaire with an expert panel of 5 judges in the field of strategic management to judge whether, on the face of it, the questionnaire covered and measured the concepts it purported to measure. Feedback from the expert panel of judges revealed that on the face of it, the draft survey questionnaire covered and measured the concepts it purported to measure, suggesting that it passed the face validity test.

Content validity was ensured by conducting extensive literature survey on the research problem

and employing adapted scales considered appropriate in previous studies. For content validity test, the researcher shared the draft survey questionnaire with an expert panel of 5 judges in the field of strategic management to judge whether, in the field of strategic management to judge whether, it measured the concepts it purported to measure and whether the relevant content domain for all the constructs had been covered. Feedback from the expert panel of judges were analyzed to determine the content validity index. The content validity test results showed that the draft survey questionnaire had a content validity index of 0.938 and a congruency percentage of 93.8%, suggesting that it passed the content validity test. Table 3 presents the content validity test results.

Table 3: Content Validity Test Results

Constructs	No. of Items	Content Validity Index	Congruency Percentage	Decision
Human Resource Planning Practice (X_1)	3	0.939	93.90%	Valid
Reward Management Practice (X_2)	3	0.940	94.00%	Valid
Recruitment Management Practice (X_3)	3	0.937	93.70%	Valid
Training Management Practice (X_4)	3	0.948	94.80%	Valid
Employee Performance (Y)	4	0.936	93.60%	Valid
Entire Scale	16	0.9388	93.88%	Valid

Construct Validity Test Results

For construct validity test, a series of factor analysis were performed. Factor analysis is used to find factors among observed variables to produce a small number of factors from a large number of variables which is capable of explaining the observed variance in the larger number of variables (Bell *et al.*, 2022). However, prior to the extraction of the factors, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity were conducted to determine the suitability of the data for factor analysis. The

construct validity test results showed that the KMO Measure of Sampling Adequacy was 0.838, greater than 0.7, while the Bartlett's Test of Sphericity was significant (Approx. Chi-Square = 22.698; df = 10; $p \leq 0.05$), signifying the appropriateness of the data for factor analysis. A KMO statistic of greater than 0.7, and an associated Bartlett's p-value of less than or equal to 0.05, and an Anti-image correlation statistic of greater than 0.6 indicates that an adequate correlation exists to justify factor analysis (Hair *et al.*, 2020). Table 4 presents the construct validity test result.

Table 4: Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.838
Bartlett's Test of Sphericity	Test of Approx. Chi-Square	df	22.698
		Sig.	10 .002

Reliability Test Results

The Cronbach's alpha was used to determine the internal consistency reliability of the developed survey questionnaire. The reliability test results showed that the Cronbach's alpha coefficients of the study variables surpassed the threshold of 0.7, suggesting that the measurement scale passed the

reliability test. The Cronbach's alpha is the most commonly used measure of scale reliability, that is, how closely related a set of items are as a group, and an alpha coefficient of 0.7 or higher indicates acceptable internal consistency reliability (Bell *et al.*, 2022). Table 5 presents the reliability test results.

Table 5: Reliability Test Results

Variable	Number of Items	Cronbach's Alpha Coefficient	Remarks
Human Resource Planning Practice (X_1)	3	0.898	Acceptable
Recruitment Management Practice (X_2)	3	0.861	Acceptable
Reward Management Practice (X_3)	3	0.901	Acceptable
Training Management Practice (X_4)	3	0.857	Acceptable
Employee Performance (Y)	4	0.901	Acceptable
Entire Scale	16	0.905	Acceptable

Correlation Analysis Results

The Pearson's product moment correlation analysis was performed to confirm or deny the relationship between the variables. The results indicated that employee performance had positive and significant relationship with human resource planning practice ($r = 0.380$, $p \leq 0.05$) in selected tea exporters in Mombasa County, Kenya. The findings indicated that employee performance had positive and significant relationship with reward management practice ($r = 0.534$, $p \leq 0.05$) in selected tea

exporters in Mombasa County, Kenya. The results indicated that employee performance had positive and significant relationship with recruitment management practice ($r = 0.348$, $p \leq 0.05$) in selected tea exporters in Mombasa County, Kenya. The findings indicated that employee performance had positive and significant relationship with training management practice ($r = 0.467$, $p \leq 0.05$) in selected tea exporters in Mombasa County, Kenya. Table 6 presents the Pearson's product moment correlation analysis results.

Table 6: Pearson's Product Moment Correlation Analysis Results

Pearson Correlation Analysis		X ₁	X ₂	X ₃	X ₄	Y
Human Resource Planning Practice (X ₁)	Pearson Correlation	1				
	Sig. (2-tailed)					
	n	58				
Recruitment Management Practice (X ₂)	Pearson Correlation	.638**	1			
	Sig. (2-tailed)	.000				
	n	58	58			
Reward Management Practice (X ₃)	Pearson Correlation	.294**	.311**	1		
	Sig. (2-tailed)	.001	.001			
	n	58	58	58		
Training Management Practice (X ₄)	Pearson Correlation	.362**	.553**	.618**	1	
	Sig. (2-tailed)	.000	.000	.000		
	n	58	58	58	58	
Employee Performance (Y)	Pearson Correlation	.380**	.348**	.534**	.467**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	n	58	58	58	58	58

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

Multiple Linear Regression Analysis Results

Standard multiple regression analysis was performed with employee performance as the dependent variable and human resource planning, reward management, recruitment management and training management practices as the predictor variables. The standard multiple regression analysis was performed to test to what extent, if any, the four human resource management practices significantly predict employee performance in selected tea exporters in Mombasa County, Kenya.

Model Summary

From the model summary table, it also clear that the value of coefficient of correlation (R) was 0.796, while the value of coefficient of determination (R²) was 0.633, and the value of the adjusted R² was 0.615. The value of coefficient of determination (R²)

of 0.633 suggests that the four human resource management practices could significantly predict and explain approximately 63.3% of the variance in the employee performance in selected tea exporters in Mombasa County, Kenya. The adjusted R² of 0.615 suggests that the linear combination of the four human resource management practices (human resource planning, reward management, recruitment management and training management practices) significantly predicted and explained approximately 61.5% of the variance in the employee performance in selected tea exporters in Mombasa County, Kenya. The std. error of the estimate of 2.12905 in the model suggests other factors not included in the model predict and explain the remaining 38.5% the variance in the employee performance in selected

tea exporters in Mombasa County, Kenya. Therefore, future research should be conducted to discover the other variables that also predict

employee performance in selected tea exporters in Mombasa County, Kenya. Table 7 presents the model summary results.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796 ^a	.633	.615	2.12905

Predictors: (Constant), Training Management Practice, Recruitment Management Practice, Reward Management Practice, Human Resources Planning Practice

Analysis of Variance

From the Analysis of Variance (ANOVA) table, it is clear that the overall standard multiple regression model (the model involving constant, human resource planning practice, reward management practice, recruitment management practice and training management practice), achieved a high degree of fit, as reflected by R = 0.796, R² = 0.633, adj. R² = 0.615, F (4, 57) = 22.897, p < 0.001. The results showed that the overall standard multiple regression model (the model involving constant, human resource planning practice, reward management practice, recruitment management

practice and training management practice) was significant in predicting the variance in employee performance in selected tea exporters in Mombasa County, Kenya. Therefore, the null hypothesis was rejected. The results implied that the four human resource management practices (human resource planning, reward management, recruitment management and training management practices) positively and significantly predicted the variance in employee performance in selected tea exporters in Mombasa County, Kenya. Table 8 presents the ANOVA results.

Table 8: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	460.507	4	115.127	22.897	.000 ^b
	Residual	266.482	53	5.028		
	Total	726.989	57			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Training Management Practice, Recruitment Management Practice, Reward Management Practice, Human Resource Planning Practice

Multiple Regression Coefficients

From the coefficients table results, it is clear that the regression equation was:

$$Y = 29.978 + 0.363 X_1 + 0.382 X_2 + 0.600X_3 + 0.476X_4$$

Where;

Y = the dependent variable (Employee Performance)

X₁ = Human resource planning practice

X₂ = Reward management practice

X₃ = Recruitment management practice

X₄ = Training management practice

The regression equation suggests that holding all factors in to account (human resource planning practice, reward management practice, recruitment management practice and training management practice), constant at zero, employee performance would be 29.978 in selected tea exporters in Mombasa County, Kenya. The regression coefficients findings suggest that holding all factors in to account constant at zero, a unit increase in human resource planning practice would lead to a 0.363 increase in the scores of employee performance in selected tea exporters in Mombasa County, Kenya. Besides, the results suggest that

holding all factors in to account constant at zero, a unit increase in reward management practice would lead to a 0.382 increase in the employee performance in selected tea exporters in Mombasa County, Kenya. The results also suggest that holding all factors in to account constant at zero, a unit increase in recruitment management practice would lead to a 0.600 increase the scores of employee performance in selected tea exporters in Mombasa County, Kenya. The results similarly suggest that holding all factors in to account constant at zero, a unit increase in training management practice would lead to 0.476 increase the scores of employee performance in selected tea exporters in Mombasa County, Kenya.

From the coefficients table results, it is clear that human resource planning practice had positive and

significant effect on employee performance ($\beta = 0.059$; $t = 4.271 \geq 1.96$; $p = 0.001 \leq 0.05$) in selected tea exporters in Mombasa County, Kenya. The regression results indicated that reward management practice had positive and significant effect on employee performance ($\beta = 0.075$; $t = 3.537 \geq 1.96$; $p = 0.001 \leq 0.05$) in selected tea exporters in Mombasa County, Kenya. The findings showed that recruitment management practice had positive and significant effect on employee performance ($\beta = 0.064$; $t = 3.846 \geq 1.96$; $p = 0.001 \leq 0.05$) in selected tea exporters in Mombasa County, Kenya. The results further showed that training management practice had positive and significant effect on employee performance ($\beta = 0.661$; $t = 5.409 \geq 1.96$; $p = 0.001 \leq 0.05$) in selected tea exporters in Mombasa County, Kenya. Table 9 presents the regression coefficients' results.

Table 9: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	29.978	2.479		12.091	.000
	Human Resource Planning Practice	.363	.085	.059	4.271	.000
	Reward Management Practice (X ₁)	.382	.108	.075	3.537	.001
	Recruitment Management Practice (X ₂)	.600	.156	.064	3.846	.003
	Training Management Practice (X ₃)	.476	.088	.661	5.409	.000

a. Dependent Variable: Employee Performance

Hypotheses Test Results

In total four null hypotheses were tested. The research hypotheses were tested at 5% level of significance, $\alpha = 0.05$, $t = 1.960$, and 95% confidence level. Therefore, the decision rule was to reject the null hypothesis, H_0i if the $P \leq 0.05$, and if otherwise fail to reject the null hypothesis, H_0i if the $P > 0.05$.

H_01 predicted that human resource planning practice has no significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. The standard multiple linear

regression findings showed that human resource planning practice had positive and significant effect on employee performance ($\beta = 0.059$; $t = 4.271 \geq 1.96$; $p = 0.001 \leq 0.05$) in selected tea exporters in Mombasa County, Kenya. The H_01 was rejected in favor of the H_A1 . Therefore, decision was made that human resource planning practice has a significant effect on employee performance in selected tea exporters in Mombasa County, Kenya.

H_02 predicted that reward management practice has no significant effect on employee performance

in selected tea exporters in Mombasa County, Kenya. The standard multiple linear regression findings showed that reward management practice had positive and significant effect on employee performance ($\beta = 0.075$; $t = 3.537 \geq 1.96$; $p = 0.001 \leq 0.05$) in selected tea exporters in Mombasa County, Kenya. The H_{02} was rejected in favor of the H_{A2} . Therefore, decision was made that reward management practice has a significant effect on employee performance in selected tea exporters in Mombasa County, Kenya.

H_{03} predicted that recruitment management practice has no significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. The standard multiple linear regression findings showed that recruitment management practice had positive and significant effect on employee performance ($\beta = 0.064$; $t = 3.846 \geq 1.96$; $p = 0.001 \leq 0.05$) in selected tea

exporters in Mombasa County, Kenya. The H_{03} was rejected in favor of the H_{A3} . Therefore, decision was made that recruitment management practice has a significant effect on employee performance in selected tea exporters in Mombasa County, Kenya.

H_{04} predicted that training management practice has no significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. The standard multiple linear regression findings showed that training management practice had positive and significant effect on employee performance ($\beta = 0.661$; $t = 5.409 \geq 1.96$; $p = 0.001 \leq 0.05$) in selected tea exporters in Mombasa County, Kenya. The H_{04} was rejected in favor of the H_{A4} . Therefore, decision was made that training management practice has a significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. Table 10 presents the hypotheses test results.

Table 10: Hypotheses Test Results

Research Hypothesis	β	t	Sig.	Decision
H_{01} : Human resource planning practice has no significant effect on employee performance in selected tea exporters in Mombasa County, Kenya.	.059	4.271	.000	Reject the H_{01}
H_{02} : Reward management practice has no significant effect on employee performance in selected tea exporters in Mombasa County, Kenya.	.075	3.537	.001	Reject the H_{02}
H_{03} : Recruitment management practice has no significant effect on employee performance in selected tea exporters in Mombasa County, Kenya.	.064	3.846	.003	Reject the H_{03}
H_{04} : Training management practice has no significant effect on employee performance in selected tea exporters in Mombasa County, Kenya.	.661	5.409	.000	Reject the H_{04}

Discussions

The purpose of this study was to examine the effect of human resource management practices on employee performance in selected tea exporters in Mombasa County, Kenya. Specifically, the study

examined the effect of human resource planning, reward management, recruitment management and training management practices on employee performance in selected tea exporters in Mombasa County, Kenya. The study found that the human

resource management practices had positive and significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. The findings are consistent with the results of prior research (El Baroudi, Cai, Khapova, & Jiang, 2023; Kanan *et al.*, 2023).

The first specific objective was to examine the effect of human resource planning practice on employee performance in selected tea exporters in Mombasa County, Kenya. H_{01} predicted that human resource planning practice has no significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. The standard multiple linear regression findings showed that human resource planning practice had positive and significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. The H_{01} was rejected in favor of the H_{A1} . Therefore, decision was made that human resource planning practice has a significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. The results are in line with the findings of past research (Khan & Roy, 2023; Nyathi & Kekwaletswe, 2023).

The second specific objective was to determine the effect of reward management practice on employee performance in selected tea exporters in Mombasa County, Kenya. H_{02} predicted that reward management practice has no significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. The standard multiple linear regression findings showed that reward management practice had positive and significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. The H_{02} was rejected in favor of the H_{A2} . Therefore, decision was made that reward management practice has a significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. The findings are consistent with the results of prior research (Alavi & Aghakhani, 2023; Alkandi *et al.*, 2023).

The third specific objective was to assess the effect of recruitment management practice on employee

performance in selected tea exporters in Mombasa County, Kenya. H_{03} predicted that recruitment management practice has no significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. The standard multiple linear regression findings showed that recruitment management practice had positive and significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. The H_{03} was rejected in favor of the H_{A3} . Therefore, decision was made that recruitment management practice has a significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. The findings are consistent with the results of prior research (Alavi & Aghakhani, 2023).

The fourth specific objective was to examine the effect of training management practice on employee performance in selected tea exporters in Mombasa County, Kenya. H_{04} predicted that training management practice has no significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. The standard multiple linear regression findings showed that training management practice had positive and significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. The H_{04} was rejected in favor of the H_{A4} . Therefore, decision was made that training management practice has a significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. The findings are consistent with the results of prior research (Alavi & Aghakhani, 2023; Moge, 2023).

CONCLUSION AND RECOMMENDATIONS

The purpose of this study was to examine the effect of human resource management practices on employee performance in selected tea exporters in Mombasa County, Kenya. Specifically, the study examined the effect of human resource planning, reward management, recruitment management and training management practices on employee performance in selected tea exporters in Mombasa County, Kenya. The conclusion was that the human resource management practices had positive and

significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. The first conclusion was that human resource planning practice has a significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. The second conclusion was that reward management practice has a significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. The third conclusion was that recruitment management practice had positive and significant effect on employee performance in selected tea exporters in Mombasa County, Kenya. The fourth conclusion was that training management practice has a significant effect on employee performance in selected tea exporters in Mombasa County, Kenya.

Managerial Recommendations: Based on the research findings, the study suggests that the management should identify strategies for implementing human resource management practices to foster employee performance in selected tea exporters in Mombasa County, Kenya. The first managerial recommendation was that the management should identify strategies for implementing human resource planning practice to foster employee performance in selected tea exporters in Mombasa County, Kenya. The second managerial recommendation was that the management should identify strategies for implementing reward management practice to foster employee performance in selected tea exporters in Mombasa County, Kenya. The third managerial recommendation was that the management should identify strategies for implementing recruitment management practice to foster employee performance in selected tea exporters in Mombasa County, Kenya. The fourth managerial recommendation was that the management should identify strategies for implementing training management practice to foster employee performance in selected tea exporters in Mombasa County, Kenya.

Policy Recommendations: From the research findings, the study recommends that policy makers

within the tea industry should review the policy framework for the implementation of human resource management practices to foster employee performance in selected tea exporters in Mombasa County, Kenya. First, the policy makers should review the policy framework for the implementation of human resource planning practice to foster employee performance in selected tea exporters in Mombasa County, Kenya. Second, the policy makers should review the policy framework for the implementation of reward management practice to foster employee performance in selected tea exporters in Mombasa County, Kenya. Third, the policy makers should review the policy framework for the implementation of recruitment management practice to foster employee performance in selected tea exporters in Mombasa County, Kenya. Fourth, the policy makers should review the policy framework for the implementation of training management practice to foster employee performance in selected tea exporters in Mombasa County, Kenya.

Limitations and Future Research

This research paper generates novel insights into how human resource management practices predict employee performance in selected tea exporters in Mombasa County, Kenya. However, the current research has a number of limitations, that need to be taken into consideration.

First, the research was limited to the effect of human resource management practices on employee performance in selected tea exporters in Mombasa County, Kenya. Therefore, caution should be taken when attempting to generalize the results beyond the tea exporters in other regions. Future research could examine into the effect of human resource management practices on employee performance in other sectors or in other regions.

Second, the research was contextually limited to only four of human resource management practices. Future research could investigate the effect of other important of human resource management practices on employee performance.

Third, as the research relied on a cross-sectional survey design, no inferences about the causality of relationships can be made. Future researchers should consider conducting longitudinal research on the and employee performance.

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