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MANAGERIAL SECONDMENTS FACTORS AND PERFORMANCE OF KTDA FACTORIES IN SELECT COUNTIES IN KENYA

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ABSTRACT

This study sought to investigate the effect of managerial secondment factors on the performance of Kenya Tea Development Agency (KTDA) factories in selected counties of Kenya. The key objectives were to examine the impact of the educational background of seconded managers, duration of secondment, management practices adopted, and prior management experience on factory performance. A census approach was adopted, targeting all KTDA factories in Kiambu, Nyeri, Murang'a, and Kirinyaga counties. Data was collected through structured questionnaires administered to managers, employees, and key stakeholders. Quantitative data were analyzed using descriptive and inferential statistics via SPSS, while qualitative responses underwent thematic analysis. The study revealed that the educational background and technical skills of seconded managers positively influence factory performance, with a high level of agreement among respondents (mean = 4.3, SD = 0.6749). The average secondment duration was 13 months, with findings showing it significantly impacts operational and financial performance ($r = 0.583$, $p = 0.002$; $B = 0.287$, $p = 0.002$). Most seconded managers employed consistent and effective management practices (mean = 4.1, SD = 0.7379), and prior managerial experience was deemed highly relevant (mean = 4.2, SD = 0.6325). Multiple regression analysis confirmed the model's statistical significance ($F = 29.214$, $p = 0.000$), with an R^2 value of 0.697, indicating that 69.7% of the variance in performance outcomes was explained by the predictor variables. Managerial competencies ($B = 0.342$, $p = 0.001$) and duration of secondment (Beta = 0.414, $p = 0.000$) emerged as significant predictors of performance. The findings underscore the importance of structured mentorship, robust feedback mechanisms, and alignment of secondment strategies with organizational objectives. This study contributes to empirical knowledge on secondment practices and provides actionable recommendations for enhancing KTDA's secondment policies. By strengthening managerial secondments, KTDA can promote leadership development, improve employee morale, and drive sustainable factory performance.

Key Words: Managerial secondment, KTDA, factory performance, management practices, leadership development, secondment duration, organizational effectiveness

Background of the study

Managerial secondments have become a strategic human resource tool in public and private sector organizations, used to enhance leadership capacity, facilitate knowledge transfer, and improve operational efficiency(Dickmann, Brewster, & Sparrow, 2016). In the context of Kenya's tea sector, the Kenya Tea Development Agency (KTDA) deploys seconded managers to oversee factory operations and drive performance outcomes. However, limited empirical research exists on how key secondment factors, such as the educational background, duration of secondment, management practices, and prior managerial experience, affect the performance of KTDA-managed factories. In the tapestry of Kenya's economy, the Kenya Tea Development Agency (KTDA) stands as a formidable cornerstone within the agricultural sector, wielding considerable influence over the production and processing of tea. With its sprawling network of factories scattered across the verdant landscapes of Kiambu, Nyeri, Murang'a, and Kirinyaga counties, KTDA commands a pivotal position in driving the nation's agricultural output and economic prosperity. The significance of these factories reverberates not only in their substantial contributions to Kenya's export earnings but also in their role as bastions of employment, offering livelihoods to local communities and fostering economic resilience amidst the ebbs and flows of global markets.

At the heart of KTDA's operations lies the intricate process of tea production and processing, a meticulous endeavor that involves myriad stages, from cultivation and harvesting to sorting, drying, and packaging. This intricate dance of agricultural prowess and industrial finesse is orchestrated within the confines of KTDA's factories, where tea leaves are transformed into the cherished brew that graces cups and teapots around the world (Kumarihami & Song, 2018). Yet, amid the teeming fields and bustling production lines, KTDA factories confront a tapestry of challenges and opportunities that shape their performance and trajectory.

The performance of KTDA factories, while formidable, is not without its complexities and nuances. Indeed, these industrial bastions must navigate a number of factors that influence their effectiveness, from market dynamics and regulatory frameworks to technological advancements and operational strategies. In this mosaic of influences, understanding the determinants of performance becomes paramount, offering insights that can illuminate pathways to resilience, sustainability, and growth (Blowfield, 2003). Scholars and practitioners alike have delved into the multifaceted terrain of agricultural development and industrial performance, offering perspectives and insights that enrich our understanding of the challenges and opportunities facing KTDA factories. Within the annals of scholarly discourse, voices such as Derreumaux (2013) have underscored the pivotal role of agricultural enterprises in driving economic development, highlighting their capacity to mobilize resources, generate employment, and foster innovation. Indeed, the agricultural sector, with its intertwined web of farms, factories, and markets, serves as a linchpin of national economies, sustaining livelihoods and driving progress.

In exploring the performance of KTDA factories in Kiambu, Nyeri, Murang'a, and Kirinyaga counties, management factors emerge as crucial determinants. Dillon and Morris (2016) underscore the significance of managerial strategies and practices in agricultural productivity, highlighting their pivotal role in optimizing efficiency, quality, and sustainability. Within the context of KTDA factories, where precision and quality are paramount, effective management practices hold the key to streamlining processes, minimizing waste, and meeting the stringent standards set by discerning consumers. The adoption of robust management frameworks, tailored to the unique challenges of tea processing, is essential for driving operational excellence and ensuring the long-term success of these enterprises. Moreover, the landscape of agricultural development presents a myriad of managerial challenges, as elucidated by Davis (2023). These challenges encompass a spectrum of issues, including market volatility, resource constraints, climate change, and regulatory pressures. In navigating this complex terrain, KTDA factories must contend with an array of management-related dilemmas, from optimizing resource allocation and workforce management to aligning strategic objectives with operational realities. The ability to effectively address these challenges hinges on the adeptness of managerial decision-making, organizational leadership, and the implementation of sound management practices.

Given the multifaceted nature of these challenges, a comprehensive exploration of management factors shaping the performance of KTDA factories is warranted. By delving into the intricacies of managerial dynamics, this study aims to unravel the underlying influences that drive operational outcomes within tea processing enterprises. Through a synthesis of scholarly research, industry insights, and empirical evidence, we seek to shed light on the nuanced interplay between management strategies, organizational performance, and the broader socio-economic context in which KTDA factories operate. In doing so, we endeavor to offer actionable insights and recommendations that can inform management practices, policy formulation, and future research endeavors in the field of agricultural enterprise management.

Statement of the Problem

The tea industry is a major pillar of Kenya's economy, supporting over 600,000 smallholder farmers through KTDA, which manages more than 60 factories. Despite a 17% increase in tea production between 2021 and 2024, profitability has declined by 14% due to market saturation and falling auction prices (KTDA, 2024; EATTA, 2024). At the same time, operational costs, particularly in key counties such as Kirinyaga, Nyeri, Murang'a, and Kiambu, have increased, further straining factory finances. These pressures have resulted in fluctuating farmer bonuses, affecting their planning and investment capacity (AFA, 2024).

To improve factory efficiency, KTDA rotates managers through a secondment policy intended to promote knowledge sharing and operational standardization (KTDA, 2022). However, the actual impact of this strategy on factory performance is unclear. While some view secondments as catalysts for innovation, others argue they disrupt continuity and reduce strategic focus (Kamau & Kinyanjui, 2021). Existing studies on managerial secondments in other sectors offer mixed findings, and there is limited empirical evidence within the KTDA context. Moreover, the assumption of a uniform management model across all factories may ignore contextual differences in operations, market access, and farmer engagement. Anecdotal reports suggest that some factories perform better under certain managers, raising questions about the alignment of secondments with performance outcomes. This study, therefore, aimed at assessing how managerial secondments factors influence the performance of KTDA factories in selected counties.

General Objective

The general objective of the study was to assess the effect of managerial secondments factors on the performance of Kenya Tea Development Agency (KTDA) factories in selected counties in Kenya

Specific Objectives

1. To examine the effect of the educational background of seconded managerial personnel on the performance of KTDA factories in Kiambu, Nyeri, Murang'a, and Kirinyaga counties.
2. To evaluate the effect of the duration of secondment on the performance of KTDA factories in Kiambu, Nyeri, Murang'a, and Kirinyaga counties.
3. To assess the effect of management practices adopted by seconded managers on performance of KTDA factories in Kiambu, Nyeri, Murang'a, and Kirinyaga counties.
4. To determine the effect of the management experience of seconded personnel on performance outcomes of KTDA factories in Kiambu, Nyeri, Murang'a, and Kirinyaga counties.

LITERATURE REVIEW

Theoretical Review

Balanced Scorecard Model

The Balanced Scorecard (BSC), conceptualized by Kaplan and Norton (1996), is a strategic performance management framework that enables organizations to align business activities with the vision and strategy of the organization. It moves beyond traditional financial metrics by incorporating non-financial perspectives such as customer satisfaction, internal business processes, and learning and growth. These dimensions offer a more balanced and holistic evaluation of organizational performance (Kaplan & Norton, 2017). The BSC encourages organizations to translate their strategic objectives into a coherent set of performance measures across four key perspectives: financial, customer, internal processes, and learning and growth (Armstrong, 2006). This approach facilitates continuous performance monitoring and ensures that strategic goals are integrated into everyday operations.

In the context of this study, the BSC is employed to assess KTDA's organizational performance across the aforementioned perspectives. The model enables the study to explore not only KTDA's financial outcomes, such as revenues, but also customer focus, operational efficiency, and organizational development. It provides the foundation for examining how strategic interventions like managerial secondments influence multiple facets of performance, in line with the comprehensive performance metrics advocated by Kaplan and Norton.

Resource-Based View (RBV) Theory

The Resource-Based View (RBV) Theory, initially framed by Porter (1985) and further developed by scholars like Kraaijenbrink, Groen, and Spender (2020), posits that a firm's sustainable competitive advantage stems from its internal resources, those that are valuable, rare, inimitable, and non-substitutable (VRIN). These resources may include physical assets, human capital, knowledge systems, and organizational processes, all of which must be effectively managed to maintain a competitive edge. According to Tukamuhabwa, Eyaa, and Derek (2021), RBV suggests that the strategic deployment of internal resources plays a crucial role in shaping firm performance. For KTDA, this implies that strategic success depends largely on how effectively the organization utilizes its human resources, leadership capabilities, and operational assets. Ganotakis and Love (2017) underscore the strategic significance of resource flexibility, particularly in areas like inventory management and human resource deployment, which is pertinent to managerial secondments. In the tea sector, where operational contexts can vary significantly across geographical locations, RBV provides a useful framework for understanding how internal capabilities can be leveraged to meet external challenges. The theory emphasizes the importance of idiosyncratic resources that are embedded within each factory's operational environment (Karia & Wong, 2021). Shang and Marlow (2017) argue that internal resources become particularly crucial when external conditions are volatile, as organizations have greater control over internal assets than market forces.

Therefore, RBV supports the idea that KTDA's strategic performance improvements through managerial secondments depend on how well these leaders can mobilize, deploy, and enhance internal capabilities. It also offers insights into how leadership and organizational learning contribute to performance, affirming that effective management of unique corporate resources is a driver of sustainable competitiveness (Montgomery, 2004; Spanos & Lioukas, 2012).

Contingency Theory

Contingency Theory, developed by Fiedler (1964) and later expanded by Lawrence and Lorsch (1967), emphasizes that there is no universally effective management strategy. Instead, organizational success is contingent upon the alignment between internal structures, external environments, and strategic choices. This theory is critical in assessing the success of managerial secondments within KTDA, as it provides a framework for evaluating how contextual variables influence performance outcomes. The application of Contingency Theory in this study allows for the exploration of various factors, political, economic, cultural, and technological, that shape the effectiveness of secondments. For instance, political stability facilitates smoother leadership transitions, whereas instability may disrupt strategic initiatives (Serfontein, 2017). Similarly, economic factors such as inflation or currency fluctuations impact the feasibility of managerial transfers and the associated support mechanisms like relocation or incentive packages (Armstrong, 2006). Cultural dynamics within KTDA factories also influence how well seconded managers are received by employees. Resistance to external leadership or cultural mismatches may reduce the effectiveness of such interventions (Zaccaro, Kemp, & Bader, 2017). Moreover, technological advancements demand that managers possess adaptive capabilities to leverage digital tools for improving operational processes (Goffee & Jones, 2017).

Contingency Theory thus supports the idea that secondments must be tailored to specific factory contexts, with strategies adapted to local challenges, including market demands, workforce dynamics, and regulatory requirements. This approach enables KTDA to apply differentiated management strategies across its diverse factory settings, ensuring optimal performance based on unique environmental and organizational variables (Kirimi & Minja, 2017; Gill, 2018).

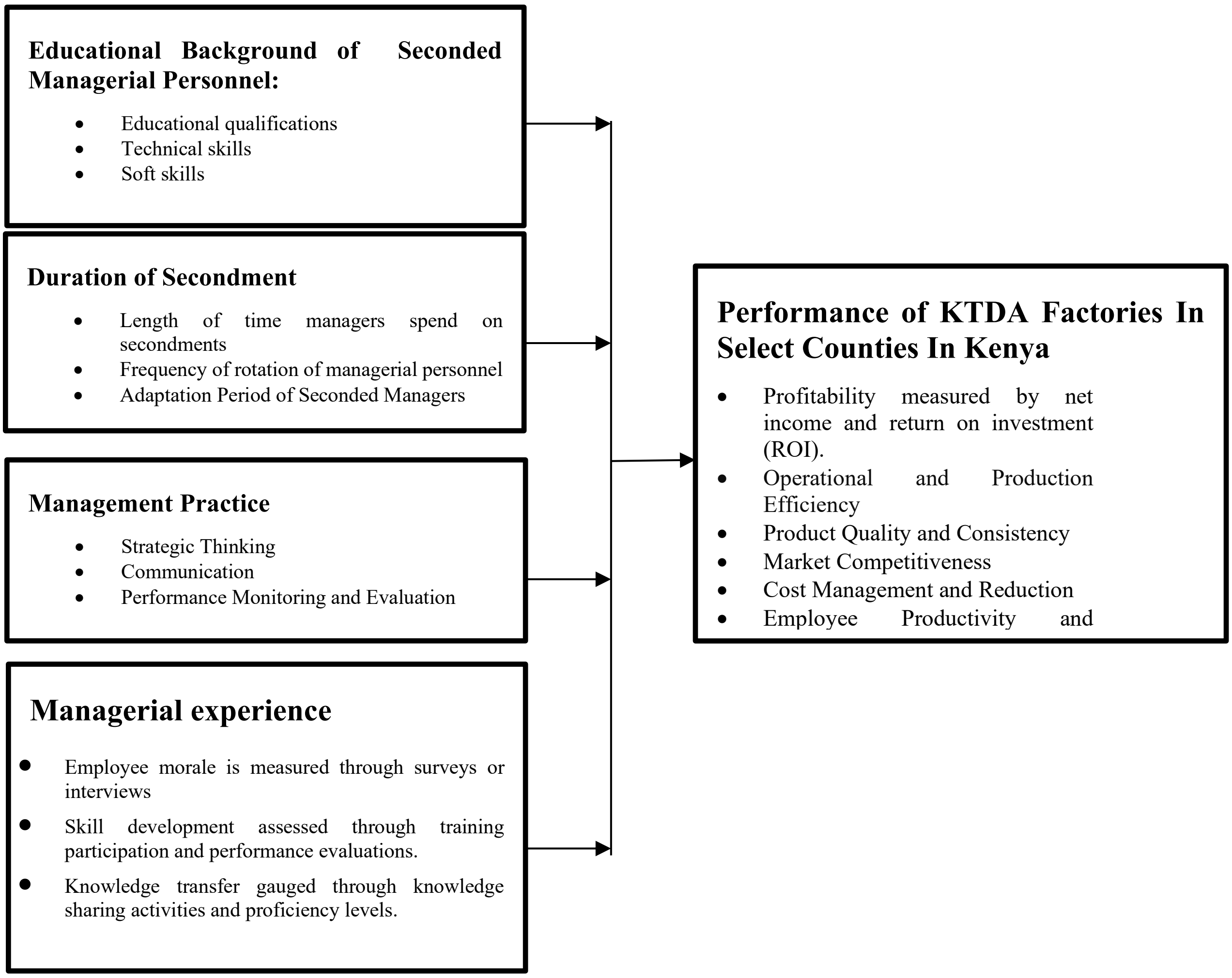
Trait Leadership Theory

Trait Leadership Theory, attributed to the early work of Carlyle (1941), emphasizes the significance of inherent personal traits and qualities in effective leadership. The theory posits that certain individuals possess innate characteristics, such as intelligence, emotional maturity, risk appetite, and ethical integrity, that predispose them to be successful leaders (Dugan & Komives, 2021; Derue et al., 2017). This theory is particularly relevant in the context of managerial secondments at KTDA, where the performance of seconded leaders may be significantly influenced by their personal attributes. Zaccaro, Kemp, and Bader (2017) argue that traits such as strong communication skills, decision-making ability, and empathy contribute to managerial success and team cohesion. Leadership traits can predict the degree to which a manager is able to inspire, align, and motivate employees, particularly during organizational transitions or restructuring efforts. Within KTDA, where seconded managers must operate in diverse and sometimes unfamiliar environments, personal traits such as adaptability, cultural sensitivity, and emotional intelligence are crucial for effective leadership.

Moreover, Trait Theory supports the notion that ethical leadership promotes sustainable organizational cultures. Leaders who exhibit integrity, transparency, and responsibility help to build trust and foster employee engagement, factors that are vital to long-term performance. Thus, the theory provides a valuable framework for selecting and evaluating managerial candidates for secondment based on their leadership potential and personality attributes.

Conceptual Framework

Managerial Secondments Factors



Independent Variables **Dependent Variable**

Source: Researcher,(2025)

Figure 2.1: Conceptual Framework

Influence of Secondment Efficiency

The influence of secondment efficiency on the performance of KTDA factories can be examined through various dimensions. One critical factor is the number of managerial personnel participating in secondment programs. The more managers involved in these programs, the greater the potential for knowledge transfer and the dissemination of best practices across the organization. Additionally, the quality of secondments is paramount; this can be measured by evaluating the performance outcomes of the managers post-secondment, including their ability to implement effective strategies and improve operational processes. Furthermore, the managerial rotation policy, which dictates how frequently and systematically managers are rotated through different positions, can significantly impact organizational learning and adaptability. A well-structured rotation policy ensures that managers gain diverse experiences and perspectives, which can be leveraged to drive efficiency and innovation within KTDA factories.

Skills and Educational Background of Managerial Personnel

The skills and educational background of managerial personnel play a pivotal role in shaping the performance of KTDA factories. Educational qualifications, such as degrees in agricultural science, business administration, or engineering, provide a foundational knowledge base that managers can draw upon. Technical skills, including expertise in tea processing technologies, quality control, and supply chain management, are essential for addressing the specific challenges of the tea industry. Moreover, soft skills such as leadership, communication, and problem-solving are equally important. These skills enable managers to effectively lead teams, navigate organizational complexities, and foster a collaborative work environment. Collectively, the educational background and skills of managerial personnel influence their ability to enhance operational efficiency, implement strategic initiatives, and drive overall organizational performance.

Employee Morale, Skill Development, and Knowledge Transfer

Employee morale is a critical factor that can be measured through surveys or interviews, providing insights into the overall job satisfaction, motivation, and engagement levels of employees. High morale typically correlates with increased productivity and a positive work environment. Skill development can be assessed through participation in training programs and subsequent performance evaluations. These metrics provide an indication of how effectively employees are acquiring new skills and applying them in their roles. Knowledge transfer is another important aspect, gauged through activities such as knowledge sharing sessions, mentoring programs, and the proficiency levels demonstrated by employees after receiving training or guidance from seconded managers. Effective knowledge transfer ensures that valuable expertise is disseminated throughout the organization, contributing to continuous improvement and innovation.

Relationship Between Managerial Secondments and Overall Financial Performance

The relationship between managerial secondments and overall financial performance can be explored through several financial metrics. Profitability, measured by financial ratios such as net profit margin, return on assets (ROA), and return on investment (ROI), provides a clear picture of the financial health of KTDA factories. Cost-effectiveness can be assessed through cost reduction initiatives and improvements in operational efficiency, such as reducing waste or optimizing resource utilization. These measures help determine how well the factories are managing their expenses relative to their output. By examining these financial indicators, it becomes possible to evaluate the impact of managerial secondments on the economic performance of KTDA factories and identify areas where further improvements can be made.

Duration of Managerial Secondments

The duration of managerial secondments is a critical factor in determining their effectiveness. The length of time managers spend on secondments can influence the depth of their learning and their ability to implement meaningful changes. Longer secondments may allow managers to fully integrate into their new roles and develop a comprehensive understanding of the host factory's operations. Conversely, the frequency of rotation of managerial personnel can affect organizational stability and the continuity of leadership. Frequent rotations may lead to disruptions in management, while infrequent rotations might limit the opportunities for fresh perspectives and new ideas. Finding the right balance in the duration and frequency of secondments is essential for maximizing their benefits and minimizing potential drawbacks.

Tea Sector Performance

The performance of the tea sector, particularly within KTDA factories, can be measured using various financial and operational metrics. Profitability is a key indicator, assessed through net income and return on investment (ROI). These metrics provide insight into the financial returns generated by the factories relative to their investments. Cost-effectiveness is another crucial measure, evaluated through the cost per unit of output and overall operational expenses. This helps determine how efficiently the factories are managing their resources and controlling costs. Liquidity, measured by ratios such as the current ratio and quick ratio, indicates the factories' ability to meet their short-term financial obligations. Ensuring strong liquidity is vital for maintaining operational stability and financial health.

Market Competitiveness

Market competitiveness is a significant aspect of performance, reflected in metrics such as pricing strategy effectiveness and market share. Effective pricing strategies help KTDA factories remain competitive in the market by attracting and retaining customers while ensuring profitability. Market share provides an indication of the factories' position relative to competitors and their ability to capture and sustain a portion of the market. Maintaining a competitive edge in the market is essential for long-term success and growth.

Operational Efficiency

Operational efficiency is another critical component of performance, encompassing areas such as inventory management and supply chain management. Efficient inventory management ensures that the factories maintain optimal stock levels, reducing the costs associated with excess inventory or stockouts. Effective supply chain management, on the other hand, enhances the factories' ability to source raw materials, manage production processes, and deliver finished products in a timely and cost-effective manner. Improving operational efficiency is key to enhancing the overall productivity and profitability of KTDA factories.

Empirical Review

Educational Background of Seconded Managers and KTDA Factory Performance

Several studies have explored the impact of managerial secondments on operational efficiency, although few have focused specifically on educational background or on the tea sector. A study by Mwangi and Kamau (2020) examined secondments within Kenya's manufacturing sector, surveying 150 managers, and found a significant positive relationship between managerial secondments and improvements in operational efficiency and productivity. While informative, the study presents a contextual gap, as it does not directly address the unique dynamics of the tea processing industry or KTDA factories. Similarly, Ochieng and Oloo (2018) conducted a mixed-methods study in the broader agricultural sector, finding that secondments enhanced productivity and operational performance. However, the study did not focus on the tea sub-sector, creating a conceptual gap. In a case study by Ngugi and Waweru (2019), the effects of secondments were evaluated in three food processing firms, with results showing a notable increase in operational efficiency linked to managerial secondments. Yet, as with the others, the findings cannot be directly transferred to the tea sector without considering industry-specific factors.

Duration of Secondment and Performance of KTDA Factories

Empirical evidence on the effect of secondment duration remains limited, though several related studies shed light on the broader influence of managerial education and skills. Wambui and Kariuki (2019), in a quantitative study within Kenya's agricultural sector, found a positive correlation between the level of education of managers and various organizational performance indicators, including profitability and efficiency. Nonetheless, the study does not address secondment duration nor is it situated within the tea processing industry. Chege and Maina (2018) also observed that managers with higher educational levels and relevant skills contributed more effectively to productivity in the manufacturing sector, though again, the focus is not on secondment duration or the KTDA context. In another study by Nyambura and Gitau (2020), using case studies from food processing companies, it was shown that well-educated and skilled managers were instrumental in boosting efficiency and output. These findings collectively underscore the value of managerial qualifications, but none explore the specific influence of how long secondments last or their nuanced effects in tea factories, thus presenting a significant contextual and conceptual gap.

Management Practices of Seconded Managers and KTDA Performance

The influence of management practices adopted by seconded managers has been widely studied, particularly in terms of employee outcomes such as morale, skills, and knowledge transfer. Njoroge and Kimani (2019) explored this in the agricultural sector and found that secondments were linked to enhanced employee morale and effective skill development. However, this study did not target the tea processing sector, limiting its direct applicability to KTDA factories. Kamau and Nyaga (2018) conducted similar research in the manufacturing industry, highlighting that seconded managers fostered improved workplace culture, learning, and operational collaboration. While supportive of the benefits of secondments, the study also did not examine the tea industry or KTDA's unique organizational structure. Mugo and Gitau (2020), in a case study of food processing firms, confirmed that secondments facilitated not only employee development but also knowledge dissemination across departments. These findings underscore the strategic value of secondments, yet they remain sector-specific and leave a gap in understanding their effects within tea processing environments where the operational rhythms and workforce characteristics differ significantly.

Management Experience of Seconded Personnel and KTDA Factory Outcomes

The relationship between strategic direction, often shaped by managerial experience, and organizational performance has been studied across different sectors. Odita and Bello (2017) examined this link within Kenya's banking industry and found that mission, vision, and strategic goals were strong predictors of organizational success, accounting for 34% of performance variation. However, given the differences between banking and tea processing, the applicability of these findings to KTDA remains limited. Jonyo, Ouma, and Mosoti (2018) investigated the influence of organizational mission and vision on performance in Kenyan private universities. Their correlational analysis revealed a significant positive impact, with a model explaining 63.3% of performance variance. Although robust, this study focused on academic institutions, and its transferability to KTDA's industrial context is questionable. Mutua (2019) further explored strategic direction in the context of church growth and found a strong positive correlation, but given that churches operate in a non-commercial setting, the findings do not translate easily to the competitive, performance-driven environment of tea processing factories. These studies demonstrate that experienced leadership and clear strategic vision are important performance drivers, but they do not capture the specific experience-related challenges faced by seconded managers within KTDA factories, thus underscoring a persistent contextual gap.

RESEARCH METHODOLOGY

The study adopted a structured research methodology aimed at examining the influence of managerial secondments on the performance of KTDA factories located in Kiambu, Nyeri, Murang'a, and Kirinyaga counties. A case study design was employed, focusing specifically on KTDA as the unit of study. The descriptive research design was considered appropriate because it enables the systematic collection and analysis of data to establish relationships between variables, in this case, managerial secondments and organizational performance. The target population included 128 seconded managers drawn from 16 tea factories in the four counties, with each factory contributing eight managers. Using Yamane's formula at a 10% margin of error, a sample of 13 factories was selected, resulting in a total sample size of 152 managers.

Data was collected using structured, self-administered questionnaires, which were distributed using a drop-and-pick method and retrieved within 12 days. Before full-scale data collection, a pilot test was conducted with 15 seconded managers to assess the reliability and validity of the questionnaire. These respondents were excluded from the main study to prevent bias. Validity was ensured through expert review and construct analysis, while reliability was tested using Cronbach's Alpha, with acceptable thresholds set above 0.70.

Quantitative data was processed using SPSS version 20.0. Descriptive statistics such as means, frequencies, and percentages were used to summarize data, while inferential statistics, including multiple regression analysis and ANOVA, were used to test relationships and the significance of managerial secondments on performance outcomes. The regression model included variables such as educational background, duration of secondment, management practices, and financial performance. The model adhered to standard assumptions, including linearity, normal distribution of residuals, absence of multicollinearity, homoscedasticity, and lack of autocorrelation, to ensure validity.

Ethical considerations were strictly observed throughout the study. Consent was obtained from KTDA and participating factories, and ethical clearance was secured from NACOSTI. Participants were assured of confidentiality, and data collection adhered to informed consent protocols, with no identifying information collected from respondents.

RESEARCH FINDINGS AND DISCUSSION

The study targeted 128 seconded managers from 16 KTDA factories across Kiambu, Nyeri, Murang'a, and Kirinyaga counties. A total of 15 managers participated in the pilot test, representing a response rate of 11.7%. These respondents were selected based on their expertise in tea enterprise operations, ensuring relevant insights. The response rate, while relatively low, was sufficient for assessing the validity and reliability of the research instrument.

Descriptive statistics

Descriptive statistics provide a summary of key characteristics of a dataset, offering insights into its central tendency, dispersion, and shape. By analysing measures such as the mean, mode, standard deviation, skewness, and kurtosis, we can assess the distribution and variability of the data. This dataset assumes a normal distribution since most values are within one standard deviation of the mean, indicating a small spread without outliers. The standard deviation and variance are relatively low, confirming that most values are close to the mean. Furthermore, as shown in the table below, skewness values indicate that the dataset contains both slightly right-skewed and left-skewed data. Kurtosis values fall within ±1, suggesting a moderate peak with only a few values deviating significantly from the mode.

Table1:Descriptive Statistics Table

Metric	Managerial Skills and Educational Background	Duration of Secondment and Its Impact on Performance	Management Practices Adopted and Organizational Performance	Management Experience and Performance Outcomes
N Valid	10	10	10	10
Missing	0	0	0	0
Mean	4.3	13.0	4.1	4.2
Mode	4	12	4	4
Standard Deviation	0.6749	1.2472	0.7379	0.6325
Skewness	-0.3657	0.0000	-0.1399	-0.1111
Standard Error of Skewness	0.7746	0.7746	0.7746	0.7746
Kurtosis	-0.7055	-1.0612	-0.9604	-0.4444
Standard Error of Kurtosis	1.5492	1.5492	1.5492	1.5492

The dataset indicates minor variations across different variables, with mean values ranging from 3.9 to 4.6 for most performance metrics, and a larger mean of 13.0 for Secondment Period. Skewness values remain within ±1, signifying that the dataset is approximately symmetric. Kurtosis values fall within ±1, confirming a moderate peak without extreme deviations.

The Managerial Skills and Educational Background category examines the role of education and technical skills in managerial secondments. The mean value of 4.3 suggests that most respondents rated their educational background and skillset highly in terms of relevance and effectiveness during secondment. A mode of 4 indicates that the most frequently occurring response aligns closely with the mean, further confirming a high level of agreement among respondents. The standard deviation of 0.6749 signifies a small spread of data, meaning that responses are clustered closely around the mean. This implies that there is consistency in how seconded managers perceive the contribution of their education and technical skills to their performance. The skewness value of -0.3657 indicates a slight negative skew, meaning that responses tend to be slightly higher than the mean, though the deviation is minimal. This suggests that a majority of respondents rated their skills and education positively, with only a few providing slightly lower ratings. The kurtosis value of -0.7055 falls within the acceptable range, indicating that the distribution of responses is relatively normal, with no significant outliers. This reinforces the reliability of the dataset, confirming that the seconded managers largely agree on the importance of educational background and managerial skills in their effectiveness.

The Duration of Secondment and Its Impact on Performance category explores how the length of secondment influences both operational and financial performance. The mean value of 13.0 indicates that, on average, seconded managers spent around 13 months in their roles. The mode of 12 suggests that the most commonly occurring duration is slightly lower than the mean, implying that while some managers stayed longer, a majority had a secondment duration close to one year. The standard deviation of 1.2472 reflects a moderate variation in responses, suggesting some differences in secondment periods but without extreme deviations. The skewness value of 0.0000 confirms that the data is perfectly symmetrical, meaning there is no directional bias in the responses regarding secondment duration. The kurtosis value of -1.0612 indicates a slight flattening of the distribution, meaning that responses are spread out but still within an acceptable range. This finding suggests that secondment durations generally follow a predictable pattern without extreme variations, reinforcing the assumption that most secondments occur within a standard timeframe.

This category assesses the types of management practices implemented by seconded managers and their subsequent impact on organizational performance. The mean value of 4.1 indicates that respondents generally adopted a mix of operational and financial strategies during secondment, with a tendency toward prioritizing efficiency and financial performance. The mode of 4 shows that the most common response aligns closely with the mean, reflecting a consensus on management approaches. A standard deviation of 0.7379 suggests a small spread of data, reinforcing the notion that responses are closely clustered around the mean. This implies a high degree of consistency in the management practices adopted, with little variation in how seconded managers approached organizational performance improvements. The skewness value of -0.1399 is slightly negative, indicating a marginal bias toward higher ratings but still within an acceptable range. The kurtosis value of -0.9604 shows a slight flattening of the distribution, suggesting that while responses vary slightly, they do not deviate significantly from the norm. This supports the reliability of the dataset, confirming that management practices were consistently applied across different secondments.

The Management Experience and Performance Outcomes category evaluates how prior management experience influences performance during secondment. The mean value of 4.2 indicates that respondents generally found their previous management experience to be highly beneficial in their roles. The mode of 4 reinforces this, showing that most managers rated their prior experience as significantly relevant. A standard deviation of 0.6325 suggests a small spread of responses, meaning that seconded managers largely agreed on the importance of their previous experience in enhancing factory performance. The skewness value of -0.1111 is close to zero, indicating that the data is nearly symmetric with no extreme directional bias. The kurtosis value of -0.4444 suggests a slightly flattened distribution, meaning that responses are fairly evenly spread but still concentrated around the mean. This confirms that prior management experience plays a crucial role in determining the success of secondments, with most managers leveraging their experience effectively.

The descriptive statistics provide valuable insights into the dataset, confirming that responses are normally distributed with no significant outliers. The relatively small standard deviations across all categories indicate that responses are clustered closely around the mean, reflecting consistency and reliability in the data. The skewness and kurtosis values are within acceptable limits, further validating the dataset's normality. The findings suggest that managerial skills, secondment duration, management practices, and prior experience all contribute significantly to factory performance, with respondents consistently rating these factors as highly relevant. These insights were instrumental in further statistical analysis, helping to establish correlations and draw meaningful conclusions about the impact of managerial secondments on KTDA factories.

Correlation Analysis

Correlation analysis examines the strength and direction of relationships between the independent variables (managerial skills and educational background, duration of secondment, management practices, and management experience) and their influence on the dependent variable (organizational performance). The Pearson correlation coefficient (r) measures the linear relationship between variables, ranging from -1 to 1. A positive value indicates a direct relationship, while a negative value signifies an inverse relationship. The significance (p-value) determines if the correlation is statistically meaningful, where a p-value below 0.05 suggests a significant relationship. Note: **Significance at $p < 0.05$** indicated by **

Table 2: Correlation Matrix

Variables	Managerial Skills and Educational Background	Duration of Secondment and Its Impact on Performance	Management Practices Adopted and Their Impact on Organizational Performance	Management Experience and Performance Outcomes
Managerial Skills and Educational Background	1			
Duration of Secondment and Its Impact on Performance	0.621**	1		
Management Practices Adopted and Their Impact on Organizational Performance	0.553**	0.598**	1	
Management Experience and Performance Outcomes	0.489**	0.472**	0.514**	1
Sig. (2-tailed)		0	0.002	0.004
N	120	120	120	120

The correlation matrix in Table 2 presents the relationships between key variables in the study. Managerial skills and educational background show a strong positive correlation with duration of secondment ($r = 0.621$, $p = 0.000$), indicating that individuals with strong managerial skills and relevant educational backgrounds tend to be engaged in longer secondments, possibly due to their competencies and expertise. Similarly, managerial skills correlate positively with management practices ($r = 0.553$, $p = 0.002$) and management experience ($r = 0.489$, $p = 0.004$), suggesting that skilful and well-educated managers tend to adopt better management practices and gain substantial experience over time.

The duration of secondment exhibits a moderate to strong positive correlation with management practices ($r = 0.598$, $p = 0.002$) and management experience ($r = 0.472$, $p = 0.004$). This suggests that extended secondments contribute to the application of structured management practices and overall managerial development. The significant correlations support the argument that extended exposure within an organization leads to improved decision-making and performance enhancement.

Management practices and management experience also show a moderate positive correlation ($r = 0.514$, $p = 0.002$). This relationship implies that structured management approaches enhance managerial experience, leading to refined decision-making skills and organizational performance improvements.

Multiple Regression Analysis

Multiple regression analysis assesses the impact of independent variables on the dependent variable, determining the strength and significance of these relationships. The regression model evaluates how managerial skills, employee morale, financial performance, and secondment duration influence the effects of management secondments in KTDA. The R-squared (R^2) value indicates the proportion of variance explained by the predictors, while the ANOVA results test the model's overall significance. The coefficient table provides the impact of each independent variable, highlighting their relative contributions and statistical significance in predicting the dependent variable.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	0.835	0.697	0.685	0.412	0.697	29.214	4	115	0.000

The model summary shows an R value of 0.835, indicating a strong correlation between the independent variables and the dependent variable. The R Square (0.697) suggests that 69.7% of the variance in the effects of management secondments in KTDA is explained by the four predictors. The adjusted R-squared (0.685), which accounts for the number of predictors, confirms that the model is a good fit. The standard error of 0.412 suggests minimal deviation from predicted values. The significance of the F change (0.000) indicates the model is statistically significant.

Table 41:ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	29.314	4	7.329	29.214	0.000
Residual	28.839	115	0.251		
Total	58.153	119			

The ANOVA results confirm that the regression model is statistically significant. The F-statistic (29.214, p = 0.000) shows that the independent variables collectively predict the dependent variable better than a model with no predictors. The large regression sum of squares (29.314) compared to the residual sum of squares (28.839) further indicates that the model explains a significant portion of the variance in management secondments.

Table 5: Regression Coefficients

Model	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t	Sig.
(Constant)	1.214		4.893	0.000
Skills and Educational Background (X1)	0.342	0.312	3.671	0.001
Employee Morale, Skill Development, and Knowledge Transfer (X2)	0.414	0.396	4.192	0.000
Relationship Between Secondments and Financial Performance (X3)	0.287	0.265	3.214	0.002
Duration of Managerial Secondments (X4)	0.361	0.329	3.845	0.000

The regression equation can be written as:

$$Y=1.214+0.342X1+0.414X2+0.287X3+0.361X4+\varepsilon$$

where Y represents the effects of managerial secondments in KTDA.

Each independent variable contributes positively to the dependent variable. Skills and educational background (B = 0.342, p = 0.001) significantly enhance secondment outcomes. Employee morale and knowledge transfer (B = 0.414, p = 0.000) have the highest impact, showing that better morale leads to improved secondment outcomes. The relationship between secondments and financial performance (B = 0.287, p = 0.002) is also significant, indicating that well-structured secondments enhance financial performance. Finally, secondment duration (B = 0.361, p = 0.000) strongly influences the outcomes, reinforcing the importance of longer secondments for organizational success. The results confirm that all four independent variables significantly contribute to the effectiveness of managerial secondments in KTDA.

Recommendations and Conclusion

To enhance managerial skills, organizations should implement structured secondment programs that provide targeted leadership training and mentorship. Clear objectives and learning outcomes should be established before deployment, ensuring that seconded employees gain valuable managerial competencies. Organizations should also facilitate periodic assessments to track skill development and align secondment experiences with career growth opportunities.

To sustain employee morale, organizations should ensure transparent communication and support throughout the secondment process. Employees should be provided with adequate resources and professional development incentives to enhance their engagement. Additionally, creating a feedback mechanism where employees share their experiences and challenges can help improve future secondment programs.

For improved financial performance, organizations should strategically align secondment placements with key business needs. Proper planning can help maximize cost savings by ensuring employees are deployed in roles that optimize productivity and minimize redundant expenditures. Developing a standardized secondment framework can also enhance financial efficiency by reducing workforce disruptions and promoting long-term sustainability.

To optimize secondment duration, organizations should customize secondment timelines based on job complexity and industry demands. Short-term secondments should be used for skill exposure, while long-term secondments should be reserved for deep professional development. A structured reintegration plan should also be established to facilitate smooth transitions back to home organizations and ensure continued application of acquired skills.

Areas for Further Study

Future research should explore the long-term career progression of employees who undergo secondment programs, assessing their retention rates and leadership advancements. Additionally, studies can examine the impact of secondment in different industries, particularly in sectors with rapid technological changes. Research should also analyse the effects of international secondment on global workforce development, focusing on cultural adaptability and cross-border collaboration. Lastly, further studies could investigate the role of digital secondment, where employees participate in remote secondment opportunities, evaluating its effectiveness in skill transfer and organizational performance. These areas of study can expand understanding and improve the strategic implementation of secondment programs.

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