

An Analysis of the Best Predictor of Employee Performance in Kipchabo Tea Factory, Nandi Country, Kenya

Abraham K Lelimo^{1*} and Dr. Rael Mandago²

¹Graduate MBA, University of Eastern Africa, Baraton, Kenya.

²Coordinator post graduate studies, Koitaleel Samoei University College.

*Corresponding Authors

Abraham K Lelimo,
Graduate MBA, University of Eastern Africa,
Baraton,
Kenya.

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Abstract

The primary focus of numerous corporate entities at present is to improve employee performance in order to achieve the desired results from them. However, this is becoming increasingly challenging due to the competitive environment within the business landscape. Among the sectors impacted is the tea industry, which is one of the rapidly expanding industries in the country (Kiptum, 2024). This research aimed to investigate the most effective predictor of employee performance at Kipchabo Tea factory in Nandi County, Kenya. The study was based on Herzberg's motivation theory and Maslow's motivation theory. A descriptive research design was employed for this study. To ensure reliability, a pilot study was conducted, and Cronbach's analysis was used to assess reliability, with each item needing to achieve an overall variable alpha of 0.69 or higher; in this instance, the result was 0.709. The results indicate that, according to the analyzed data, recognition and rewards serve as the strongest predictor of employee performance, closely followed by job security. The independent variable (predictor) demonstrates a statistically significant correlation with the dependent variable. In essence, the two predictors in the model help to explain the variations in the dependent variable to a certain extent, making them reliable and meaningful for predictive purposes.

Keywords: Kenya, Human resource management, Analysis of the best predictor of employee performance, Kipchabo Tea Factory, Nandi County, Tea Farming

Introduction and Background of the Study

Motivation lies at the heart of human actions, achievement, and overall well-being. It influences every facet of human resource lives, affecting how they tackle tasks, establish goals, and engage with their work environment. In the absence of motivation, human resources may find themselves lacking the essential drive and effort needed to accomplish their aims. When inspired, human resources are more inclined to exert effort, concentrate on their assignments, and strive for excellence (Wigfield et al., 2021). According to Hajra (2021), over 2 billion people around the world consuming tea on at least one occasion every day, the industry is on the rise. currently, the tea sector provides jobs for more than 13 million individuals, with 9 million of these workers being smallholder farmers.

For an extended period, businesses have experimented with various strategies to motivate their employees, with the goal of improving their output. Motivation is the key element for efficiency and quality. According to (Turner, 2023). He discussed the reasons contributing to the rise in Japan's national productivity to lie on the significant focus Japanese managers interest on the well-being and growth of their employees furthermore this concept is not new since It was first identified

by Elton Mayo in 1930. Since then, multiple research projects have shown identical results across various sectors, such as software creation (Turner, 2023).

An individual fueled by motivation is prepared to invest greater effort and commit additional time to their responsibilities. Moreover, motivated human resources are more prone to persist through challenges, recover from setbacks, and seek alternative pathways to achieve their objectives. A driven workforce can resolve issues or innovate new ideas, as they are generally more receptive to creative thinking and explore unconventional solutions.

Motivated employees experience personal growth and advancement, as they endeavor to enhance themselves, acquire new skills, and challenge themselves to reach their highest potential (Dirani, et al., 2020). Mohanty and Christopher (2023) classify motivation as intrinsic and extrinsic. According to Van den Broeck et al. (2021), extrinsic motivation encompasses factors such as recognition, awards, promotions, compensation and benefits, job security, work environment, opportunities for training and development, team-building activities, leadership, and support from management. This

type of motivation originates from external sources (Mohanty & Christopher, 2023). According to Deci and Ryan (2020), intrinsic motivation refers to the natural desire or enthusiasm to engage in an activity, where its intrinsic worth is valued rather than relying on external rewards or incentives.

Individuals who are intrinsically motivated derive satisfaction, curiosity, or enjoyment from the activity itself. Managing and leading has arguably become one of the most demanding tasks globally. An employee who is motivated to perform is an essential asset that significantly contributes to an organization's capacity to maintain and grow its revenue and business success. Numerous organizations worldwide face difficulties in fostering and maintaining high performance levels among their employees. Motivated staff members are more engaged and play a crucial role in surpassing competitors in today's fiercely competitive international market (Ntwiga et al., 2021).

Employee performance encompasses a variety of elements such as employee skills, job duties, team work, and the setting in which a company function. It is a measure of the level of productivity, quality of work, and effectiveness of employees within an organization, and is a fundamental factor in the achievement of organizational objectives (Ali & Anwar, 2021). The effectiveness of a worker is usually assessed based on the caliber of their output. This involves assessing the completeness, timeliness, and overall quality of the tasks they carry out. Another important measure of performance is the amount of work they complete within a given period of time.

This is related to employee capacity to meet deadlines and generate output effectively. The level of an employee's performance is influenced by how much they possess the required skills and knowledge related to their specific job. The successful completion of tasks and duties is an essential element of performance. The capacity to work effectively as a team is critical for the overall success of an organization. Employees who are performing well align their individual objectives and effort with the overall objectives of the organization (Dziuba et al., 2020).

The three main leading factors that have been identified to influence performance are work discipline, remuneration, and motivation. Work discipline is essential for a successful employee performance. Motivated employees perform their duties to the fullest extent possible, resulting in a better performance (Sitopu et al., 2021). Positively, Good et al. (2022) contend that external incentives significantly influence worker output, enhancing their efficiency. External elements like professional growth opportunities and the workplace atmosphere directly affect job performance, as employees gain additional skills through training, thereby improving their job performance.

Organizations in Kenya are currently facing enormous challenges; although there could be many challenges, employees output or performance is salient among the rest. Due to low level of output, the Government of Kenya in 2016

estimated that the country was then experiencing 30% decline in production. This brought unexpected losses in 45% of the registered companies in Kenya (Ogachi et al., 2020). Twalib and Kariuki (2020) conducted research on how motivation influences the work output of Telkom Kenya employees.

They found through regression analysis a record of significant statistical link between the level of motivation among employees and their work output was established. The research also highlighted a geographical disparity that the study aimed to address. The findings suggest that enhancing employee motivation positively impacts their work output. This suggests that workers drive serves as a dependable predictor of workers performance at Telkom Kenya Limited. further the study was done in a telecommunication sector which may reflect a different result from tea sector. Up to date study manifest that there is a lot of potential for tea production if it is used to its full potential.

This is due to the fact that there are a lot of tea farmers in all the counties. however, few and limited research papers in the fields of tea production (Plan, 2012).

Statement of the Problem

The top priority of many corporate organizations currently is to enhance employee performance so as to attain the desired outcomes from them, but this is proving to be more difficult and challenging because of the competitive atmosphere of the company setting, among these key industries affected is Tea industry which is among the fast-growing industries in the Nation (Kiptum, 2024).

The 2020 KIPPRA report reveals that during the period from 2000 to 2019, agricultural sector drops in its overall productivity, with the largest number of workers being employed in this field at the time. During this period, the contribution of agricultural employee performance to the total factor productivity decreased from 64.0 percent in 2000 to 41.0 percent in 2019." According to Bangura and Lourens (2024) a blend of efficient HR practices, extensive welfare initiatives, ongoing training, proper initiation of motivation, and favorable working environments is likely to provide a lasting solution to employee productivity in Kenya's tea industry.

Furthermore, Bangura and Lourens (2024) observe that "establishing unattainable goals or elevating the workload of tea factory workers can demotivate them, resulting in low performance. While it is not clearly understood why there is a decline in employee performance in agricultural sector which includes Tea sector in Kenya. The researcher intends to fill this gap by exploring extrinsic motivation variables and its effect on employee performance. Simultaneously, research on the tea industry has focused primarily on particular elements like motivation, remuneration, evaluations of performance, and the leadership approach, all of which impact on employee performance. Consequently, this study aimed to be precise regarding the specific kind of motivation and broaden the scope of variables to explore how external.

Objectives

To establish the best predictor of employee performance in Kipchabo factory.

Significance of Study

The results of the research regarding motivation will assist the factory leadership in enhancing or maintaining motivation to boost staff performance. Additionally, these results will address the issue of demotivated employee in the factory, hence shall significantly improve their performance and thus reduce employee turnover.

The government is investing a lot of money and expecting returns from tea sector. Therefore, improved performance shall also improve productivity and hence higher revenue. On the other hand, scholars will benefit richly especially Human resource management professionals who will acquire understanding in motivation and employee performance.

Review of Related Literature and Studies

Introduction

This section provides an overview of the relevant literature and research on motivation and employee performance, broken down into variables of this study. The data is sourced from e-journals, books, and other review articles.

The Concept of Motivation

This study is focusing on motivation and employee performance. According to different sources, there are different types of motivation employed by various organizations. Motivation can be classified as intrinsic and extrinsic. These two make the major classification which has been unanimously agreed. It is true that various organization may some types of intrinsic and extrinsic motivation in such a way that not all types of motivation are applied at the same time. Motivation play a critical role in advancement of any organization.

It has been generally agreed that motivation is very important for an organization like tea factories to achieve their objectives. For instance, Murnieks et al. (2020) emphasizes that it is essential to comprehend the motivations of entrepreneurs in order to understand how new businesses affect the worldwide economy. Despite the quick progress in studying the characteristics, reasons, and consequences of why people start their own businesses, it has developed in distinct theoretical frameworks. This brings clearly how important motivation is to any organization.

Herzberg Two Factor Theory of Motivation

Fredrick Herzberg while explaining extrinsic motivation state that some of the examples include status, job security, salary, and fringe benefits. According Herzberg types of extrinsic motivators can be summarized as employ achievement, recognition, responsibility, work itself, advancement and personal growth (Siruri & Cheche, 2021).

Maslow Theory of Motivation

Maslow also explained the role of motivation in individual achievement. Though he did not make a clear classification

of motivation like Murnieks et al. (2020), the theory states that each individual has needs that fall into a hierarchy form. These requirements include basic bodily needs, safety, social interaction, respect, and the fulfillment of one's potential. Basic bodily needs are basic needs like water, food and other things that are essential for life. Security needs are the needs that are needed to sustain a certain level of income and personal security. Social needs are concerned with the exchange of emotions, companionship and recognition.

Self-esteem needs are those that deal with awareness of one's worth and recognition from others. Self-realization needs are the ones that are concerned with achieving one's full potential. Unsatisfactory needs motivate behavior toward a certain direction. Therefore, basic requirements like physiological and safety needs must be fulfilled prior to addressing more complex needs like social or self-fulfillment needs. For instance, in this research, to achieve the lower-tier needs, it was necessary to first address the basic necessities. Needs like good working conditions or job security, the employees need to have lower-level needs, such as good working conditions or increased responsibilities.

Expectancy Theory

Victor Vroom developed this theory in 1964 Vroom concentrated on the actions of different workers within a workplace setting. He held the view that the actions of workers within a company were driven by motivation. The basic equation for motivation is the interaction between valence and expectancy. The driving factor of an employee's work performance is the combination of their value for rewards and their belief in the likelihood of receiving those rewards. According to Vroom (1964), the rewards that appeal to individuals (those they highly value) are considered intrinsic rewards.

The main variables influencing motivation were: job content; wages; promotion; hours of work; and work group. According to Vroom, motivation is driven by desire and how likely an individual thinks they are to obtain a reward. Ultimately, achievement results in different results, each linked to a value known as the valence. The importance of expectation theory in this study is that it provides various variables that are interesting in this study. Dugas, in 2018, notes that expectancy theory also suggests that workers within a company will be driven to put in extra effort if they think it will result in better job performance, resulting in organizational rewards such as salaries and promotions. This theory will help in determining employees' choice of value and the associated rewards that are associated with performance.

Herzberg's model provides useful guidance for those in charge of organizations, emphasizing the significance of both internal and external elements in driving worker motivation. This includes pinpointing particular motivators (like appreciation, success, and growth) and hygiene factors (like working environment, remuneration, and stability of employment). Both Herzberg's Two-Factor Theory and Equity Theory remain highly relevant to contemporary issues such as employee engagement, retention, and performance management.

Research Methodology

Introduction

This chapter presents methodology to be used in the study.

Research Design

This study used Descriptive research design which is the process of describing a population, situation, or phenomenon in a way that is both descriptive and systematic without any manipulation of the participants.

Target Population

A study group is a collection of individuals or entities recognized for possessing comparable characteristics. All people or objects in a study population usually share a common trait or characteristic (Stratton, 2021). According to the records from the factory, there are 400 employees working in various department of Kipchabo Tea Factory.

Sampling Technique

The study employed stratified sampling technique a statistical sampling technique is where the population is the population is broken down into subgroups (or strata) that have similar characteristics.

Sample Size

Since the population in total was 400, and a sample size of 200 generated using the formula $n = N/(1+N(e)^2)$ the research then used the formula as follows to get the proportionate sample size The formula is $Nh(\text{Sample size for strata}) = (Nh(\text{population size of strata}) / \text{population size}(N)) \times \text{the total sample size}(n)$ Since there were 5 departments.

Research Instruments

The study used questionnaire as a research instrument. This questionnaire involved rating based on modified Likert scale to a scale of 1- 4. Likert scale is a psychometric scale used to measure participants' perception on certain variables. The questionnaire was issued to each department based on each department proportionate sample size.

Summary of findings

Coefficientsa								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.238	.296		4.179	.000	.651	1.826
	ERA	.326	.122	.336	2.672	.009	.084	.567
	EPP	.052	.119	.060	.440	.661	-.183	.287
	EJS	.119	.065	.182	1.833	.070	-.010	.248
	EWE	-.116	.114	-.120	-1.022	.309	-.341	.109
	ETD	.119	.134	.135	.888	.376	-.147	.385
	ETB	-.173	.128	-.187	-1.354	.179	-.426	.080
	LMS	.154	.109	.153	1.409	.162	-.063	.370
	ECB	.126	.091	.156	1.396	.166	-.053	.306

a. Dependent Variable: EPF

Validity of Research Instrument

Validity refers to how well a tool actually measures what it's supposed to measure and how effectively it does so. It indicates how accurately the tool measures the intended variables. There are three main types of validity that this study considers: content validities, construct validities and criterion validities (Clark & Watson, 2019).

Reliability of Research Instrument

Before actual data collection, the researcher carried out a preliminary study, to assess the dependability of the research tool preliminary study is due (Al Jaghsi et al., 2021). The pilot study was conducted in Chebut Tea Factory in Kapsabet Town Nandi county. Sample sizes can range from 10% to 20%, or from 30% to 50 respondents. A general guideline is to use 10-20% of the full survey sample size (Kang, 2021). Hence this study used 20% of the total population, meaning that 20 Chebut Tea Factory workers participated in the pilot study. This study used Cronbach analysis to determine the reliability, where each item and overall variable alpha should be 0.69 and above to be considered reliable and it is shown in the table below.

Data Gathering Procedure

This study involved collection of data using questionnaires. These questionnaire copies were administered to tea factory workers by the researcher. The researcher presented copies of National Commission for Science, Technology & Innovation (NACOSTI) permit, ethical clearance letter and an introductory letter to the management of Kipchabo Tea Factory.

Ethical Considerations

The researcher sought for National Commission for Science, Technology & Innovation (NACOSTI) permit before data collection. In addition, the research sought a permit from UEAB research ethics committee. All participants had the right to join the study and also have the option to quit at any time. The participants also signed an informed consent form to affirm that they have accepted to participate in the study.

From table above, recognition and awards (ERA) is a significant predictor with a p value of 0.009, job security (EJS) comes close with a p value of 0.070. the remaining variables promotion (EPP) 0.661, workplace environment (EWE) 0.309, training and development (ETD) 0.376, team building activities (ETB) 0.179, leadership and management support (LMS) 0.162, compensation and benefits (ECB) 0.166 all having p values which are above 0.05 making it insignificant. The finding of this study suggests that, based on the data analyzed, recognition and awards is the best predictor of employee performance and closely job security. The independent variable (predictor) has a statistically significant relationship with the dependent variable. In other words, the two predictors in the model to some extent explain the variation in the dependent variable to make them reliable meaningful for prediction purposes.

Conclusion

This study sought an analysis of the best predictor of employee performance in Kipchabo Tea Factory Nandi County, Kenya. The research questions included (1) To analyze the best predictor of employee performance in Kipchabo Tea factory. This study was guided by Herzberg theory of motivation and Maslow theory of motivation. The results of the research will assist the factory leadership in enhancing or maintaining motivation by focusing specifically on rewards and awards to boost staff performance which emerged as the best predictor of performance against all other similar predictors.

Compensation and benefits, leadership and management support, workplace environment, promotion, job security, recognition and awards, training and development, team building activities, while this emerged job security (EJS) came close making it a close predictor of employee performance.

Additionally, these results will address the issue of demotivated employee in the factory, hence shall significantly improve their performance and thus reduce employee turnover. This study suggests that, based on the data analyzed, recognition and awards is the best predictor of employee performance and closely job security. The independent variable (predictor) has a statistically significant relationship with the dependent variable. In other words, the two predictors in the model to some extent explain the variation in the dependent variable to make them reliable meaningful for prediction purposes.

Furthermore, study findings suggest it could point to an emphasis on worker rights, providing a safe and supportive work environment that reduces the likelihood of sudden layoffs or insecurity, however Kipchabo Tea Factory should conduct a deeper analysis to identify any other underlying factors such as work-life balance and job design amongst other HR strategies. This would hint on further studies on establishing other predictors.

Recommendations

With reference to the findings from this study, the researcher recommends that, first, to enhance recognition and awards and to some extent job security enhance as the best predictors of

employee performance. Kipchabo Tea Factory should continue to support employees through motivation and maintaining clear performance expectations. Regular performance appraisals, as well as feedback and development opportunities, will also help to maintain this positive trend. To further improve on recognition as a predictor of performance to as it continually gives value or rather results, the factory should maintain or even improve these programs. Regularly reviewing and updating them based on employee feedback and industry trends will help keep them relevant and effective.

Additionally, it is important to ensure that these initiatives are communicated clearly to all employees to maintain transparency and inclusivity. Regular employee surveys could provide feedback on how each of these elements could be improved, and adjustments should be made accordingly to sustain or enhance motivation. Third, while motivation factors are essential for employee engagement and satisfaction, the prevalence of one of statistical prediction suggests that there might be other motivation strategies predicting employee performance. Kipchabo Tea Factory should conduct a deeper analysis to identify any other underlying factors such as work-life balance, job design, or personal factors that might predict employee performance.

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