

**EFFECT OF STRATEGIC HUMAN RESOURCE INNOVATIVE PRACTICES
ON EMPLOYEE RETENTION: A SURVEY OF FLORICULTURE FIRMS IN
NAKURU COUNTY**

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**A Project Submitted to the Institute of Postgraduate Studies of Kabarak
University in Partial Fulfillment of the Requirements for the Award of Master
of Business Administration (Human Resource Management and
Strategic Management) Degree**

KABARAK UNIVERSITY

NOVEMBER, 2025

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The project entitled, “**Effect of Strategic Human Resource Innovative Practices on Employee Retention: A Survey of Floriculture Firms in Nakuru County,**” and written by **Kiprop Jebiwot Patricia**, is presented to the Institute of Postgraduate Studies of Kabarak University. I have reviewed the research project and recommend it be accepted in partial fulfillment of the requirement for the degree of Master of Business Administration.

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DEDICATION

This research project is dedicated to my dear family; they always encouraged and supported me throughout my academic journey.

ABSTRACT

Employee retention is critical to the success of any organization. When employees leave an organization frequently, it can create a number of negative consequences, including increased costs associated with recruitment, training, onboarding new employees, loss of institutional knowledge and experience as well as a negative impact on morale and productivity. The flower industry in Kenya has been facing high employee turnover rates, which can be costly for organizations in terms of recruitment and lost productivity. Therefore, the purpose of this study was to determine the effect of strategic human resource innovative practices on employee retention among floriculture firms in Nakuru County. The specific objectives of this research were to analyze the effect of professional development practices, performance related pay practices, recreational services and flexible work arrangements on employee retention among floriculture firms in Nakuru County. This research adopted the expectancy theory and self-determination theory. A descriptive research design was used in this research. The population of the study was 55 employees from each of the 55 floriculture firms in Nakuru County. Census technique was used where one employee from each floriculture firm was involved in the study. The study collected primary data through questionnaires that were administered through Google forms and analysed using statistical package for social sciences. The relationship between dependent and independent variables was shown using correlation coefficients and a multiple linear regression model. The findings revealed that all four independent variables had a significant positive effect on employee retention. Professional development practices were the most influential ($\beta = 0.642$, $p = 0.000$), followed by flexible work arrangements ($\beta = 0.309$, $p = 0.000$), recreational services ($\beta = 0.270$, $p = 0.008$), and performance-related pay practices ($\beta = 0.219$, $p = 0.022$). The R square value of 0.750 indicated that 75% of the variance in employee retention could be explained by the combined independent variables. The study concluded that these strategic human resource practices are crucial for fostering a supportive and engaging work environment that encourages employees to remain with their organizations. Based on these findings, the study recommends that floriculture firms invest in and enhance their professional development programs, ensure fair and performance-based compensation, provide a variety of recreational services to promote employee well-being, and adopt flexible work arrangements to accommodate diverse employee needs. Further research is suggested to explore these relationships in different industries and regions as well to examine additional factors that may influence employee retention.

Keywords: *Strategic Human Resource Innovative Practices, Employee Retention, Professional Development Practices, Performance Related Pay Practices, Recreational Services, Flexible Work Arrangements, Floriculture Firms.*

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LIST OF ABBREVIATIONS AND ACRONYMS

HR	- Human Resource
IT	- Information Technology
NACOSTI	- National Commission of Science, Technology and Innovation
SDT	- Self Determination Theory
SPSS	- Statistical Package for Social Sciences
UK	- United Kingdom
VRIN	- Valuable, Rare, Inimitable, and Non-Substitutable

CONCEPTUAL AND OPERATIONAL DEFINITION OF TERMS

Employee Retention: The ability of an organization to retain its employees over a prolonged period (Oluwafemi, 2016). In the current study, employee retention was presented by job tenure, intention to stay, and work efficiency

Flexible Working Arrangement: Work programs that allow employee to differ work in terms of timing, duration and place of work (Kithae & Keino, 2021). In this study, flexible working arrangement was presented by compressed work, telework, and staggered working.

Performance Related Pay Practices: Employee financial reward programs in which a portion or all of an employee's pay is contingent upon how well they perform in relation to certain standards (Kim, 2019). In this study, it was presented by commissions, appraisal, and reward programs.

Professional Development Practices: Refer to ongoing efforts by organizations to improve and enhance the skills, knowledge, and expertise of their employees (McDonald, Moore, Mayes, Grant-Smith, Cathcart, & Williams, 2018). In this study, the practices were presented by mentoring, job rotation, coaching.

Recreational Services: Organizations' initiatives to enhance the social and physical well-being of their workforce (Muchiti, 2020). In this study, they were presented by sports facilities, family fun days, and health programs.

Strategic Human Resource Innovative Practices: Creation and execution of innovative employee-related initiatives that address business issues and directly support significant long-term organizational goals (Ellenbecker, 2019). They include of professional development practices, performance related pay practices, recreational services and flexible work arrangements.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Research Study

In the twenty-first century, many organizations are facing serious challenges related to employee retention. This is because of the increased mobility of qualified workers brought about by globalization and as a consequence the rate of employee retention has decreased. Significant costs result from the inability to retain staff, including direct costs like replacement, recruiting and selection, temporary labor, management time, and indirect costs like low morale, strain on remaining staff, learning expenses, lower-quality products and services, loss of organizational memory, and loss of social capital (Bakuwa, Chasimpha & Masamba, 2016).

Since a company's capacity to remain economically competitive is largely dependent on the knowledge and abilities of its workforce, it is imperative for organizations to retain skilled personnel. Organizations are finding it more and more crucial to retain their workforces because infrequent labor shortages can make it harder to find high-performing workers. As a result, workers may look for better opportunities elsewhere and employers may try to increase worker productivity (Kaur, 2017). It is worth to note that keeping staff is not always easy; this is for a variety of reasons, including structural, cultural, or economic, organizations may find it challenging to draw in and hold on to the greatest personnel (Samuel & Chipunza, 2019).

Employers are more concerned with employee retention since losing critical personnel may have a significant impact on overall organizational success. According to Kryscynski (2021), companies should strive to retain their current workforce since they must bear the expense of both acquiring new hirelings and firing existing personnel. Actually, the company may save money on hiring and training new staff members

because of employee retention and the valued capabilities of its workforce. These savings can then be applied to other value-adding initiatives for the company. In light of this, companies have to take measures to keep workers on board in order to prevent unwelcome employee departure brought on by stress, low job satisfaction, poor working conditions, and inadequate benefits (Pertiwi & Supartha, 2021).

In the United States, particularly among tech giants and startups in Silicon Valley, employee retention remains a major concern. The competitive nature of the industry means that companies are continuously innovating their strategic human resource (HR) management practices to attract and retain top-tier talent (Papa et al., 2020). One key approach is the emphasis on professional development practices, where firms often offer extensive training programs, workshops, and further educational opportunities. This not only aids in employee skill enhancement but also nurtures a culture of growth and loyalty (Singh et al., 2020). Coupled with this, performance-related pay practices are common, rewarding high-performers with bonuses, stock options, or other monetary incentives. In addition to monetary rewards, the provision of recreational services like gyms, game rooms, and lounges, as well as the ever-popular flexible work arrangements, including remote working options, further entice employees to stay, making them feel valued and cared for (Kurdi & Alshurideh, 2020).

Sweden stands as a beacon when it comes to innovative HR practices, primarily driven by the country's cultural emphasis on work-life balance. Swedish companies often prioritize flexible work arrangements to ensure that employees can manage both their professional and personal commitments, significantly reducing work-related stress (Wikhamn & Wikhamn, 2020). This approach inherently boosts retention as employees feel their personal lives are valued. Additionally, companies focus on professional development practices, ensuring that their workforce remains skilled and up-to-date with

industry trends. This is complemented by performance-related pay practices, where bonuses and additional vacation days can be earned (Tyskbo, 2019). Notably, recreational services, particularly those that promote well-being like mindfulness sessions or company-sponsored retreats, are prevalent in Sweden. These practices collectively lead to high employee satisfaction levels and, by extension, superior retention rates (Prudnikov, Lektorova & Dmitrieva, 2021).

Japan, traditionally known for its lifetime employment system, is witnessing a shift in its HR landscape. As the country grapples with changing economic and social dynamics, there's a growing emphasis on strategic HR practices to retain talent (Wajeeh-ul-Husnain et al., 2020). Professional development practices are more pronounced as companies strive to re-skill their workforce in the face of rapid technological advancements. Regular training sessions, workshops, and cross-functional opportunities are provided to employees to foster a learning environment. Furthermore, while the concept of performance-related pay practices is not new in Japan, it's becoming more sophisticated, with clearer metrics and more transparent reward systems (Maruf, 2020). There's also a budding appreciation for recreational services; companies are slowly introducing spaces and activities to help employees relax and rejuvenate. However, what's gaining momentum is the idea of flexible work arrangements. While still in its infancy compared to the West, Japanese firms are beginning to recognize its potential in enhancing employee satisfaction and retention (Dobni, Wilson & Klassen, 2022).

In Egypt, a country with a rich history and diverse economic sectors, strategic HR practices have been instrumental in navigating the complexities of a changing workforce. Professional development practices have gained traction, particularly in sectors like IT, tourism, and finance, where continuous learning is vital to address global competitiveness (Elsafy & Ragheb, 2020). Egyptian companies invest in training

programs and workshops to ensure their workforce remains relevant in their respective fields. Performance-related pay practices are also evident, especially in the private sector, where employees are rewarded based on their achievements, driving motivation and commitment (Saad, Gaber & Labib, 2021). Recreational services are less common but are slowly emerging in modern corporate cultures, with companies realizing the benefits of employee relaxation and stress reduction. A standout feature in Egypt's HR practices is the increasing adoption of flexible work arrangements. With Cairo's infamous traffic and the country's move to the New Administrative Capital, many firms are exploring remote working and flexible hours to boost employee satisfaction and retention (Fahmi & Mohamed, 2020).

Nigeria, being the most populous nation in Africa with a young and dynamic population, grapples with unique challenges in its labor market. The nation's burgeoning tech scene, especially in cities like Lagos and Abuja, sees a pronounced focus on professional development practices. Startups and established firms alike offer training and mentorship programs to hone the skills of their employees (Akpa et al., 2022). Performance-related pay practices are widespread, with many companies offering bonuses, shares, or promotions based on individual and team achievements. However, given the economic disparities and challenges in the country, such incentives play a significant role in retaining top talent (Akwei & Nwachukwu, 2023). Recreational services, such as company outings or in-office relaxation spaces, are gradually becoming popular, particularly in the tech and finance sectors. One notable HR trend in Nigeria is the tentative adoption of flexible work arrangements. While the traditional work culture still dominates, there's a growing understanding of the benefits of flexible hours, especially in urban areas with considerable daily commutes (Abubakar, Oluwade, & Ibrahim, 2022).

South Africa, with its diverse economy and multicultural workforce, has shown adaptability in its HR practices. The country has a mature corporate sector where professional development practices are standard. Firms, both large and small, invest in training programs, seminars, and conferences to ensure their employees are at the forefront of industry developments (Samuel & Ferreira, 2023). Performance-related pay practices are sophisticated in South Africa, with clear metrics and incentives to reward both individual and team efforts. The country's businesses are also known for their recreational services; wellness programs, team-building activities, and relaxation spaces are commonplace in corporate environments (Schultz, 2021). However, what differentiates South Africa is its progressive stance on flexible work arrangements. Recognizing the challenges of urban living in cities like Johannesburg and Cape Town, many companies have integrated remote work policies and flexible schedules, contributing significantly to increased employee satisfaction and retention (Shikweni, Schurink & Van Wyk, 2019).

Kenya's diverse and evolving job market is increasingly recognizing the importance of employee retention as a key component for sustained growth and competitiveness. As businesses expand and the demand for skilled labor rises, retaining experienced and trained personnel has become more critical than ever (Chepkemoi, 2023). This is especially true for industries like floriculture in Nakuru County, where the specialized knowledge of employees is invaluable. The turnover of skilled staff not only impacts productivity but also introduces additional costs in terms of recruitment and training of new hires (Kariuki, Wandiga & Odiyo, 2022).

Several strategic human resource innovative practices have been identified as influencers of employee retention in Kenya. Professional development practices play a crucial role. When employees see clear pathways for growth and skill enhancement within an

organization, they are more likely to stay committed (Muriuki et al., 2023). Performance-based incentives, while not the primary focus, are pivotal in recognizing and rewarding employee contributions, further instilling loyalty. Additionally, the integration of recreational services has emerged as a novel approach in the Kenyan corporate landscape. These services, albeit in their nascent stages, help alleviate work-related stress and contribute to a positive work environment, indirectly promoting retention (Onyiego & Osoro, 2022).

The evolving Kenyan work environment is also witnessing a growing appreciation for flexible work arrangements. While not yet widespread, there's a recognition of its potential benefits. In regions like Nakuru, with its blend of urban and rural landscapes, flexibility can address various logistical challenges employees might face. For instance, in the floriculture sector, allowing for flexible hours can accommodate the varying demands of crop cycles. When employees find their personal needs and challenges addressed by their workplace, they feel more valued and are less likely to seek opportunities elsewhere. This not only bolsters retention but also enhances overall workplace satisfaction (Kariuki et al., 2022).

1.1.1 Employee Retention

Employee retention refers to the ability of an organization to retain its employees over a certain period. It involves implementing strategies and practices to prevent valuable and skilled workers from leaving the company (Sorn et al., 2023). High employee retention is crucial for organizational success as it not only reduces recruitment and training costs but also fosters a stable and experienced workforce (Younis et al., 2023). Effective retention efforts typically include creating a positive work environment, offering competitive compensation and benefits, providing opportunities for professional development, recognizing and rewarding employee contributions, and promoting a healthy work-life

balance. By prioritizing employee retention, organizations can enhance morale, productivity, and overall organizational effectiveness (Alshamrani et al., 2023).

Retention measurements encompass a range of metrics that organizations use to assess and track employee retention rates and factors influencing workforce stability (Alzaid & Dukhaykh, 2023). Key indicators include turnover rates, which quantify the percentage of employees leaving within a specified period, and retention rates, indicating the percentage of staff retained over the same timeframe. Additionally, organizations may analyze exit interviews to understand reasons behind departures, identifying patterns or areas for improvement (Shirina et al., 2023). Employee satisfaction surveys measure overall contentment and engagement levels, while assessing the effectiveness of retention strategies. Other metrics involve tracking promotions from within the organization, as well as monitoring absenteeism and identifying trends that may impact staff longevity (Alshamrani et al., 2023).

This study focused on job tenure, intention to stay, and work efficiency as key measures of employee retention due to their relevance and significance in the context of the floriculture industry. Job tenure is a crucial metric in understanding how long employees stay with the organization, providing insights into the stability and loyalty of the workforce (Younis et al., 2023). Intention to stay is valuable for predicting future retention, as employees expressing a strong intention to remain are more likely to contribute to the long-term success of the organization. Work efficiency reflects the productivity and performance of employees, which is directly tied to their engagement and satisfaction (Sorn et al., 2023).

1.1.2 Floriculture Firms in Nakuru County

Nakuru County, nestled in the heart of the Great Rift Valley, has emerged as one of Kenya's primary regions for floriculture. Blessed with a favorable climate, fertile soils,

and an abundance of freshwater sources, Nakuru offers an optimal environment for flower cultivation. The county is home to several floriculture firms ranging from large-scale commercial enterprises to smallholder farmers (Onyiego & Osoro, 2022). These firms primarily focus on the export market, with Europe being one of the significant destinations. As the demand for Kenyan flowers continues to grow internationally, Nakuru's prominence in the floriculture sector becomes increasingly pivotal, contributing significantly to the country's foreign exchange earnings (Korir & Kilika, 2023).

Given the global scale of operations and the technical nature of floriculture, Nakuru-based firms understand the need for robust human resource strategies. Over the years, they have integrated various innovative HR practices to ensure a well-trained and motivated workforce (Njogu, 2022). Professional development, for instance, is a focal point, with firms regularly offering training sessions on the latest cultivation techniques, pest management, and post-harvest care. Performance-based incentives are also prevalent, ensuring that employees' contributions to yield and quality are duly recognized (Chepngeno, Wasike & Mote, 2019). As the industry grapples with seasonality and the demanding nature of flower cultivation, many firms are gradually introducing recreational services and flexible work arrangements to accommodate the unique challenges their employees face (Kamau, Ngugi & Mchelule, 2023).

Employee retention remains a cornerstone for Nakuru's floriculture enterprises. Given the specialized skills required in flower cultivation, from grafting to hybridization, retaining experienced staff is of paramount importance (Onyiego & Osoro, 2022). A high turnover rate can lead to inconsistencies in flower quality, reduced yields, and increased operational costs. Recognizing this, many firms in Nakuru have made concerted efforts to improve the workplace environment. Beyond the strategic HR practices, companies are fostering a culture of inclusivity, where feedback from employees at all levels is

encouraged and acted upon (Chepngeno et al., 2019). Additionally, with the understanding that a significant portion of their workforce comes from local communities, many firms engage in community development initiatives, enhancing their reputation as employers of choice and further bolstering employee loyalty and retention (Korir & Kilika, 2023).

1.2 Statement of the Problem

Although employee retention is a critical issue for organizations in various industries, the flower industry in Kenya has been facing high employee turnover rates, which can be costly for organizations in terms of recruitment and lost productivity (Chemirmir, Musebe & Nassiuma, 2018). A study by the Kenya Flower Council found that the average annual employee turnover rate in the floriculture industry is 30%. A study by the Kenya Institute of Human Resource Management also found that the average length of service for an employee in the floriculture industry is just 18 months (Lagat, 2018). This means that the majority of employees leave their jobs within two years. This high turnover rate has a number of negative consequences for floriculture firms, including increased costs as recruiting and training new employees is expensive (Kumi & Elbers, 2022). There is also reduced productivity as new employees take time to learn their jobs and reach full productivity. Floriculture firms with high turnover rates may experience lower productivity levels than firms with lower turnover rates (Kwambai, 2018).

It was against this backdrop that the study sought to establish the effect of strategic human resource innovative practices on employee retention among floriculture firms in Nakuru County. By implementing effective strategic human resource innovation practices, floriculture firms can reduce employee turnover and improve their productivity, costs, and reputation.

1.3 Purpose of the Study

The general objective was to establish how strategic human resource innovative practices affect employee retention among floriculture firms in Nakuru County.

1.3.1 Specific Objectives

- i. To establish the effect of professional development practices on employee retention among floriculture firms in Nakuru County.
- ii. To determine the effect of performance related pay practices on employee retention among floriculture firms in Nakuru County.
- iii. To assess the effect of recreational services on employee retention among floriculture firms in Nakuru County.
- iv. To examine the effect of flexible work arrangements on employee retention among floriculture firms in Nakuru County

1.4 Research Hypotheses

H0₁: There is no significant effect of professional development practices on employee retention in floriculture firms in Nakuru County

H0₂: There is no significant effect of performance-related pay practices on employee retention in floriculture firms in Nakuru County

H0₃: There is no significant effect of recreational services on employee retention in floriculture firms in Nakuru County

H0₄: There is no significant effect of flexible work arrangements on employee retention in floriculture firms in Nakuru County.

1.5 Significance of the Study

These groups will benefit from the study in the following ways: The study's findings will help educators and instructional developers choose and create the best teaching strategies

for achieving learning objectives. It will also be used as a future reference by academics studying creative strategies for strategic human resources and employee retention. Managers and management consultants will find the study helpful in educating them on creative strategic human resource techniques as a means of managing employee retention in the workplace. Significantly, this study will inform clients about the impact of creative and smart HR initiatives on employee retention.

The information gathered regarding the impact of innovative strategies in human resources on employee retention in flower businesses in Nakuru County and other businesses in general will be used as a basis for developing policies regarding the impact of these strategies on employee retention.

1.6 Justification of the Study

The floriculture sector in Nakuru County, given its pivotal role in the Kenyan economy and its international market reputation, demands a comprehensive understanding of employee retention strategies. Recent trends hinting at increasing employee mobility pose threats to the consistent quality and yield that global markets have come to expect from Kenyan flowers. Considering the specialized skills required in the sector and the associated costs of recruitment and training, it's crucial to understand and address the underlying factors affecting retention. This study, by delving deep into the nuances of strategic human resource innovative practices and their impact on employee retention, sought to provide actionable insights. Such insights will not only benefit individual firms in bolstering their workforce stability but will also strengthen the competitive edge of Kenyan floriculture in the global arena.

1.7 Scope of the Study

The study sought to establish the effect of strategic human resource innovative practices on employee retention among floriculture firms in Nakuru County. The independent

variables were professional development practices, performance related pay practices, recreational services and flexible work arrangements while the dependent variable was employee retention. The study adopted descriptive research design; the target population of the study was all the 55 floriculture firms in Nakuru County which forms the unit of analysis. The unit of observation was 55 employees from each of the 55 floriculture firms in Nakuru County. Census technique was used where one employee from each floriculture firm was involved in the study. The researcher relied exclusively on primary data collected using questionnaires. The study was conducted between May 2024 and August 2024.

1.8 Limitations and Delimitations of the Research Study

This study relied on primary data. In order to reduce the number of probable outliers, the study adopted a structured questionnaire. However, this raised the challenge of skewed data collection since the respondents were limited with regard to how and the kind of information they were expected to divulge in their response. In this regard, the researcher ensured that the data collection tool facilitates collection of comprehensive data, which addressed study objectives with as little bias as possible.

Moreover, some of the projected respondents were skeptical about being participants in the study. The researcher addressed this shortcoming by seeking the necessary permit, consents and approvals from the relevant authorities including but not limited to the University, the flower firms, and, the National Commission of Science, Technology and Innovation (NACOSTI). Moreover, ethical considerations were considered and respondents enlightened on the same. Lastly, the researcher indicated the willingness to share the finding of the study with any interested respondents.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers the theoretical framework which outlines the theories guiding the study, empirical literature which reviewed various studies done by other scholars and researchers on the area of study, the conceptual framework which is a diagrammatic representation of the independent and dependent variables and the research gap that revealed what was not studied in the field of study. In summary, this chapter covers the following: theoretical framework, empirical literature, research gap and conceptual framework.

2.2 Theoretical Literature Review

This presents a review of the relevant theories that explains the effect of strategic human resource innovative practices on employee retention. “The theoretical reviews covered were expectancy theory and self-determination theory.

2.2.1 Expectancy Theory

This theory by Vroom (1964) suggests that individuals are motivated to act in a certain way based on their beliefs about the outcomes of their actions. Expectancy theory postulates that individuals will be motivated to engage in a certain behavior if they believe that their effort will lead to the desired level of performance (high expectancy); their performance will lead to desired outcomes or rewards (high instrumentality); and the desired outcomes or rewards are personally valuable (high valence). For example, an employee may be motivated to put in extra effort to complete a project on time if they believe that their effort will result in the desired level of performance, that their

performance will lead to recognition and rewards, and that the recognition and rewards are personally meaningful to them (Osabiya, 2018).

Lloyd and Mertens (2018) argue that the theory is overly simplistic and does not fully capture the complexity of human motivation. Some researchers have questioned the generalizability of the theory to different cultures and contexts. The theory may not hold true in cultures or organizations where reward systems are not well-established or where teamwork is highly valued. The theory also assumes that individuals are rational and make decisions based on a logical analysis of the situation. However, in reality, individuals often make decisions based on emotional and other non-rational factors. Despite these criticisms, expectancy theory remains a widely accepted and influential theory of motivation. It has been applied in a variety of contexts, including work motivation, educational motivation, and consumer behavior.

Expectancy theory was relevant to the relationship between strategic human resource innovative practices and employee retention. Expectancy theory suggests that HR innovation practices can influence employee motivation and retention by increasing expectancy, instrumentality, and valence. By providing resources and support, linking performance to meaningful outcomes or rewards, and offering opportunities for personal and professional growth, organizations can create a work environment that fosters motivation and retention among employees. This theory has been used before by Mchete and Shayo (2020) who explored the role played by induction training on the performance of new employees at workplace, using selected staff from the Open University of Tanzania as respondents.

2.2.2 Self-Determination Theory

Self-determination theory (SDT) was first proposed by Deci and Ryan (1980). SDT is a motivational theory that suggests that individuals are more likely to be motivated and

engaged when their basic psychological needs for autonomy, competence, and relatedness are fulfilled. SDT postulates that there are three basic psychological needs that are essential to human motivation and well-being: autonomy, competence, and relatedness. SDT suggests that individuals who experience fulfillment of these basic needs will be more motivated, engaged, and satisfied in their lives and work. In contrast, individuals who feel their basic needs are not met are likely to experience frustration, disengagement, and a lack of fulfillment (Ryan & La Guardia, 2000). The theory also suggests that external rewards and punishments can undermine intrinsic motivation, particularly when they are perceived as controlling. Instead, SDT advocates for fostering intrinsic motivation by providing opportunities for autonomy, competence, and relatedness in meaningful and engaging activities.

While self-determination theory is a widely respected and influential theory of motivation, there are some criticisms that have been raised about the theory (Deci, Olafsen, & Ryan, 2017). Some researchers have suggested that SDT is more relevant to Western, individualistic cultures and may not be as applicable to other cultural contexts. There may be variations in the importance of autonomy, competence, and relatedness in different cultures, which could impact the validity of the theory in these contexts (Ryan & Ryan, 2019). While the three basic psychological needs proposed by SDT are widely accepted, there is some ambiguity in how these needs are defined and measured. For example, different researchers may have different interpretations of what it means to fulfill the need for autonomy or relatedness (Benlahcene, Kaur & Awang-Hashim, 2021). Self-determination theory was relevant in understanding the effect of strategic human resource innovative practices on employee retention. According to SDT, individuals are more likely to be motivated and engaged when their basic psychological needs for autonomy, competence, and relatedness are fulfilled. This means that workplaces that

foster these basic psychological needs are more likely to retain employees. Strategic human resource innovative practices, such as offering employees opportunities for skill development, decision-making autonomy, and recreational services, can help fulfill these basic psychological needs. For example, providing employees with opportunities for professional development can enhance their sense of competence, while giving employees a voice in decision-making can enhance their sense of autonomy. This theory has been used before by Muchiti (2020) who sought to establish the influence of human resource innovative practices on employee productivity in Kenya.

2.3 Empirical Literature Review

This section reviews the relevant studies relating to strategic human resource innovative practices and employee retention. It also provides a framework for establishing the importance of the study as well as benchmark for comparing the result with other findings. It gives an overview of the literature showing the research gap to be filled.

2.3.1 Professional Development Practices and Employee Retention

Oladimeji and Sowemimo (2020) conducted a study aiming to study the extent to which mentoring has affected employee job performance in the Nigerian service sector. The population included Guest Services Staff of Park Inn by Radisson and Green Legacy Resort totaling 460 from which the sample size of 250 was drawn using the Taro Yamane sample determination formula and the quota sampling technique. The study confirmed that mentoring functions influence the performance of employees in the Nigeria's service sector.

Mchete and Shayo (2020) explored the role played by induction training on the performance of new employees at workplace, using selected staff from the Open University of Tanzania as respondents. The study further examined how the induction

training offered to the new employees facilitates theoretical knowledge, practical knowledge and integration at workplace. It concluded that induction training was of great value as it served to inform new staff of the important aspects of their new working environment. The study recommended that for the university to have an effective orientation training the top management should provide enough support and allocate a reasonable and realistic budget. In addition, there should be a continuous follow-up to get feedback from the trainees, and that sufficient time should be allocated for orientation training to allow the program to cover all aspects.

Onyemaechi (2019) examined the effect of Mentoring Practice on employee's Performance using Abia State University Uturu, Nigeria as a case study. The researcher used structured questionnaires to elicit information from the sample size of 199 lecturers from the rank of Graduate-Assistant to Lecturer 1 in the University. The study findings indicated a positive relationship between knowledge transfer mentoring and career growth of junior lecturers. It also decried the fact that mentoring seemed to occur by happenstance as opposed to a more structured mentoring program.

Fernando and Dissanayake (2019) examined the effect of job rotation practices on Employee Job Performance, using Sri Lankan Private Commercial Banks. The study collected primary data from questionnaires from 100 employees of the four largest banks in Sri Lanka, were selected from each bank by using convenience sampling technique. Findings derived from the study were that there is a strong positive relationship between job rotation and employees job performance in private commercial banks in Sri Lanka. The researchers extol job rotation as an important program for allowing employees to acquire new skills, enhance staff productivity, develop new relationships across the company and gain skills needed for future career advancement and its impact on the employee job performances.

A study exploring the influence of mentorship practices on employee performance in small manufacturing firms in Garissa County, Kenya was conducted by Cherono, Towett and Njeje (2016). This study was carried out in manufacturing firms located in Garissa County and adopted a cross-sectional survey design. The study established a significant relationship between leadership mentorship, innovative mentorship, knowledge transfers mentorship, talent development mentorship and the performance of the employees.

2.3.2 Performance Related Pay Practices and Employee Retention

Bae, Kim, and Seo (2021) used longitudinal data from the Korean Labor and Income Panel Study to examine the effects of performance-based pay on employee retention over a period of five years. The data was analyzed using fixed-effects regression models to control individual-level and firm-level factors. The results showed that performance-based pay had a significant positive effect on employee retention, and that this effect was stronger for high-performing employees.

Liao, Chang, and Tsai (2021) used a cross-sectional survey design to collect data from 359 employees working in Taiwanese high-tech firms. The data was analyzed using structural equation modeling to examine the relationship between performance-based pay and employee retention. This study investigated the relationship between performance-based pay and employee retention in Taiwanese high-tech firms. The results showed that performance-based pay had a significant positive effect on employee retention, and that this effect was stronger for employees with high levels of job involvement.

Ayatse and Anjira (2020) used a cross-sectional survey design to collect data from 300 employees working in selected Nigerian banks. The data was analyzed using structural equation modeling to examine the relationship between performance-related pay and employee retention. This study examined the impact of performance-related pay on

employee retention in Nigerian banks. The results showed that performance-related pay has a significant positive effect on employee retention.

Bourne and Scott (2019) used data from the UK Workplace Employment Relations Survey 2011 to examine the relationship between performance-related pay, job satisfaction, and employee retention. The data was analyzed using hierarchical linear regression models to test the hypothesized relationships. The results showed that performance-related pay had a positive effect on job satisfaction, which in turn had a positive effect on employee retention.

Kim and Lee (2019) used data from the Korean Labor and Income Panel Study to examine the effects of performance-based pay on employee retention in Korea. The data was analyzed using logistic regression models to test the hypothesized relationships. The results showed that performance-based pay had a significant positive effect on employee retention, and that this effect was stronger for employees who perceived a high level of organizational support.

Kinyua, Kariuki and Maru (2020) conducted a study on the effect of compensation on employee retention in private universities in Kenya: A case study of St. Paul's University. The study used a cross-sectional survey design to collect data from a sample of 147 employees working at St. Paul's University in Kenya. The data was collected using a structured questionnaire and analyzed using descriptive statistics, correlation analysis, and multiple linear regression analysis. The study found a significant positive relationship between compensation and employee retention, indicating that employees who received higher levels of compensation were more likely to stay with the organization. Specifically, the study found that pay, benefits, and rewards were the most important factors influencing employee retention in the context of private universities in Kenya.

2.3.3 Recreational Services and Employee Retention

Wang, Wei, Hu and Meng (2022) examine the effect of leisure time on job performance using first-hand data obtained in a field study in the Chinese manufacturing industry. The results reveal that the relationship between leisure participation and individual job performance presents an inverted U-shaped nonlinear relationship. Endogenous testing and robustness testing also demonstrated the reliability of the findings. In this study, they identified an opportunity window which promotes the best individual job performance, with an average daily leisure time threshold of 4.7 h. The analysis of the underlying mechanism showed that leisure participation has an impact on job performance through physical health and happiness. This study advances the literature on the leisure economy and provides insights into work–life balance and optimal leisure time allocation on a daily basis.

Malkowska et al. (2022) studied the essence and role of employee financial wellness programs in the creation of an effective incentive system in energy sector companies in Poland during the crisis caused by the covid-19 pandemic. The following research methods were used: critical analysis of source literature, comparative analysis of existing data and the descriptive method with elements of deductive reasoning. In order to collect primary data, the indirect survey method was used, which was addressed to the main energy generation sector entities in the country. The research has shown that financial wellness instruments are new to the Polish market, where they have been in limited operation since 2021. It was confirmed that some companies in the energy sector are using such innovative tools, but they also show the need and interest to implement more extensive and comprehensive employee financial wellness programs that will reduce the financial stress of employees while motivating them to work more efficiently during the COVID-19 pandemic.

Song and Baicker (2019) conducted an evaluation of a multi-component workplace wellness programs like those offered by US companies. This clustered randomized investigation was carried out in 160 workplaces from January 2015 to June 2016. Survey and biometric data were gathered between July 1, 2016, and August 31, 2016. Up until June 30, 2016, information on employment and administrative claims was continuously gathered. After 18 months, workers of a big US warehouse retail firm who took part in a workplace wellness programs did not exhibit any appreciable variations in clinical indicators of health, health care cost and use, or employment outcomes. Nonetheless, compared to employees who were not exposed to the initiative, employees who were reported engaging in some positive self-reported health behaviors at much greater rates. These findings may reduce expectations for the wellness programs potential rapid financial return on investment, which may even be limited by the lack of sufficient data on some outcomes.

Muchiti (2020) sought to establish the influence of human resource innovative practices on employee productivity in Kenya. The study adopted descriptive survey and case study design. The study targeted 200 employees at Milimani Law Courts, Nairobi. Using a stratified sampling technique, 67 employees from the target population were included in the sample. In order to augment the main data, secondary data was gathered from published materials including journals, periodicals, magazines, and reports. The original data was gathered via questionnaires. To pretest the validity and reliability of the data gathering instruments, a pilot study was carried out. Both qualitative and quantitative data were obtained from the analysis of the material. SPSS version 21 was utilized for the analysis of quantitative data. The study findings showed that recreational services significantly and positively enhance employee productivity at the Judiciary.

2.3.4 Flexible Work Arrangements and Employee Retention

In their study, Shifrin and Michel (2022) investigated the connections between employee-accessible flexible work arrangements and many aspects of health, including physical health, absenteeism, somatic complaints, and physical exercise. Findings show a correlation between flexible work schedules and improved physical health, lower absenteeism, and less somatic symptoms, indicating that flexible work schedules may help staff members stay healthy. There was no correlation found between flexible work schedules and physical activity, however considering the small number of main research that looked at this link, these findings should be regarded with caution. These results have implications for future studies and methods, such as supporting the provision of customized flexible work schedules to enhance employee well-being.

Arora (2022) investigated the influence of flexible work arrangements on personal and family well-being and performance of employees. The study also examined the moderating role of managerial support on the relationship between flexible work arrangements and well-being & performance. The target respondents were the teleworkers employed with Indian IT organizations located in North India. Data were gathered from 412 teleworkers to study the hypotheses, and Smart PLS 2.0 was employed to analyze the data. The results revealed a significant relationship between flexible work arrangements, personal and family well-being, and employee performance. The study further confirmed the significant and moderating effect of managerial support on the relationship between flexible work arrangements and performance. During the work-from-home policies at the workplace, the employees perceived that receiving support from the managers helped them perform well. As the COVID-19 pandemic has affected the economies globally, the present study's findings would be essential for the managers to support their employees during such crises.

Mwebi and Kadaga (2018) conducted a study on how flextime work conditions affected commercial banks in Nairobi's central business district employees' performance. Using a descriptive survey research approach, the study targeted 1074 workers, and with the use of stratified random selection, a sample of 291 was chosen. The primary tool for gathering data was a questionnaire. The findings showed a strong positive association between flexible work schedules and institution performance. The study also found that flexible work schedules help employees concentrate and focus on their jobs, which reduces concerns about their personal obligations, both personal and professional, and improves organisational performance.

Kipkoech (2017) carried out a study to examine how employee performance at Kericho Referral Hospital is affected by flexible work arrangements. The study concentrated on Vroom's expectation theories, self-determination, and spillover. The research design used in the study was descriptive. Of the 111 employees that made up the study's target group, 104 were chosen as a sample. The main tool utilised to get the data was the questionnaire. According to research, flexible work arrangements significantly improved staff performance; they were responsible for 22.9% of organisational productivity, with other factors accounting for the remaining portion. The study suggested that in order to motivate workers to improve their performance, shift and part-time employment should be implemented. It also suggested that further research be done on flex time because it doesn't offer a simple resolution for scenarios with predictable schedules.

2.4 Conceptual Framework of the Research Study

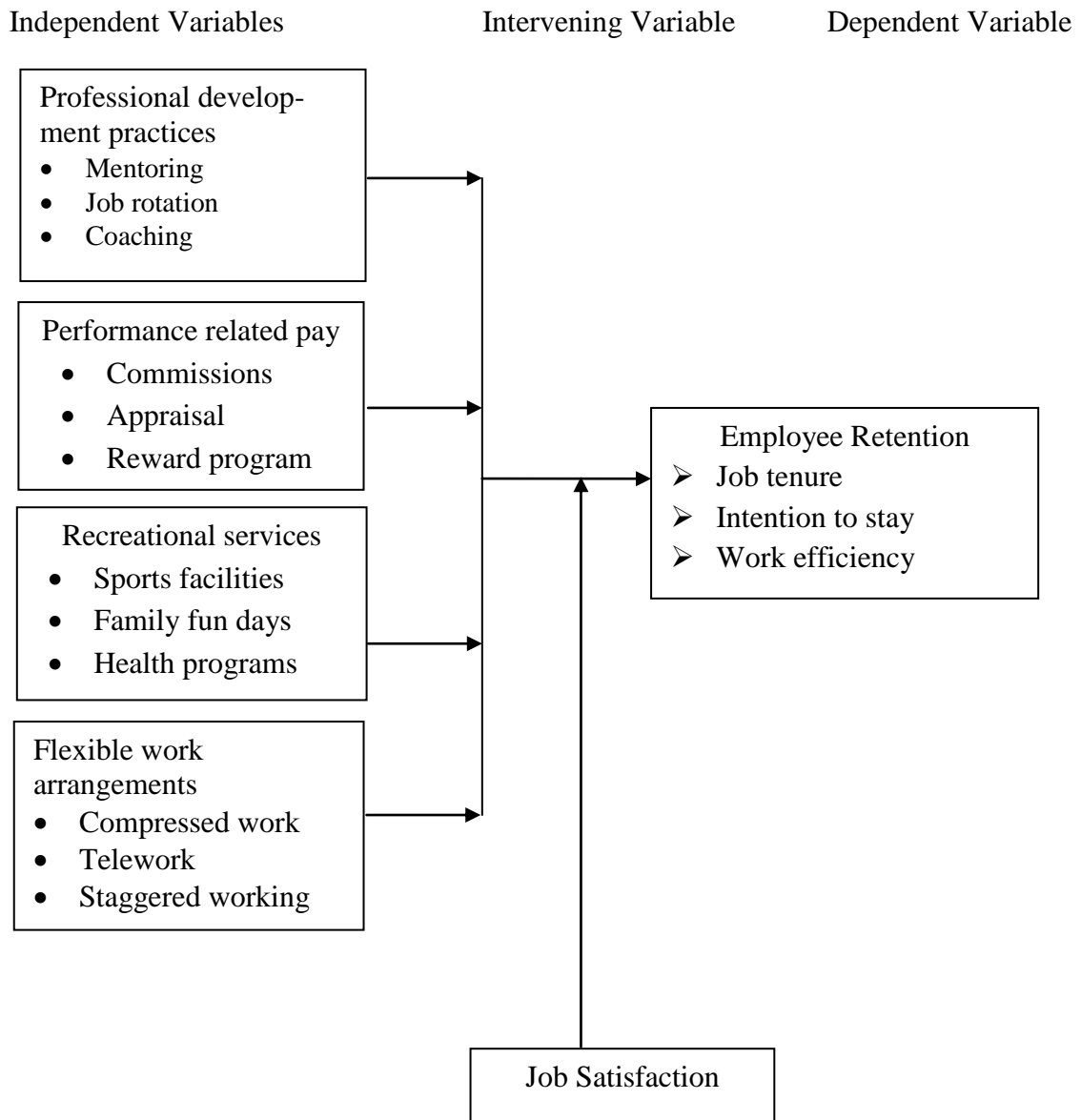
According to Cooper and Schindler (2018), a conceptual framework is a diagrammatic presentation of the hypothesized relationship between the study variables. The conceptual framework of the research study consisted of the independent and dependent variable. In this study, the independent variables comprised of professional development

practices, performance related pay practices, recreational services and flexible work arrangements while the dependent variable on the other had was employee retention.

Figure 1 exhibits the conceptual model for the study.

Figure 1

Conceptual Framework



Source: Researcher, 2023

2.5 Research Gaps

The reviewed empirical literature points to the positive effect of HR innovation practices on employee performance. In a world that is rapidly changing, companies must come up with creative ways to ensure employees are focused on their roles and receive all the adequate support. While most researchers have found a positive effect of professional development practices, performance related pay practices, recreational services and flexible work arrangements on employee retention, they prefer the view that there is room for improvement especially in building formal structures around them.

In addition, most of the previous studies have focused on the influence of strategic human resource innovative practices on other dependent variables such as employee performance and employee commitment. Contextually, the previous studies have been conducted in other contexts and not floriculture firms in Nakuru County. The current study intended to fill these research gaps by investigating the effect of professional development practices, performance related pay practices, recreational services and flexible work arrangements on employee retention among floriculture firms in Nakuru County.

Table 1 provides a summary of the studies done, the methods employed by the researchers, its findings and the research gaps.

Table 1*Summary of Research Gaps*

Study	Methodology	Research Findings	Research Gap
Influence of flexible work arrangements on personal and family well-being and performance of employees (Arora, 2022)	Cross-sectional	The results revealed a significant relationship between flexible work arrangements, personal and family well-being, and employee performance.	The study focus was teleworkers employed with Indian IT organizations located in North India. The IT organizations is different from the floriculture due to the scope of activities involved and the importance of the sector in achieving social economic development of the country.
Essence and role of employee financial wellness programs in the creation of an effective incentive system in energy sector companies in Poland during the crisis caused by the covid-19 pandemic Malkowska <i>et al.</i> (2022)	Descriptive	The research has shown that financial wellness instruments are new to the Polish market, where they have been in limited operation since 2021	The study looked at role of employee financial wellness programs while the current research focus is effect of strategic human resource innovative practices on employee retention and thus conceptual gap
Relationship between flexible work arrangements available to employees and health behaviors and outcomes (Shifrin & Michel, 2022)	Cross-sectional	There was no association between flexible work arrangements and physical activity	The research looked at Flexible work arrangements and employee health thus presenting a conceptual gap on other strategic human resource innovative practices
Effect of leisure time on job performance using first-hand data obtained in a field study in the Chinese manufacturing industry Wang <i>et al.</i> (2022).	Cross-sectional	The results reveal that the relationship between leisure participation and individual job performance presents an inverted U-shaped nonlinear relationship	The study was based on effect of leisure time on job performance thus presenting a conceptual gap effect of strategic human resource innovative practices on employee retention
Relationship between performance-based pay and employee retention in Taiwanese high-tech firms (Liao <i>et al.</i> , 2021)	Cross-sectional	The results showed that performance-based pay had a significant positive effect on employee retention, and that this effect was stronger for employees with high levels of job involvement	The study focus was Tech firms in Taiwan whose setting is different from that of Kenya where the current will be carried out.
Effect of compensation	Cross-	Study found that pay,	The research focus was

on employee retention in private universities in Kenya (Kinyua <i>et al.</i> , 2020)	sectional	benefits, and rewards were the most important factors influencing employee retention in the context of private universities in Kenya	investigating effect of compensation on employee retention in private universities in Kenya while current study focus is on Floriculture firms in Nakuru Kenya
The role of induction training on performance of new employees at workplace (Mchete & Shayo 2020)	Cross-section	It concluded that induction training was of great value as it served to inform new staff of the important aspects of their new working environment	The research focus was on induction training in Open University of Tanzania while the current research focus is Floriculture presenting conceptual and contextual gaps
Performance-related pay, job satisfaction and employee retention (Bourne & Scott 2019)	Cross-sectional	The results showed that performance-related pay had a positive effect on job satisfaction, which in turn had a positive effect on employee retention.	The study used secondary data while the current study will use primary data in making conclusion
Effect of job rotation practices on Employee Job Performance, using Sri Lankan Private Commercial Banks Fernando & Dissanayake, 2019)	Cross-sectional	Findings derived from the study were that there is a strong positive relationship between job rotation and employees job performance in private commercial banks in Sri Lanka	The focus of the study was Sri Lankan Private Commercial Banks whose economic setting is diverse from that of Floriculture sector in Nakuru Kenya
Sought to evaluate a multicomponent workplace wellness program resembling programs offered by US employers (Song & Baicker (2019)	Cross-sectional	workplace wellness program resulted in significantly greater rates of some positive self-reported health behaviors among those exposed compared with employees who were not exposed,	The study focus was multicomponent workplace wellness program while current study is effect of strategic human resource innovative practices on employee retention and thus conceptual gap
Effect of flextime work arrangements on employee performance in Nairobi central business district commercial banks (Mwebi & Kadaga, 2018)	Cross-sectional	The result yielded a significant positive correlation between institution performance and flexible working hours	The research did concentrate on flextime work arrangements on employee performance in Nairobi central business district commercial banks while the current study focus on Floriculture industry
Influence of flexible working programs on employee performance at Kericho Referral Hospital (Kipkoech, 2017)	Cross-sectional	The study discovered flexible work arrangements had a significant impact on employee performance.	The study was done in Kericho Referral Hospital whose economic environment is diverse from that of the current study”

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology describes the methodical procedures that are used to produce findings that successfully address the goals and issues of the study. Thus, the research design that directed the investigation is covered in this chapter. Target population, sample protocol, data collecting tool and process, finally, data collection, analysis, and findings presentation are presented.

3.2 Research Design

Research design refers to a detailed outline on how the research will take place. It specifies the methods and procedures that were used to collect and analyze data (Kothari, 2017). “The study adopted a descriptive research design to determine the effect of strategic human resource innovative practices on employee retention. A descriptive research design gives way for an in-depth breakdown and understanding of a specific phenomenon as it is in the present condition (Cooper & Schindler, 2018). In descriptive survey research design, organization goals are predetermined giving data gathering relevant and effective to the research problem (Kothari, 2017). Descriptive design was used to describe variables of the study namely professional development practices, performance related pay practices, recreational services and flexible work arrangements as well as employee retention in terms of their mean and standard deviations.

3.3 Target Population

Population is the total subject sharing common characteristics (Kothari, 2017). In respect of this study, the population of the study was the 55 floriculture firms in Nakuru County as presented in Appendix II. The unit of analysis was the 55 floriculture firms and the

unit of observation was 1 employee from each of the 55 floriculture firms who were the respondents in the study.

3.4 Sampling and Sampling Design

Sampling is the process of selecting a sufficient number of elements from the population, so that a study of the sample and an understanding of its characteristics would make it possible for us to generalize (Khan 2018). Since the target population was small the study adopted a census technique. Census was adequate enough as it captured all the targeted 55 floriculture firms in Nakuru County.

3.5 Data Collection Instrument

Data collection instruments refer to the tool utilized in obtaining data (Khan, 2018). Questionnaires were used in collecting primary data. According to Burns and Burns (2018), questionnaires are the most suitable tools for facilitating collection of data in surveys with dispersed populations. The study utilized a semi-structured questionnaire containing both open ended and closed ended questions. Structured questionnaires enabled collection of numerical data which was measured using interval scale. In addition, the data items were on a 5-point Likert scale and were ensured to be both precise and explicit in order to mitigate probable ambiguity to the projected respondents. The open-ended questions enabled the researcher to obtain more information from the respondents.

3.6 Data Collection Procedure

Data collection procedure is the process of gathering empirical evidence to gain new insights about a situation and answer questions that prompt undertaking of the research (Cooper & Schindler, 2018). Before commencing data collection, the researcher sought approval from Kabarak University and proceeded to obtain approval from the National

Commission for Science, Technology, and Innovation (NACOSTI). Once the necessary approvals were obtained, the researcher contacted the HR managers of the 55 floriculture firms in Nakuru County. Initial contact was made via email, which included an introductory letter explaining the purpose of the study, the approvals were obtained, and a request for participation. Follow-up phone calls were made to ensure that the emails had been received and to address any initial questions or concerns.

The data collection process was staged to ensure a seamless and efficient flow. First, the researcher issued the questionnaire to the selected respondents, who were one employee from each of the 55 floriculture firms, via Google Forms. The employees were selected by the HR managers based on their willingness to participate and their understanding of the firm's HR practices. The respondents were given two weeks to complete and submit the online questionnaire. During this period, the researcher monitored the response rate and sent reminder emails and made follow-up phone calls to encourage participation and address any difficulties in accessing or completing the online form.

If the response rate was below 70% by the end of the two-week period, the researcher identified the firms that had not responded. At this stage, hard copy questionnaires were prepared and delivered to the non-responding firms either in person or through courier services, depending on the firm's location and preferences. The respondents were given an additional two weeks to complete and return the hard copy questionnaires. The researcher maintained a register of the questionnaires issued and received, ensuring care and control in the data collection process. Follow-up efforts, including reminder calls and emails, were made to ensure the return of all hard copies, thereby maximizing the response rate and ensuring comprehensive data collection.

3.7 Pilot Study

As indicated by Cooper and Schindler (2018), the reliability and validity of the gathered data is increased through pretesting the research instrument. Six randomly selected respondents were issued with the questionnaire to pretest it. As indicated by Burns and Burns (2019) when piloting, a 10% sample size is adequate and therefore the 6 respondents were sufficient. The 6 respondents were selected using both stratified random sampling and simple random sampling technique to cover the various floriculture firms in Nakuru County. The 6 respondents were not involved in the final study.

3.7.1 Validity of Research Instruments

The capacity of an instrument to measure the construct as intended determines its validity (Cooper & Schindler, 2018). Construct validity is a tool used to assess if a concept's operational definition accurately captures its theoretical meaning. The questionnaire was created specifically for this study, drawing on similar earlier research with adjustments made to meet the study's goals. The expert's assistance was used to check the content legitimacy. This included the supervisors, whose careful examination and knowledgeable judgements guaranteed that the questionnaire addressed every research variable. Additionally, they proofread the paper again to make sure the theoretical dimensions appeared as intended.

3.7.2 Reliability of the Research Instruments

Reliability is the extent to which results are free from error or degree to which a research instrument yields consistent results (Cooper & Schindler, 2018). Test of reliability is carried out to check the internal consistency of data measurement instrument. The Cronbach alpha was used to ascertain the reliability of the research instrument. Cronbach's Alpha is important to a researcher since the researcher is able to know if the

instruments will give reliable and consistent responses even if the questions are replaced with similar ones. A variable is stable if it gives similar responses from a similar set of questions. The true score, also referred to as ‘Alpha’ has values ranging from 0 to 1. It can also be used to express reliability on questions with two possible answers (dichotomous questions) and questionnaires with rating scales. A high score indicates high reliability, while the value of 0.7 has been accepted as an adequate coefficient of reliability or value of Alpha (Khan, 2018). The reliability test results for this study are as shown in Table 2.

Table 2
Reliability Results

Variables	Items	Cronbach Alpha	Remark
Professional development practices	12	.821	Reliable
Performance related pay practices	12	.844	Reliable
Recreational services	12	.793	Reliable
Flexible work arrangement	12	.829	Reliable
Employee retention	12	.905	Reliable

3.8 Data Analysis and Presentation

Data analysis encompassed exploration of descriptive and inferential statistics. The descriptive statistics involved computation of the mean and standard deviation of the study variables. The data was presented through the use of statistical techniques such as bar graphs, pie charts and frequency distribution tables. Qualitative data was analyzed through content analysis.

The determination of coefficient of correlation was used to explain the strength of the relationship between variables. A multiple linear regression analysis model equation was

used to explain the relationship between variables. The following empirical model was adopted.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y represents 'employee retention'

β_0 represents 'Constant'

X_1 represents 'professional development practices'

X_2 represents 'performance related pay practices'

X_3 represents 'recreational services'

X_4 represents 'Flexible work arrangement'

ε represents 'Error Term'

$\beta_1, \beta_2, \beta_3, \beta_4$ represent 'Regression Coefficients of Predictor Variables'

3.8.1 Diagnostic Tests

The researcher conducted diagnostic tests to ensure that the assumptions of the statistical tests used in the analysis were met. Diagnostic tests helped to identify potential problems such as outliers, multicollinearity, heteroscedasticity, and normality of residuals, which may affect the validity and reliability of the results.

3.9 Ethical Considerations

Research ethics encompass the application of fundamental principles to ensure the integrity and welfare of research participants (Khan, 2018). Prior to data collection, all necessary permits, consents, and approvals were obtained. Authorization to conduct the study was obtained from the school, and a research permit was secured from the National Commission for Science, Technology, and Innovation (NACOSTI). Additionally, approval to conduct the study within floriculture firms was sought from their

management. The researcher provided detailed information about the study to the participants, ensuring that their consent was informed and voluntary.

To ensure the privacy and confidentiality of the participants, the researcher implemented strict data handling protocols. Access to the collected data was strictly limited to the research team, with each member bound by confidentiality agreements. The data was anonymized by removing any personally identifiable information, and responses were coded to maintain participant anonymity. All digital data was stored on password-protected devices, and physical data was secured in a locked cabinet accessible only to the principal investigator and authorized research team members.

Upon completion of the study, the collected data was securely stored to allow for potential future verification and reference, in accordance with institutional guidelines. Throughout the study, the principal investigator ensured that all ethical guidelines were adhered to, maintaining the highest standards of integrity and respect for the participants.”

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presents the data analysis and findings of the study on the effect of strategic human resource innovative practices on employee retention among floriculture firms in Nakuru County. This chapter provides both descriptive and inferential statistics, including the correlation and regression analyses, to explore the relationships between the variables. The results are presented in tables accompanied by interpretations that align with the study's objectives.

4.2 Response Rate

Response rate refers to the proportion of the total number of respondents who successfully completed and returned the survey or questionnaire compared to the total number of individuals targeted for participation in a study. It is a critical metric in research, as it indicates the level of engagement and willingness of the participants to provide the needed data. A high response rate suggests that the findings of the study are likely to be more representative of the target population, thereby increasing the reliability and validity of the research results. Conversely, a low response rate may introduce response bias, as the views of those who did not participate could differ significantly from those who did, potentially affecting the study's overall conclusions.

Table 3

Response Rate

Response Rate	Frequency	Percent
Returned	47	85.5%
Unreturned	8	14.5%
Total	55	100

In Table 3, the response rate of the study is shown, where 47 out of the 55 targeted respondents returned the questionnaires, resulting in a response rate of 85.5%. The remaining 8 questionnaires, representing 14.5% of the total, were not returned. This high response rate of 85.5% is favorable, as it indicates a strong participation level from the respondents, enhancing the credibility and generalizability of the study's findings. The implication is that the data collected is likely to be robust and reflective of the entire population of floriculture firms in Nakuru County, thereby supporting the validity of the research outcomes.

4.3 Demographic Data

The section on demographic characteristics provides an overview of the key attributes of the firms that participated in the study, offering a contextual background to better understand the findings. Understanding the demographic characteristics, such as the number of employees, helps to categorize the firms based on their size and operational capacity, which can influence employee retention strategies. This information is vital as it allows for the analysis of how different firm sizes might adopt or benefit from strategic human resource innovative practices in retaining employees.

Table 4

Number of Employees in the Firm

Number	Frequency	Percentage
20 employees or less	3	6.4%
21-50 employees	16	34%
51-100 employees	21	44.7%
More than 100 employees	7	14.9%
Total	47	100

Table 4 presents the distribution of firms based on the number of employees. The majority of the firms, 44.7%, have between 51 and 100 employees, indicating that

medium-sized firms are the most represented in the study. Firms with 21-50 employees constitute 34% of the sample, while those with more than 100 employees make up 14.9%. Only a small proportion, 6.4%, of the firms have 20 employees or less. The implication is that this study encompasses firms of varying sizes, allowing for the generation of comprehensive results. By including small, medium, and large-sized firms, the study provides a more complete picture of the influence of strategic human resource innovative practices on employee retention across different organizational scales, thereby enhancing the overall validity and applicability of the findings.

4.4 Descriptive Statistics

This section presents the respondents' ratings of the key study variables, which include professional development practices, performance related pay practices, recreational services, flexible work arrangement, and employee retention. Each variable was assessed using a 5-point Likert scale, where respondents indicated the extent to which they believed these factors influenced employee retention. The scale ranged from 5, representing 'to a very great extent,' to 1, representing 'to a very less extent,' providing a nuanced understanding of the perceived effect of each variable.

4.4.1 Professional Development Practices

The descriptive statistics in Table 5 provide a detailed overview of how respondents rated various professional development practices within their organizations.

Table 5*Descriptive Statistics for Professional Development Practices*

Statements	N	Mean	Std. Dev
I have a mentor whom I look upto	47	3.92	0.91
There is a mentoring program in the organization	47	3.59	1.00
The matching of mentors to mentees is effective	47	3.60	1.05
I am satisfied with the mentoring that I receive	47	4.37	0.83
I have rotated across different roles in the firm	47	4.35	0.89
There is a job rotation program in the firm	47	3.76	1.24
I am satisfied with the job rotation in the firm	47	4.26	0.82
The job rotation that happens at the firm is fair	47	3.87	0.94
I get regular coaching about my performance	47	3.65	0.93
Coaching is encouraged at the firm	47	3.93	0.59
The coaching I receive helps me to improve my performance	47	4.63	0.56
I am satisfied with the coaching methodology used in the firm	47	4.57	0.62
Overall mean Score	47	4.04	0.92

The overall mean score of 4.04, with a standard deviation of 0.92, suggests that respondents generally perceive these practices as having a significant impact on employee retention. The variation in responses indicates differing levels of satisfaction with specific aspects of professional development, highlighting areas of strength and those needing improvement.

One area where respondents showed strong agreement was in the effectiveness of coaching practices. The statement regarding the helpfulness of coaching in improving performance had the highest mean score of 4.63 with a relatively low standard deviation of 0.56, suggesting that most respondents find the coaching they receive to be highly beneficial. Similarly, satisfaction with the coaching methodology used in the firm was also high, with a mean of 4.57 and a standard deviation of 0.62. These results indicate

that coaching is not only prevalent but also well-executed, contributing positively to employee retention.

Job rotation practices also received favorable ratings, with respondents expressing high levels of satisfaction with their experiences. The statement regarding satisfaction with job rotation had a mean score of 4.26 and a standard deviation of 0.82, while the perception of fairness in job rotation scored slightly lower at 3.87 with a standard deviation of 0.94. The presence of a job rotation program in the firm, however, had a mean score of 3.76, indicating that while employees appreciate job rotation, there might be room to formalize and enhance these programs further to ensure consistent experiences across the organization.

Mentoring practices, however, garnered more moderate ratings. The statement about the existence of a mentoring program in the organization had a mean score of 3.59, with a standard deviation of 1.00, suggesting that while mentoring is present, it may not be as widespread or effective as coaching. The effectiveness of matching mentors to mentees also received a moderate mean score of 3.60 with a standard deviation of 1.05, indicating variability in the effectiveness of these relationships. Satisfaction with mentoring, while relatively high with a mean of 4.37, still leaves room for improvement, particularly in how mentoring programs are structured and implemented.

Lastly, the aspect of regular coaching and encouragement within the firm had a mean score of 3.65 and 3.93, respectively, with standard deviations of 0.93 and 0.59. These results suggest that while coaching is encouraged and practiced, there might be inconsistencies in how regularly it is provided to employees. Overall, the findings from Table 4.3 highlight the importance of professional development practices in enhancing employee retention, with coaching emerging as a particularly strong area, while mentoring could benefit from further development to maximize its potential impact.

4.4.2 Performance Related Pay Practices

The descriptive statistics in Table 6 provide an in-depth look at the respondents' perceptions of performance-related pay practices within their organizations.

Table 6

Descriptive Statistics for Performance Related Pay Practices

Statements	N	Mean	Std. Dev
My employer has a commission structure in place to reward good performance	47	3.77	0.91
The commission structure in place is fair	47	3.87	1.02
My performance is appraised regularly	47	3.82	1.12
My pay is based on the appraisal	47	4.32	0.76
The appraisal process is fair	47	3.75	0.96
Hard working employees are recognized in my organization	47	3.71	0.94
In our rewards policy, rewards are both financial and non-financial	47	4.04	0.57
There is a clear compensation policy in my organization	47	3.95	0.74
The organization offers competitive healthcare benefits	47	3.95	0.97
The organization offers competitive retirement benefits	47	4.26	0.77
Our organization's total compensation and benefits acts as a strategy to attract and retain the best employees	47	4.32	0.74
Our organization compensation is competitive	47	4.38	0.74
Overall mean Score	47	4.01	0.73

The overall mean score of 4.01, with a standard deviation of 0.73, indicates that respondents generally view these practices positively, suggesting that performance-related pay is considered an important factor in employee retention. The relatively low standard deviation across most statements suggests consistency in responses, reflecting a shared perception among the respondents.

One of the highest-rated aspects of performance-related pay practices is the competitiveness of the organization's compensation. The statement about the competitiveness of compensation had a mean score of 4.38 with a standard deviation of 0.74, indicating that respondents believe their organization's pay packages are attractive in comparison to the market. Similarly, the statement regarding the use of total

compensation and benefits as a strategy to attract and retain the best employees received a mean score of 4.32, further underscoring the importance of competitive compensation in employee retention.

The linkage between pay and performance appraisal also received strong support from respondents. The statement that pay is based on the appraisal process had a mean score of 4.32 with a standard deviation of 0.76, suggesting that employees feel their compensation is closely tied to their performance evaluations. However, while the fairness of the appraisal process had a lower mean score of 3.75, the standard deviation of 0.96 indicates some variability in perceptions, suggesting that not all respondents may feel the appraisal process is entirely fair.

In terms of specific benefits, both healthcare and retirement benefits were viewed favorably, with mean scores of 3.95 and 4.26, respectively. These benefits are essential components of total compensation, and their positive ratings suggest that employees value these offerings as part of their overall remuneration package. The organization's clear compensation policy also scored well, with a mean of 3.95, indicating that employees are generally aware of and understand how their compensation is structured.

Finally, the statement regarding the existence of a commission structure to reward good performance had a mean score of 3.77, and its perceived fairness was rated slightly higher at 3.87. These ratings, while positive, suggest that there might be room for improvement in how commission structures are implemented and perceived within the organization. Overall, the findings from Table 4.4 highlight the significant role that performance-related pay practices play in retaining employees, particularly when compensation is perceived as competitive and closely linked to performance.

4.4.3 Recreational Services

The descriptive statistics in Table 7 offer insights into the respondents' perceptions of recreational services provided by their employers. The overall mean score of 3.08, with a standard deviation of 0.91, suggests a moderate level of satisfaction with the recreational services offered. The variability in responses, as indicated by the standard deviations, reflects differing experiences and opinions among the respondents regarding the availability and effectiveness of these services.

Table 7

Descriptive Statistics for Recreational Services

Statements	N	Mean	Std. Dev
My employer trains and educates staff on the importance of physical fitness and good health	47	3.06	0.83
We have a gym in my working vicinity and other sporting programs	47	2.90	0.97
Employees get a discounted gym membership cost at a location of their choosing or at a location designated by the company.	47	2.11	0.73
We often have family fun days sponsored by my employer	47	3.45	1.06
We are encouraged to play indoor games during breaks while at work	47	3.07	0.47
We often have interdepartmental games competition sponsored by my employer	47	3.44	1.14
My employer often organizes regular free health screening	47	3.14	1.35
My employer often employee health checks	47	3.80	0.89
My employer provides for teas and snacks for employees to break from their desks	47	3.43	0.98
Our employer allows us to hold birthday parties in the workplace provided it is after working hours	47	3.56	1.13
Our employer organizes for hikes once in a while	47	2.44	1.10
We usually have workshops on arts and crafts once in a while	47	2.55	1.16
Overall mean Score	47	3.08	0.91

One of the more positively rated aspects was the allowance for health checks, where the statement "My employer often conducts employee health checks" received a mean score of 3.80 with a standard deviation of 0.89. This indicates that employees generally appreciate the health-related initiatives taken by their employers, which likely contribute

positively to their overall well-being and job satisfaction. Additionally, the provision of teas and snacks for breaks was rated fairly well, with a mean of 3.43, suggesting that employees value these small gestures that promote relaxation during work hours.

In contrast, the availability of physical fitness facilities and programs received lower ratings. The statement regarding the existence of a gym or other sporting programs in the workplace vicinity had a mean score of 2.90 with a standard deviation of 0.97, indicating that many employees either do not have access to these facilities or find them inadequate. Even lower was the score for discounted gym memberships, with a mean of 2.11, suggesting that this benefit is either not widely available or not utilized by the majority of employees. These findings suggest that while some health and fitness initiatives are in place, they may not be meeting the needs or expectations of all employees.

Family-oriented and social activities received mixed ratings. The statement about family fun days sponsored by the employer had a mean score of 3.45 with a standard deviation of 1.06, reflecting a moderate level of satisfaction with these events. Similarly, interdepartmental games competitions were rated with a mean of 3.44, indicating that while these activities are appreciated, there may be room for improvement in terms of frequency or participation.

On the lower end of the scale, activities like hiking and workshops on arts and crafts were less favorably rated, with mean scores of 2.44 and 2.55, respectively. The low ratings suggest that these activities are either not regularly organized or are not particularly engaging for the employees. These results indicate that while there are some recreational services in place, they may not be comprehensive enough to fully support employee engagement and retention. Overall, the findings from Table 4.5 indicate that while certain recreational services are valued by employees, there is a significant opportunity to enhance the offerings, particularly in areas related to physical fitness,

social activities, and creative outlets. Improving these services could contribute to better employee well-being and potentially increase retention.

4.4.4 Flexible Work Arrangement

The descriptive statistics in Table 8 provide an overview of respondents' perceptions of flexible work arrangements within their organizations. The overall mean score of 3.41, with a standard deviation of 0.89, suggests a moderate level of satisfaction with the flexibility offered in their work environments. The responses show varying degrees of flexibility in different aspects of work arrangements, reflecting a mixed perception of how well these practices are implemented.

Table 8

Descriptive Statistics for Flexible Work Arrangement

Statements	N	Mean	Std. Dev
I am allowed to schedule my work and time as long as I am present during core working hours.	47	3.09	0.82
I am allowed to work a few days a week provided I work the required number of hours	47	3.10	0.68
I am occasionally allowed to report much earlier and leave earlier or report late and leave late than the normal working time to attend to personal matters	47	3.51	1.01
It is not a must that I sit in the office. From time to time, I am allowed to work from home or anywhere outside my work station.	47	3.06	0.84
I am allowed to leave my work station at any given time	47	3.54	0.97
My employer gives me time off when I request	47	3.75	1.16
I am allowed to work on part time basis	47	2.86	1.01
We are allowed to work on shifts	47	3.84	0.75
I am allowed to work from home	47	2.85	0.69
My employer allows for career breaks	47	3.71	1.01
I am allowed to take a study leave	47	3.83	1.06
Job sharing is allowed	47	3.74	0.92
Overall mean Score	47	3.41	0.89

One of the more positively rated aspects was the allowance for shifts and study leave.

The statement regarding the option to work on shifts received a mean score of 3.84 with

a standard deviation of 0.75, indicating that this flexibility is well-regarded and likely utilized by employees. Similarly, the ability to take study leave was also highly rated, with a mean of 3.83, suggesting that employees value the opportunity to further their education while maintaining their jobs. These options appear to support employees in balancing their work and personal development needs.

However, other aspects of flexible work arrangements received more moderate ratings. The ability to schedule work and time as long as core hours are observed had a mean score of 3.09, indicating that while some flexibility exists, it may not be as extensive as employees would prefer. The option to work a few days a week or work from home also had similar mean scores of 3.10 and 3.06, respectively. These ratings suggest that while flexible work arrangements are present, they may not be consistently applied or fully meet the needs of all employees.

The opportunity to leave the work station at any time and to take time off upon request were slightly better rated, with mean scores of 3.54 and 3.75, respectively. These findings suggest that while there is some level of autonomy granted to employees, it may be contingent on specific circumstances or approval, which might limit the overall perception of flexibility. The option for career breaks also received a relatively positive rating, with a mean of 3.71, indicating that this form of flexibility is appreciated by employees who may need extended time away from work for personal or professional reasons.

On the lower end, part-time work and working from home received the lowest mean scores of 2.86 and 2.85, respectively. These ratings indicate that these particular forms of flexibility are either not widely available or not well-implemented within the organizations. The low scores suggest that employees may feel restricted in these areas, which could impact their overall satisfaction with the flexibility offered by their

employers. Overall, the findings from Table 4.6 indicate that while there are some flexible work arrangements in place, the extent and consistency of these practices vary. Enhancing flexibility, particularly in areas like part-time work and remote working options, could potentially improve employee satisfaction and retention, as employees increasingly value the ability to balance their work and personal lives effectively.

4.4.5 Employee Retention

The descriptive statistics in Table 9 provide insights into respondents' perceptions of various aspects related to employee retention within their organizations. The overall mean score of 3.62, with a standard deviation of 0.92, indicates a generally positive but somewhat varied perception of factors influencing retention. The responses highlight how employees feel about their job security, job satisfaction, and overall commitment to their organizations, reflecting the factors that contribute to their intention to stay.

Table 9

Descriptive Statistics for Employee Retention

Statements	N	Mean	Std. Dev
I intend to stay in this organization for long	47	3.93	0.89
I do not want to leave my current job	47	3.00	0.92
I am not actively looking for a new job	47	3.56	0.72
My job is safe	47	3.44	1.19
I would recommend this firm to family and friends	47	3.58	1.17
The work environment motivates me to continue working for this organization	47	3.44	1.09
I enjoy my work	47	3.75	1.04
I am satisfied with my job	47	3.80	0.95
I am committed to my job	47	3.68	0.97
I take responsibility for my actions within the job environment	47	3.74	0.89
I am able to perform my duties effectively	47	3.63	0.82
I am always motivated, productive and creative	47	3.89	0.96
Overall mean Score	47	3.62	0.92

One of the more strongly rated statements was the intention to remain in the organization for a long time, with a mean score of 3.93 and a standard deviation of 0.89. This suggests that many employees have a positive outlook on their long-term prospects with the company. Similarly, statements related to job satisfaction and enjoyment of work received high ratings, with mean scores of 3.80 and 3.75, respectively, indicating that these factors play a significant role in employee retention. Employees who were satisfied with their jobs and enjoyed their work were more likely to remain committed to their organizations.

However, the statement regarding not wanting to leave the current job received a lower mean score of 3.00, with a standard deviation of 0.92, indicating a more neutral stance among employees on this issue. This suggests that while some employees may not be actively seeking new opportunities, they may not be fully committed to staying either. Additionally, the perception of job safety had a mean score of 3.44, with a relatively higher standard deviation of 1.19, reflecting variability in how secure employees feel in their roles. This uncertainty could be a potential area of concern for retention efforts.

The willingness to recommend the firm to family and friends, with a mean score of 3.58, also suggests that while employees generally have a positive view of the organization, there may be some reservations about endorsing it to others. The work environment's impact on motivation to stay, rated at 3.44, further supports this mixed perception, indicating that while the environment is generally supportive, there could be improvements to enhance its appeal.

Lastly, statements related to job performance, motivation, and commitment showed moderate to strong ratings, with mean scores ranging from 3.63 to 3.89. These ratings suggest that while employees are generally motivated and committed, there is still room to enhance these aspects to further improve retention. Overall, the findings from Table

4.7 highlight that while employees are generally inclined to stay with their organizations, addressing areas like job security, environment, and opportunities for further engagement could strengthen retention efforts.

4.5 Diagnostic Tests

This section presents the diagnostic tests conducted to ensure the validity and reliability of the regression analysis used in the study. Diagnostic tests are essential in verifying that the assumptions underlying the statistical models are met, thereby ensuring the accuracy and robustness of the results. The tests performed include checks for multicollinearity, heteroscedasticity, normality of residuals, and the presence of outliers. These tests help identify any potential issues that could affect the interpretation of the relationship between the independent variables—professional development practices, performance-related pay practices, recreational services, and flexible work arrangements and the dependent variable, employee retention.

4.5.1 Tests of Normality

Normality refers to the assumption in statistical analysis that the data follows a normal distribution, meaning that the data points are symmetrically distributed around the mean, forming a bell-shaped curve. This assumption is critical when using parametric statistical tests, such as regression analysis, as it ensures that the test results are valid and reliable. The Shapiro-Wilk test is one of the methods used to assess the normality of data, where a non-significant result (typically a p-value greater than 0.05) indicates that the data does not significantly deviate from a normal distribution, thus supporting the assumption of normality.

Table 10*Test of Normality*

Study variables	Shapiro-Wilk		
	Statistic	Df	Sig.
Professional development practices	0.869	47	0.178
Performance related pay practices	0.874	47	0.191
Recreational services	0.872	47	0.190
Flexible work arrangement	0.892	47	0.201
Employee retention	0.923	47	0.220

In Table 10, the Shapiro-Wilk test results for the study variables professional development practices, performance-related pay practices, recreational services, flexible work arrangements, and employee retention show p-values ranging from 0.178 to 0.220, all of which are greater than 0.05. These results suggest that the data for all variables do not significantly deviate from normality. Therefore, the assumption of normality is upheld, indicating that the data is appropriate for parametric statistical analyses, including regression analysis, used in this study. This supports the reliability of the findings derived from the analysis of these variables.

4.5.2 Tests of Multicollinearity

Multicollinearity refers to a situation in regression analysis where two or more independent variables are highly correlated, meaning they provide redundant information. This can lead to unreliable estimates of regression coefficients, making it difficult to determine the individual effect of each independent variable on the dependent variable. To detect multicollinearity, two common measures are used: the Variance Inflation Factor (VIF) and Tolerance. A VIF value greater than 10 or a Tolerance value less than 0.1 typically indicates problematic multicollinearity.

Table 11*Test of Multicollinearity*

Variable	VIF	Tolerance
Professional development practices	1.116	0.8961
Performance related pay practices	1.019	0.9813
Recreational services	1.0853	0.9214
Flexible work arrangement	1.0736	0.9315

In Table 11, the VIF and Tolerance values for the study variables professional development practices, performance-related pay practices, recreational services, and flexible work arrangements are all within acceptable ranges. The VIF values range from 1.019 to 1.116, which are well below the threshold of 10, indicating low multicollinearity. Similarly, the Tolerance values range from 0.8961 to 0.9813, all of which are well above the threshold of 0.1, further confirming that multicollinearity is not a concern in this study. These results suggest that the independent variables are sufficiently distinct from each other, allowing for a reliable assessment of their individual effects on employee retention.

4.5.3 Tests of Heteroscedasticity

Heteroscedasticity refers to a condition in regression analysis where the variance of the errors (or residuals) is not constant across all levels of the independent variables. This violates one of the key assumptions of ordinary least squares (OLS) regression, which assumes homoscedasticity, meaning that the residuals should have constant variance. If heteroscedasticity is present, it can lead to inefficient estimates and unreliable hypothesis tests, making it difficult to accurately assess the relationships between variables. The Breusch-Pagan/Cook-Weisberg test is commonly used to detect heteroscedasticity,

where a non-significant result (a p-value greater than 0.05) indicates that heteroscedasticity is not present, and the assumption of constant variance is met.

Table 12

Test of Heteroscedasticity

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity		
chi2(1)	=	0.8217
Prob > chi2	=	0.6235

In Table 12, the results of the Breusch-Pagan/Cook-Weisberg test for heteroscedasticity show a chi-square value of 0.8217 and a p-value of 0.6235. Since the p-value is greater than 0.05, the test suggests that heteroscedasticity is not a significant concern in this study. This implies that the variance of the residuals is relatively constant across the levels of the independent variables, supporting the validity of the regression analysis results. Consequently, the findings and inferences drawn from the regression model are likely to be reliable and robust.

4.6 Correlation Analysis

Table 13 presents the correlation analysis results, which examined the strength and direction of the relationships between the key study variables: professional development practices, performance related pay practices, recreational services, flexible work arrangement, and employee retention. Correlation coefficients were calculated to determine how these variables are interrelated, providing insights into the potential influence of each independent variable on employee retention.

Table 13*Correlation Results*

		Employee retention	Professional development practices	Performance related pay practices	Recreational services	Flexible work arrangement
Employee retention	Pearson Correlation Sig. (2-tailed)	1				
Professional development practices	Pearson Correlation Sig. (2-tailed)	.832** .000	1			
Performance related pay practices	Pearson Correlation Sig. (2-tailed)	.744** .000	.692** .000	1		
Recreational services	Pearson Correlation Sig. (2-tailed)	.701** .000	.603** .000	.634** .000	1	
Flexible work arrangement	Pearson Correlation Sig. (2-tailed)	.747** .000	.691** .000	.692** .000	.568** .000	1

** . Correlation is significant at the 0.01 level (2-tailed).
b. Listwise N=47

The correlation between professional development practices and employee retention, as shown in Table 13, reveals a strong positive relationship with a Pearson correlation coefficient of 0.832, which is significant at the 0.01 level ($p = 0.000$). This indicates that higher levels of professional development practices are associated with higher levels of employee retention within the organizations studied. The findings are consistent with the study by Onyemaechi (2019), which also identified a positive relationship between mentoring practices; a key aspect of professional development and the performance and career growth of employees. The study highlighted the importance of structured mentoring programs in facilitating knowledge transfer and career advancement, which in

turn contributes to employee retention. Similarly, the strong correlation found in this study underscores the critical role that professional development practices, including mentoring and job rotation, play in retaining employees by enhancing their skills, job satisfaction, and commitment to the organization.

The correlation between performance-related pay practices and employee retention, as shown in Table 13, indicates a strong positive relationship with a Pearson correlation coefficient of 0.744, which is significant at the 0.01 level ($p = 0.000$). This finding suggests that as performance-related pay practices improve, employee retention tends to increase, highlighting the importance of linking compensation to employee performance as a strategy to retain talent. The result is in line with the study by Bae et al. (2021), who found that performance-based pay had a significant positive effect on employee retention, particularly among high-performing employees. Similar to the findings in this study, their research emphasized that employees are more likely to remain with an organization when they perceive that their efforts are fairly rewarded through performance-related pay. The positive correlation observed in this study reinforces the idea that aligning pay with performance not only enhances job satisfaction but also strengthens employees' commitment to the organization, ultimately leading to higher retention rates.

The correlation between recreational services and employee retention, as presented in Table 13, shows a strong positive relationship with a Pearson correlation coefficient of 0.701, which is significant at the 0.01 level ($p = 0.000$). This suggests that the presence and quality of recreational services within an organization are positively associated with higher levels of employee retention. Employees who have access to recreational services are more likely to remain with the organization, possibly because these services contribute to their overall well-being, work-life balance, and job satisfaction. This

finding aligns with the study by Wang et al. (2022), which identified that leisure participation positively impacts job performance through improved physical health and happiness. Although their study focused on job performance, the underlying principle that leisure and well-being are crucial for maintaining employee engagement and reducing turnover is echoed in this study's findings. By fostering a work environment that supports leisure and recreational activities, organizations can enhance employee satisfaction and retention, particularly in demanding sectors where work-life balance is crucial.

The correlation between flexible work arrangements and employee retention, as presented in Table 13, shows a strong positive relationship with a Pearson correlation coefficient of 0.747, which is significant at the 0.01 level ($p = 0.000$). This indicates that greater flexibility in work schedules is associated with higher employee retention. Employees who have access to flexible work arrangements are more likely to stay with their organizations, as these arrangements can enhance their work-life balance, reduce stress, and improve overall job satisfaction. This finding aligns with the study by Shifrin and Michel (2022), which demonstrated that flexible work schedules contribute to improved physical health, lower absenteeism, and reduced somatic complaints among employees.

These positive health outcomes, resulting from flexible work arrangements, likely play a crucial role in retaining employees by fostering a healthier, more supportive work environment. Additionally, the ability to balance personal and professional responsibilities, as highlighted in studies like those of Arora (2022) and Mwebi and Kadaga (2018), further underscores the significance of flexibility in enhancing employee commitment and reducing turnover, particularly in demanding work settings.

4.7 Regression Analysis

This section presents the results of the regression analysis conducted to examine the relationship between the independent variables and employee retention. The analysis was performed in two phases: initially, simple regression analysis was conducted to assess the effect of each independent variable professional development practices, performance related pay practices, recreational services, and flexible work arrangement on employee retention individually. Subsequently, a multiple regression model was employed to determine the combined effect of these variables on employee retention, providing a comprehensive understanding of their collective effect.

4.7.1 Effect of Professional Development Practices on Employee Retention

Table 14 shows the model summary for professional development practices and employee retention.

Table 14

Model Summary for Professional Development Practices and Employee Retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832 ^a	.692	.686	.458833856189135

a. Predictors: (Constant), Professional development practices

The model summary in Table 14 indicates a strong positive relationship between professional development practices and employee retention, with an R value of 0.832. The R Square value of 0.692 suggests that approximately 69.2% of the variance in employee retention can be explained by professional development practices alone. The Adjusted R Square, slightly lower at 0.686, confirms that even after adjusting for the number of predictors in the model, the professional development practices significantly contribute to explaining the variance in employee retention. The standard error of the

estimate, 0.459, indicates the average distance that the observed values fall from the regression line.

Table 15

ANOVA for Professional Development Practices and Employee Retention

		Sum of				
Model		Squares	df	Mean Square	F	Sig.
1	Regression	21.332	1	21.332	101.327	.000 ^b
	Residual	9.474	45	.211		
	Total	30.806	46			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), Professional development practices

The ANOVA results in Table 15 further confirm the significance of the regression model. The F-statistic is 101.327, with a corresponding p-value (Sig.) of 0.000, which is well below the 0.05 threshold for significance. This indicates that the model is statistically significant, meaning that professional development practices significantly impact employee retention. The low residual sum of squares (9.474) compared to the regression sum of squares (21.332) also supports the model's robustness, suggesting that the variation explained by the model is much greater than the unexplained variation.

Table 16

Coefficients for Professional Development Practices and Employee Retention

		Unstandardized		Standardized			
		Coefficients		Coefficients			
Model		B	Std. Error	Beta	t	Sig.	
1	(Constant)	.380	.346		1.097	.278	
	Professional development practices	.887	.088	.832	10.066	.000	

a. Dependent Variable: Employee retention

The coefficients table (Table 16) provides detailed insights into the contribution of professional development practices to employee retention. The unstandardized coefficient (B) for professional development practices is 0.887, indicating that for every unit increase in professional development practices, employee retention increases by approximately 0.887 units, holding other factors constant. The t-value of 10.066, coupled with a highly significant p-value of 0.000, underscores the strength and significance of this relationship. These findings align with the study by Cherono, Towett, and Njeje (2016), which also found a significant positive relationship between mentoring and employee performance in small manufacturing firms in Garissa County, Kenya. Their research demonstrated that well-structured mentorship programs, a key component of professional development, significantly enhance employee performance and retention, supporting the notion that professional development practices are crucial in retaining employees.

4.7.2 Effect of Performance Related Pay Practices on Employee Retention

Table 17

Model Summary for Performance Related Pay Practices and Employee Retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.744 ^a	.553	.543	.553163079066383

a. Predictors: (Constant), Performance related pay practices

The model summary in Table 17 shows a positive relationship between performance-related pay practices and employee retention, with an R value of 0.744. The R Square value of 0.553 indicates that 55.3% of the variance in employee retention can be explained by performance-related pay practices. The Adjusted R Square, slightly lower at 0.543, suggests that even after accounting for the number of predictors, performance-related pay practices still account for a significant portion of the variance in employee

retention. The standard error of the estimate is 0.553, indicating the average distance that the observed values fall from the regression line.

Table 18

ANOVA for Performance Related Pay Practices and Employee Retention

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.036	1	17.036	55.676	.000 ^b
	Residual	13.770	45	.306		
	Total	30.806	46			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), Performance related pay practices

The ANOVA results in Table 18 support the significance of the regression model, with an F-statistic of 55.676 and a p-value (Sig.) of 0.000, indicating that the model is statistically significant. This means that performance-related pay practices have a significant impact on employee retention. The regression sum of squares (17.036) is notably larger than the residual sum of squares (13.770), indicating that the model explains a substantial portion of the variance in employee retention.

Table 19

Coefficients for Performance Related Pay Practices and Employee Retention

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.698	.423		1.651	.106
	Performance related pay practices	.793	.106	.744	7.462	.000

a. Dependent Variable: Employee retention

Table 19 provides the coefficients for the regression analysis, showing that the unstandardized coefficient (B) for performance-related pay practices is 0.793. This indicates that for every unit increase in performance-related pay practices, employee retention increases by approximately 0.793 units, holding other factors constant. The t-value of 7.462 and the highly significant p-value of 0.000 further emphasize the strong and significant relationship between performance-related pay practices and employee retention. These findings are consistent with the study by Liao et al. (2021), which found that performance-based pay significantly influences employee retention, particularly among employees with high levels of job involvement. The study supports the idea that aligning pay with performance not only motivates employees but also strengthens their commitment to the organization, ultimately leading to higher retention rates.

4.7.3 Effect of Recreational Services on Employee Retention

Table 20

Model Summary for Recreational Services and Employee Retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.701 ^a	.492	.481	.589679472264972

a. Predictors: (Constant), Recreational services

The model summary in Table 20 indicates a positive relationship between recreational services and employee retention, with an R value of 0.701. The R Square value of 0.492 suggests that 49.2% of the variance in employee retention can be explained by recreational services alone. The Adjusted R Square, slightly lower at 0.481, confirms that even after accounting for the number of predictors, recreational services still significantly contribute to explaining the variance in employee retention. The standard

error of the estimate is 0.590, indicating the average distance that the observed values fall from the regression line.

Table 21

ANOVA for Recreational Services and Employee Retention

		Sum of				
Model		Squares	df	Mean Square	F	Sig.
1	Regression	15.158	1	15.158	43.594	.000 ^b
	Residual	15.647	45	.348		
	Total	30.806	46			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), Recreational services

The ANOVA results in Table 21 further confirm the significance of the regression model, with an F-statistic of 43.594 and a p-value (Sig.) of 0.000, indicating that the model is statistically significant. This suggests that recreational services have a significant impact on employee retention. The regression sum of squares (15.158) compared to the residual sum of squares (15.647) shows that the model explains a substantial portion of the variance in employee retention, although there is still a considerable amount of variance that remains unexplained by this model alone.

Table 22

Coefficients for Recreational Services and Employee Retention

		Unstandardized		Standardized			
		Coefficients		Coefficients			
Model		B	Std. Error	Beta	t	Sig.	
1	(Constant)	1.304	.387		3.370	.002	
	Recreational services	.681	.103	.701	6.603	.000	

a. Dependent Variable: Employee retention

The coefficients table (Table 22) provides further insights into the relationship between recreational services and employee retention. The unstandardized coefficient (B) for recreational services is 0.681, indicating that for every unit increase in recreational services, employee retention increases by approximately 0.681 units, holding other factors constant. The t-value of 6.603 and the highly significant p-value of 0.000 underscore the strong and significant relationship between recreational services and employee retention. These findings are consistent with the study by Wang et al. (2022), which demonstrated that leisure participation positively impacts job performance through improved physical health and happiness, both of which are likely to enhance employee retention. By providing recreational services that promote employee well-being, organizations can foster a more satisfied and committed workforce, thereby reducing turnover.

4.7.4 Effect of Flexible Work Arrangement on Employee Retention

Table 23

Model Summary for Flexible Work Arrangement and Employee Retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.747 ^a	.558	.548	.549909545164672

a. Predictors: (Constant), Flexible work arrangement

The model summary in Table 23 shows a strong positive relationship between flexible work arrangements and employee retention, with an R value of 0.747. The R Square value of 0.558 indicates that 55.8% of the variance in employee retention can be explained by flexible work arrangements. The Adjusted R Square, slightly lower at 0.548, suggests that even after accounting for the number of predictors, flexible work arrangements still play a significant role in explaining the variance in employee

retention. The standard error of the estimate is 0.550, indicating the average distance that the observed values fall from the regression line.

Table 24

ANOVA for Flexible Work Arrangement and Employee Retention

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.198	1	17.198	56.871	.000 ^b
	Residual	13.608	45	.302		
	Total	30.806	46			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), Flexible work arrangement

The ANOVA results in Table 24 confirm the statistical significance of the regression model, with an F-statistic of 56.871 and a p-value (Sig.) of 0.000, indicating that the model is highly significant. This suggests that flexible work arrangements have a substantial impact on employee retention. The regression sum of squares (17.198) compared to the residual sum of squares (13.608) demonstrates that the model explains a considerable portion of the variance in employee retention, reinforcing the importance of flexible work arrangements as a predictor.

Table 25

Coefficients for Flexible Work Arrangement and Employee Retention

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.812	.404		2.012	.050
	Flexible work arrangement	.767	.102	.747	7.541	.000

a. Dependent Variable: Employee retention

Table 25 provides detailed coefficients for the relationship between flexible work arrangements and employee retention. The unstandardized coefficient (B) for flexible work arrangements is 0.767, indicating that for every unit increase in flexible work arrangements, employee retention increases by approximately 0.767 units, holding other factors constant. The t-value of 7.541 and the highly significant p-value of 0.000 highlight the strength and significance of this relationship. These findings align with the study by Shifrin and Michel (2022), which found that flexible work schedules positively impact employee health and reduce absenteeism, ultimately contributing to higher retention rates. The study underscores the importance of offering flexible work arrangements to maintain a healthy, motivated, and committed workforce, thereby reducing turnover and enhancing organizational stability.

4.7.5 Overall Regression Analysis Results

Table 26

Overall Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866 ^a	.750	.726	.428109598073988

a. Predictors: (Constant), Flexible work arrangement, Recreational services, Professional development practices, Performance related pay practices

The overall model fitness in Table 26 indicates a strong relationship between the combined independent variables professional development practices, performance-related pay practices, recreational services, and flexible work arrangements and employee retention. The R value of 0.866 suggests a high degree of correlation between these variables and employee retention. The R Square value of 0.750 implies that 75% of the variance in employee retention can be explained by the four independent variables collectively. The Adjusted R Square, slightly lower at 0.726, confirms that even when

adjusting for the number of predictors, the model remains robust and explanatory. The standard error of the estimate is 0.428, indicating that the model's predictions are reasonably accurate.

Table 27

Overall Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.108	4	5.777	31.521	.000 ^b
	Residual	7.698	42	.183		
	Total	30.806	46			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), Flexible work arrangement, Recreational services, Professional development practices, Performance related pay practices

The overall ANOVA results in Table 27 confirm the statistical significance of the regression model, with an F-statistic of 31.521 and a p-value (Sig.) of 0.000. This indicates that the model is highly significant and that the independent variables collectively have a significant impact on employee retention. The regression sum of squares (23.108) is substantially higher than the residual sum of squares (7.698), demonstrating that the model explains a considerable portion of the variance in employee retention.

Table 28*Overall Regression Coefficients*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.248	.262		.946	.347
	Professional development practices	.672	.143	.642	4.709	.000
	Performance related pay practices	.208	.089	.219	2.339	.022
	Recreational services	.271	.099	.270	2.743	.008
	Flexible work arrangement	.342	.087	.309	3.929	.000

a. Dependent Variable: Employee retention

The overall regression coefficients in Table 28 provide insights into the contribution of each independent variable to employee retention. Professional development practices have the highest unstandardized coefficient (B) of 0.672, indicating that this variable has the most substantial impact on employee retention, with every unit increase in professional development practices leading to a 0.672-unit increase in employee retention. Flexible work arrangements follow with a coefficient of 0.342, suggesting a significant contribution to retention. Recreational services and performance-related pay practices also positively impact employee retention, with coefficients of 0.271 and 0.208, respectively. The t-values and p-values for all variables confirm their statistical significance, indicating that each plays a crucial role in enhancing employee retention.

These findings are consistent with several studies. Arora (2022) found that flexible work arrangements significantly influence employee performance and well-being, which in turn affect retention. Malkowska et al. (2022) highlighted the role of wellness programs, similar to recreational services, in enhancing employee motivation and reducing turnover. Bae et al. (2021) demonstrated that performance-related pay positively affects employee retention, particularly for high performers. Lastly, Muchiti (2020) showed that

professional development practices, including mentoring and training, significantly enhance employee productivity and retention. Together, these studies support the conclusion that a combination of strategic human resource practices effectively contributes to retaining employees within organizations.

4.8 Hypothesis Testing

With the use of multiple linear regressions, the hypotheses were evaluated. Results of multiple regression are shown in Table 28. According to the acceptance/rejection criterion, the H_0 is accepted if the p value is more than 0.05 but rejected if it is less than 0.05.

4.8.1 Professional Development Practices and Employee Retention

The first hypothesis (H_{01}) stated that there is no significant effect of professional development practices on employee retention in floriculture firms in Nakuru County. The regression analysis results, as shown in Table 28, indicated that the standardized Beta coefficient for professional development practices was 0.642 with a significance level (p) of 0.000. Since the p-value is less than the 0.05 threshold, we reject H_{01} . This means that professional development practices do have a significant positive effect on employee retention in floriculture firms in Nakuru County ($\beta = 0.642$, $p = 0.000$).

4.8.2 Performance Related Pay Practices and Employee Retention

The second hypothesis (H_{02}) stated that there is no significant effect of performance-related pay practices on employee retention in floriculture firms in Nakuru County. The regression analysis results, as shown in Table 28, indicated that the standardized Beta coefficient for performance-related pay practices was 0.219 with a significance level (p) of 0.022. Since the p-value is less than the 0.05 threshold, we reject H_{02} . This means that performance-related pay practices do have a significant positive effect on employee retention in floriculture firms in Nakuru County ($\beta = 0.219$, $p = 0.022$).

4.8.3 Recreational Services and Employee Retention

The third hypothesis (H_{03}) stated that there is no significant effect of recreational services on employee retention in floriculture firms in Nakuru County. The regression analysis results, as shown in Table 28, indicated that the standardized Beta coefficient for recreational services was 0.270 with a significance level (p) of 0.008. Since the p -value is less than the 0.05 threshold, we reject H_{03} . This means that recreational services do have a significant positive effect on employee retention in floriculture firms in Nakuru County ($\beta = 0.270$, $p = 0.008$).

4.8.4 Flexible Work Arrangement and Employee Retention

The fourth hypothesis (H_{04}) stated that there is no significant effect of flexible work arrangements on employee retention in floriculture firms in Nakuru County. The regression analysis results, as shown in Table 28, indicated that the standardized Beta coefficient for flexible work arrangements was 0.309 with a significance level (p) of 0.000. Since the p -value is less than the 0.05 threshold, we reject H_{04} . This means that flexible work arrangements do have a significant positive effect on employee retention in floriculture firms in Nakuru County ($\beta = 0.309$, $p = 0.000$).

4.9 Model Specification

The following is the regression model that was estimated from the study results:

$$Y = 0.248 + 0.672X_1 + 0.208X_2 + 0.271X_3 + 0.342X_4$$

Where:

Y = Employee retention,

X_1 – Professional development practices,

X_2 – Performance related pay practices,

X_3 – Recreational services,

X_4 – Flexible work arrangement

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusions, and recommendations based on the findings of the study. This chapter synthesizes the key insights gained from the research, providing a concise overview of the main results related to the effect of professional development practices, performance-related pay practices, recreational services, and flexible work arrangements on employee retention in floriculture firms in Nakuru County. The conclusions drawn from these findings are discussed, highlighting their implications for both theory and practice. Finally, the chapter offers practical recommendations for floriculture firms and suggestions for future research to further explore and address the factors influencing employee retention.

5.2 Summary of Findings

This study aimed to examine the effect of strategic human resource innovative practices on employee retention in floriculture firms in Nakuru County, focusing on four specific objectives: The effect of professional development practices, performance-related pay practices, recreational services, and flexible work arrangements on employee retention. The study was grounded in two key theories: Expectancy Theory, which explores how employees' expectations influence their behavior, and Self-Determination Theory, which emphasizes the role of intrinsic motivation in driving employee engagement and retention. A descriptive research design was adopted, with data collected through structured questionnaires from a census of 55 employees across the 55 floriculture firms in Nakuru County. The data were analyzed using both descriptive and inferential statistics, including multiple regression analysis, to assess the relationships between the

independent variables and employee retention. The research findings are described in this section.

5.2.1 Professional Development Practices and Employee Retention

The first objective of the study was to establish the effect of professional development practices on employee retention in floriculture firms in Nakuru County. Descriptive statistics revealed that respondents generally perceived professional development practices positively, with an overall mean score of 4.04 and a standard deviation of 0.92, indicating a substantial agreement on the importance of these practices. Specifically, the highest-rated aspect was the effectiveness of coaching in improving performance, with a mean score of 4.63. Correlation analysis further supported these findings, showing a strong positive relationship between professional development practices and employee retention, with a Pearson correlation coefficient of 0.832 ($p = 0.000$), indicating that as professional development practices improve, employee retention increases significantly.

The regression analysis results reinforced the significance of professional development practices on employee retention. The model summary indicated an R Square value of 0.692, meaning that 69.2% of the variance in employee retention could be explained by professional development practices. The ANOVA results confirmed the model's significance, with an F-statistic of 101.327 and a p-value of 0.000. The coefficients table showed that professional development practices had a standardized Beta coefficient of 0.642, with a t-value of 4.709 and a highly significant p-value of 0.000. These results led to the rejection of the null hypothesis, confirming that professional development practices have a significant positive effect on employee retention in floriculture firms in Nakuru County.

5.2.2 Performance Related Pay Practices and Employee Retention

The second objective of the study was to determine the effect of performance-related pay practices on employee retention in floriculture firms in Nakuru County. Descriptive statistics indicated that respondents generally viewed performance-related pay practices favorably, with an overall mean score of 4.01 and a standard deviation of 0.73, suggesting a strong agreement on the importance of these practices in retaining employees. The aspect of competitive compensation was particularly well-rated, with a mean score of 4.38. Correlation analysis supported these findings by showing a strong positive relationship between performance-related pay practices and employee retention, with a Pearson correlation coefficient of 0.744 ($p = 0.000$), indicating that improvements in performance-related pay practices are associated with higher levels of employee retention.

The regression analysis further underscored the importance of performance-related pay practices in influencing employee retention. The model summary revealed an R Square value of 0.553, meaning that 55.3% of the variance in employee retention could be explained by performance-related pay practices. The ANOVA results confirmed the statistical significance of the model, with an F-statistic of 55.676 and a p-value of 0.000. The coefficients table indicated that performance-related pay practices had a standardized Beta coefficient of 0.219, with a t-value of 2.339 and a significant p-value of 0.022. Consequently, the null hypothesis was rejected, confirming that performance-related pay practices have a significant positive effect on employee retention in floriculture firms in Nakuru County.

5.2.3 Recreational Services and Employee Retention

The third objective of the study was to assess the effect of recreational services on employee retention in floriculture firms in Nakuru County. Descriptive statistics revealed

a moderate perception of recreational services among respondents, with an overall mean score of 3.08 and a standard deviation of 0.91. The provision of health checks and allowance for health-related breaks were among the more positively rated aspects, with mean scores of 3.80 and 3.43, respectively. However, access to physical fitness facilities, such as gym memberships, was rated lower, reflecting areas for improvement. Correlation analysis demonstrated a strong positive relationship between recreational services and employee retention, with a Pearson correlation coefficient of 0.701 ($p = 0.000$), indicating that enhanced recreational services are associated with higher levels of employee retention.

The regression analysis further emphasized the importance of recreational services in retaining employees. The model summary showed an R Square value of 0.492, indicating that 49.2% of the variance in employee retention could be explained by recreational services. The ANOVA results validated the model's significance, with an F-statistic of 43.594 and a p-value of 0.000. The coefficients table revealed that recreational services had a standardized Beta coefficient of 0.270, with a t-value of 2.743 and a significant p-value of 0.008. As a result, the null hypothesis was rejected, confirming that recreational services have a significant positive effect on employee retention in floriculture firms in Nakuru County.

5.2.4 Flexible Work Arrangement and Employee Retention

The fourth objective of the study was to examine the effect of flexible work arrangements on employee retention in floriculture firms in Nakuru County. Descriptive statistics showed a moderate level of satisfaction with flexible work arrangements among respondents, with an overall mean score of 3.41 and a standard deviation of 0.89. The ability to work on shifts and the option to take study leave were among the highest-rated aspects, with mean scores of 3.84 and 3.83, respectively. Conversely, part-time work and

working from home received lower ratings, indicating potential areas for improvement. Correlation analysis revealed a strong positive relationship between flexible work arrangements and employee retention, with a Pearson correlation coefficient of 0.747 ($p = 0.000$), suggesting that greater flexibility in work schedules is associated with higher employee retention.

The regression analysis further confirmed the significant impact of flexible work arrangements on employee retention. The model summary indicated an R Square value of 0.558, meaning that 55.8% of the variance in employee retention could be explained by flexible work arrangements. The ANOVA results supported the statistical significance of the model, with an F-statistic of 56.871 and a p-value of 0.000. The coefficients table showed that flexible work arrangements had a standardized Beta coefficient of 0.309, with a t-value of 3.929 and a significant p-value of 0.000. Consequently, the null hypothesis was rejected, affirming that flexible work arrangements have a significant positive effect on employee retention in floriculture firms in Nakuru County.

5.3 Conclusions

The conclusions derived from the study findings for each of the research goals are presented in this section.

5.3.1 Professional Development Practices and Employee Retention

The study concludes that professional development practices have a significant positive effect on employee retention in floriculture firms in Nakuru County. The findings demonstrate that well-structured and effectively implemented professional development initiatives, such as mentoring, job rotation, and coaching, play a crucial role in enhancing employees' commitment to their organizations. Employees who perceive these practices as beneficial are more likely to stay with their employers, as these practices not only improve their skills and career prospects but also increase their job satisfaction and

engagement. Therefore, investing in professional development is essential for floriculture firms aiming to retain their talent and reduce turnover rates.

5.3.2 Performance Related Pay Practices and Employee Retention

The study concludes that performance-related pay practices significantly and positively influence employee retention in floriculture firms in Nakuru County. The results indicate that when employees perceive that their compensation is directly tied to their performance, they are more likely to remain committed to the organization. Fair and competitive pay structures, along with performance-based rewards, were found to be key motivators that enhance employee satisfaction and loyalty. By aligning compensation with performance, floriculture firms can effectively reduce turnover and retain their valuable employees, reinforcing the importance of transparent and equitable pay practices as a strategic tool for employee retention.

5.3.3 Recreational Services and Employee Retention

The study concludes that recreational services have a significant positive effect on employee retention in floriculture firms in Nakuru County. The findings highlighted that providing employees with access to recreational services, such as health checks, wellness programs, and opportunities for physical fitness, contributes to their overall well-being and job satisfaction. These services not only help in maintaining a healthy work-life balance but also foster a supportive work environment that encourages employees to stay with the organization. Therefore, investing in comprehensive recreational services is a valuable strategy for floriculture firms to enhance employee retention by promoting a positive and engaging workplace culture.

5.3.4 Flexible Work Arrangement and Employee Retention

The study concludes that flexible work arrangements significantly and positively impact employee retention in floriculture firms in Nakuru County. The findings demonstrated that when employees are granted flexibility in their work schedules—such as the ability to work in shifts, take study leave, or adjust work hours to accommodate personal needs—they are more likely to remain with the organization. Flexible work arrangements were shown to enhance employee satisfaction and reduce the stress associated with balancing work and personal life, thereby increasing their commitment to the firm. Consequently, implementing and promoting flexible work options is a crucial strategy for floriculture firms seeking to improve employee retention and foster a more supportive and adaptable work environment.

5.4 Recommendations

Based on the findings of this study, several recommendations are proposed to enhance employee retention in floriculture firms in Nakuru County. First, it is recommended that floriculture firms invest more in professional development practices. These practices, such as mentoring programs, job rotation, and regular coaching sessions, should be structured and well-implemented to ensure that employees perceive them as beneficial. By offering clear pathways for career advancement and skill development, firms can increase employee satisfaction and commitment, thereby reducing turnover. Additionally, firms should regularly evaluate the effectiveness of these programs and make necessary adjustments to align them with employee needs and organizational goals.

Second, floriculture firms should strengthen their performance-related pay practices. This involves ensuring that compensation structures are transparent, fair, and directly linked to employee performance. By implementing a robust performance appraisal

system that accurately reflects employee contributions, firms can foster a culture of meritocracy that rewards hard work and excellence. Furthermore, firms should consider incorporating both financial and non-financial rewards to cater to diverse employee motivations. Regular reviews of pay structures and employee feedback should be conducted to ensure that the compensation system remains competitive and motivating.

Third, the study recommends that floriculture firms enhance the availability and quality of recreational services offered to employees. Recognizing the importance of work-life balance, firms should invest in wellness programs, physical fitness facilities, and regular health check-ups. These services not only contribute to the physical and mental well-being of employees but also create a positive work environment that encourages loyalty and long-term commitment. Moreover, firms should explore creative recreational activities, such as team-building events, family fun days, and workshops, to further engage employees and strengthen their connection to the organization.

Finally, it is recommended that floriculture firms adopt more flexible work arrangements to accommodate the diverse needs of their workforce. By offering options such as flexible hours, shift work, remote working, and part-time opportunities, firms can help employees better balance their professional and personal lives. This flexibility is particularly important in today's dynamic work environment, where employees increasingly value work arrangements that support their overall well-being. Firms should also provide the necessary support and resources to ensure that these flexible arrangements are implemented effectively, including clear policies, managerial support, and regular communication with employees to address any challenges that may arise.

5.5 Recommendations for Further Research

While this study has provided valuable insights into the impact of strategic human resource innovative practices on employee retention in floriculture firms in Nakuru

County, there are opportunities for further research to build on these findings. Future studies could explore the long-term effects of these practices on employee retention by conducting longitudinal research. Such studies would provide a deeper understanding of how the implementation of professional development practices, performance-related pay, recreational services, and flexible work arrangements influence retention over time, allowing organizations to make more informed decisions about their human resource strategies.

Another area for further research could involve a comparative analysis across different industries or geographic regions. This study focused on floriculture firms in Nakuru County, but similar research could be conducted in other sectors, such as manufacturing, services, or technology, to determine whether the findings are consistent across different contexts. Additionally, expanding the research to other counties or countries would provide a broader perspective on how cultural, economic, and organizational factors influence the relationship between human resource practices and employee retention.

Finally, future research could explore the role of additional variables that may mediate or moderate the relationship between human resource practices and employee retention. For instance, investigating the impact of organizational culture, leadership styles, or employee engagement levels could provide a more nuanced understanding of the factors that enhance or diminish the effectiveness of these practices. By incorporating these additional variables, researchers can develop more comprehensive models that better explain the complexities of employee retention and offer more targeted recommendations for organizations seeking to improve their retention strategies.

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APPENDICES

Appendix I: Research Questionnaire

Dear Sir/Madam,

My name is Patricia Jebiwot Kiprop. I am a Master of Business Administration student at Kabarak University. I wish to conduct a research titled. *“Effect of Strategic Human Resource Innovative Practices on Employee Retention: A Survey of Floriculture Firms in Nakuru County”*. A questionnaire has been developed to assist gathering relevant information for this study. I will ask you a few questions to assist in completion of this study. Whatever information you shall provide will be strictly confidential and will only be used for academic purposes only. Participation in the study is voluntary. Many thanks for your acceptance with regards to participation in this study

Instructions

Do not indicate your name on the questionnaire.

Tick only one answer (box) for each question.

Part A: Background Information

- 1 Name of the firm (Optional):
- 2 Which year was the firm established?
- 3 How many employees are there in your firm?
20 employees or less [] 21-50 employees []
51-100 employees [] More than a 100 employees []

Part B: Strategic Human Resource Innovative Practices

a) Professional Development Practices

Professional development practices refer to the ongoing efforts by organizations to improve and enhance the skills, knowledge, and expertise of their employees. Kindly rate, on a scale of 1 to 5, the extent to which each of the following statements applies to your organization. There is no right or wrong answer.

Where: 5 – to a very great extent, 4- to a great extent, 3- to a moderate extent, 2- to a less extent, 1- to a very less extent

S. no	Statement	1	2	3	4	5
1	I have a mentor whom I look upto					
2	There is a mentoring program in the organization					
3	The matching of mentors to mentees is effective					
4	I am satisfied with the mentoring that I receive					
5	I have rotated across different roles in the firm					
6	There is a job rotation program in the firm					
7	I am satisfied with the job rotation in the firm					
8	The job rotation that happens at the firm is fair					
9	I get regular coaching about my performance					
10	Coaching is encouraged at the firm					
11	The coaching I receive helps me to improve my performance					
12	I am satisfied with the coaching methodology used in the firm					

Are there any recommendations you would like to make for improvement of professional development practices in your firm? Yes () No (). If yes, please explain.....

b) Performance Related Pay Practices

Performance related pay practices refer to financial reward systems for employees where some or all of their monetary compensation is related to how their performance is assessed relative to stated criteria. Rate, on a scale of 1 to 5, the extent to which each of the following statements applies to your organization. There is no right or wrong answer.

Where: 5 – to a very great extent, 4- to a great extent, 3- to a moderate extent, 2- to a less extent, 1- to a very less extent

S. no.	Statement	1	2	3	4	5
1	My employer has a commission structure in place to reward good performance					
2	The commission structure in place is fair					
3	My performance is appraised regularly					
4	My pay is based on the appraisal					
5	The appraisal process is fair					
6	Hard working employees are recognized in my organization					
7	In our rewards policy, rewards are both financial and non-financial					
8	There is a clear compensation policy in my organization					
9	The organization offers competitive healthcare benefits					
10	The organization offers competitive retirement benefits					
11	Our organization's total compensation and benefits acts as a strategy to attract and retain the best employees					
12	Our organization compensation is competitive					

Are there any recommendations you would like to make for improvement of performance related pay practices in your firm? Yes () No (). If yes, please explain.....

.....

c) Recreational Services

Recreational services refer to programs carried or sponsored by organizations to improve the employees' social and physical well-being. Rate, on a scale of 1 to 5, the extent to which each of the following statements applies to your organization. There is no right or wrong answer.

Where: 5 – to a very great extent, 4- to a great extent, 3- to a moderate extent, 2- to a less extent, 1- to a very less extent

S. no.	Statement	1	2	3	4	5
1	My employer trains and educates staff on the importance of physical fitness and good health					
2	We have a gym in my working vicinity and other sporting programs					
3	Employees get a discounted gym membership cost at a location of their choosing or at a location designated by the company.					
4	We often have family fun days sponsored by my employer					
5	We are encouraged to play indoor games during breaks while at work					
6	We often have interdepartmental games competition sponsored by my employer					
7	My employer often organizes regular free health screening					
8	My employer often employee health checks					
9	My employer provides for teas and snacks for employees to break from their desks					
10	Our employer allows us to hold birthday parties in the work place provided it is after working hours					
11	Our employer organizes for hikes once in a while					
12	We usually have workshops on arts and crafts once in a while					

Are there any recommendations you would like to make for improvement of recreational services in your firm? Yes () No (). If yes, please explain.....

.....

d) Flexible Work Arrangements

Flexible work arrangements refer to work programs that allows employee to differ work in terms of timing, duration and place of work. Rate, on a scale of 1 to 5, the extent to which each of the following statements applies to your organization. There is no right or wrong answer.

Where: 5 – to a very great extent, 4- to a great extent, 3- to a moderate extent, 2- to a less extent, 1- to a very less extent

S. no.	Statement	1	2	3	4	5
1	I am allowed to schedule my work and time as long as I am present during core working hours.					
2	I am allowed to work a few days a week provided I work the required number of hours					
3	I am occasionally allowed to report much earlier and leave earlier or report late and leave late than the normal working time to attend to personal matters					
4	It is not a must that I sit in the office. From time to time I am allowed to work from home or anywhere outside my work station.					
5	I am allowed to leave my work station at any given time					
6	My employer give me time off when I request					
7	I am allowed to work on part time basis					
8	We are allowed to work on shifts					
9	I am allowed to work from home					
10	My employer allows for career breaks					
11	I am allowed to take a study leave					
12	Job sharing is allowed					

Have you had access to or applied for a flexible work arrangement?

Yes ()

No ()

If yes, was it granted to you? Why?

Part C: Employee Retention

Employee retention refers to the ability of an organization to retain its employees over a prolonged period. The following are statements on employee retention in your organization. Indicate your level of agreement with each statement using the scale of 1 to 5 provided below, where 5 means to a very great extent, 4- to a great extent, 3- to a moderate extent, 2- to a less extent, 1- to a very less extent

S. no.	Statements	1	2	3	4	5
1	I intend to stay in this organization for long					
2	I do not want to leave my current job					
3	I am not actively looking for a new job					
4	My job is safe					
5	I would recommend this firm to family and friends					
6	The work environment motivates me to continue working for this organization					
7	I enjoy my work					
8	I am satisfied with my job					
9	I am committed to my job					
10	I take responsibility for my actions within the job environment					
11	I am able to perform my duties effectively					
12	I am always motivated, productive and creative					

Thank You

Appendix II: Floriculture Firms in Nakuru County

1. AAA growers
2. Agri Flora
3. Agrico potatoes
4. Baraka roses
5. Bigot flowers
6. Bliss Flora
7. Bloom Valley
8. Buds and blooms
9. Carzan emari
10. Carzan ks
11. Carzan MR
12. Carzan shantara
13. Carzan ST
14. Colour crops
15. Dela Flora
16. Delamere
17. Eco roses
18. Eko roses
19. Flamingo kingfisher
20. Flora ola
21. Florensis
22. Florenza one
23. Florenza two
24. Fontana Beth
25. Imani flowers
26. Kariki kudenga
27. Laminate
28. Madurugada
29. Margin par
30. Maridadi flowers
31. Mbegu farm
32. Molo River
33. Molo River roses
34. Molo southparts
35. Nini farm
36. Panda flowers
37. Poring
38. Prime Flora
39. Ravine milk processors
40. Ravine roses
41. Redshank
42. Redwing
43. Roseto
44. Rumi Flora
45. Savana
46. Sojamni
47. Solai roses
48. Subati flowers

49. Suera roses
50. United selections
51. Vanden burg
52. Vankleef
53. Wilfay inves
54. Winchester flowers
55. Zuri roses

Source: Kenya Flower Council (2023)

Appendix III: KUREC Clearance Letter



KABARAK UNIVERSITY RESEARCH ETHICS COMMITTEE

Private Bag - 20157
KABARAK, KENYA
Email: kurec@kabarak.ac.ke

Tel: 254-51-343234/5
Fax: 254-051-343529
www.kabarak.ac.ke

OUR REF: KABU01/KUREC/001/01/21/24

Date: 19th June, 2024

Patricia Jebiwot Kiprop
Reg No.: GMB/NE/0556/05/21
Kabarak University,

Dear Patricia,

RE: EFFECT OF STRATEGIC HUMAN RESOURCE INNOVATIVE PRACTICES ON EMPLOYEE RETENTION: A SURVEY OF FLORICULTURE FIRMS IN NAKURU COUNTY

This is to inform you that **KUREC** has reviewed and approved your above research proposal. Your application approval number is **KUREC-012124**. The approval period is **19/06/2024 – 19/06/ 2025**.

This approval is subject to compliance with the following requirements:

- i. All researchers shall obtain an introduction letter to NACOSTI from the relevant head of institutions (Institute of postgraduate, School dean or Directorate of research)
- ii. The researcher shall further obtain a RESEARCH PERMIT from NACOSTI before commencement of data collection & submit a copy of the permit to **KUREC**.
- iii. Only approved documents including (informed consents, study instruments, MTA Material Transfer Agreement) will be used
- iv. All changes including (amendments, deviations, and violations) are submitted for review and approval by **KUREC**:
- v. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **KUREC** within 72 hours of notification;
- vi. Any changes, anticipated or otherwise that may increase the risk(s) or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to **KUREC** within 72 hours;
- vii. Clearance for export of biological specimens must be obtained from relevant institutions and submit a copy of the permit to **KUREC**;
- viii. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal and;
- ix. Submission of an executive summary report within 90 days upon completion of the study to **KUREC**

Sincerely,


Prof. Jackson Kitetu PhD.

KUREC-Chairman

Cc Vice Chancellor
DVC-Academic & Research
Registrar-Academic & Research
Director-Research Innovation & Outreach
Institute of Post Graduate Studies



As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord.
(1 Peter 3:15)



Kabarak University is ISO 9001:2015 Certified

Appendix IV: NACOSTI Research Permit


NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Date of Issue: **11/July/2024**

RESEARCH LICENSE



This is to Certify that Ms. Patricia Jehiwot Kiprop of Kabarak University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nakuru on the topic: effect of strategic human resource innovative practices on employee retention, a survey of floriculture firms in Nakuru county for the period ending 11/July/2025.

License No: **NACOSTI/P/24/37559**


 Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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See overleaf for conditions

Applicant Identification Number: **986071**

Appendix V: Evidence of Conference Participation



Appendix VI: List of Publication

The International Journal of Business Management and Technology, Volume 8 Issue 6 November-December 2024
ISSN: 2581-3889

Research Article

Open

Effect of Professional Development Practices on Employee Retention in Floriculture Firms in Nakuru County

1* Patricia Kiprop, 2 Prof. Ronald Chepkilot, 3 Dr. Jeptepkeny Bowen

¹Postgraduate Student, Kabarak University

^{2,3}Kabarak University

Abstract: Employee retention is critical for the sustainability and success of any organization, particularly in high-turnover industries such as floriculture. This study examines the effect of professional development practices on employee retention in floriculture firms in Nakuru County, Kenya. The research is anchored in the expectancy theory and self-determination theory, which emphasize the importance of aligning employee expectations with organizational support and development opportunities. A descriptive research design was adopted, involving a census of 55 employees from 55 floriculture firms in the county. Primary data was collected through structured questionnaires and analyzed using correlation and regression models to assess the relationship between professional development practices and employee retention. The findings revealed a significant positive impact of professional development initiatives, including mentoring, coaching, and job rotation, on employee retention. Employees who received continuous skill development opportunities were more likely to stay with their firms, thereby reducing turnover rates. The study concludes that investing in professional development is essential for floriculture firms seeking to retain talent, enhance productivity, and remain competitive in the industry. The research recommends that firms prioritize structured professional development programs as a strategic approach to improving employee retention and long-term organizational sustainability.

Keywords: *Employee retention, professional development practices, mentoring, coaching, and job rotation*

I. Introduction

In the modern business environment, retaining skilled employees is a critical challenge for organizations, particularly due to increased mobility and competition for talent (Kaur, 2017). Professional development practices have emerged as a key strategy to address this issue, enabling organizations to retain their workforce by providing opportunities for continuous learning and career growth. These practices include mentoring, coaching, job rotation, and formal training programs that help employees enhance their skills and advance within the organization (Singh et al., 2020). By investing in the professional growth of employees, firms can build a more competent and loyal workforce, which ultimately reduces turnover (Papa et al., 2020).

The relationship between professional development practices and employee retention is particularly relevant for the floriculture industry in Nakuru County, where specialized skills are required in various stages of flower cultivation and export. Given the highly technical nature of floriculture work, such as grafting, pest management, and post-harvest care, retaining experienced employees is crucial for maintaining product quality and consistency (Kariuki, Wandiga & Odiyo, 2022). Floriculture firms in Nakuru County face significant challenges related to employee retention, as losing skilled workers not only affects productivity but also incurs additional costs related to recruitment, training, and onboarding (Chepogeno, Wasike & Mote, 2019). Therefore, professional development practices are seen as essential for ensuring the retention of skilled staff in this sector.

Employees who perceive opportunities for growth within their organizations are more likely to remain loyal, reducing the likelihood of seeking employment elsewhere (Samuel & Chipunza, 2019). When organizations in Nakuru's

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