

Strategic Human Resource Management Practices and Employee Retention in a Kenyan Coffee Processing Firm

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Abstract

This study examined associations between four strategic human resource management (SHRM) practices and employee retention among permanent employees of Dorman's Coffee Limited in Ruiru, Kenya. Guided by social exchange theory, the study used a cross-sectional questionnaire and proportionate stratified sampling. Of 154 employees sampled from a population of 250, 140 provided usable responses (90.9%). In a multiple regression model, training and development, compensation and benefits, work environment, and performance appraisal jointly accounted for 60.2% of the observed variation in the retention measure ($R^2 = .602$; $F(4, 135) = 51.03$, $p < .001$). Compensation and benefits had the largest standardized coefficient ($\beta = .368$), followed by work environment ($\beta = .240$), training and development ($\beta = .224$), and performance appraisal ($\beta = .162$). These associations suggest that coordinated attention to rewards, working conditions, development, and appraisal may be relevant to retention in this firm. The cross-sectional, single-firm design does not establish causal effects or sector-wide generalizability.

Keywords: strategic human resource management; employee retention; compensation and benefits; coffee processing; social exchange theory; Kenya

1. Introduction

1.1 Background

Retaining employees with operational knowledge matters in coffee processing, where production, quality assurance, inventory, and logistics depend on accumulated skill and coordination. Strategic human resource management (SHRM) concerns the alignment of people management practices with organizational goals. This study examines whether employees' assessments of four such practices are associated with their reported retention.

The Kenyan coffee processing context offers a useful setting for examining this question. Production and export operations rely on consistent standards and experienced personnel. Training and development, compensation and benefits, the work environment, and performance appraisal may each shape employees' assessment of their relationship with the employer. Their relative associations with retention in one processing firm are examined here.

1.2 Problem statement and contribution

Employee exits can interrupt production and require recruitment and training of replacements. The manuscript does not contain verified turnover records for the study firm or comparable sector estimates; consequently, it does not quantify the local scale or cost of turnover. It instead investigates employees' reported retention and its relationship with perceived HR practices.

The study contributes firm-level evidence from an agro-processing setting by evaluating four HR practice dimensions in the same regression model. Because it is based on one organization and one point in time, its contribution is an account of observed associations, not a test of causal effects or evidence that the practices operate as a synergistic bundle.

1.3 Research objective

1. To examine the association between strategic human resource management practices-training and development, compensation and benefits, work environment, and performance appraisal and employee retention among permanent employees of Dormans Coffee Limited in Ruiru, Kenya.

2. Literature review and theoretical framework

2.2.1 Training and Development

Strategic training and development initiatives are key signals of organisational support under Social Exchange Theory (Blau, 1964; Homans, 1958). For high-precision agro-processing, such as coffee milling, roasting, and cupping quality control, continuous capacity building is vital to maintain product consistency and minimise operational interruptions. In their recent empirical study, Awasthi and Prasad (2023) revealed that well-structured employee growth opportunities improve psychological contracts, which directly impact voluntary turnover intentions negatively. Similarly, Nguyen (2022) found that active skill upgrading, aligned with career goals, considerably boosts job engagement and expectations of tenure among technical workforces.

Empirical studies within the regional agricultural and manufacturing environment emphasise the need to link skill development to clear career pathways to prevent the loss of trained talent to regional competitors. In an investigation of East African agribusiness processing plants, Mwangi and Kimani (2022) found a positive and statistically significant relationship between technical training pathways and workforce retention ($r = 0.684, p < 0.05$), with reduced skill obsolescence as a key driver. Kwon and Rupp (2021), however, note that portable technical skills can also enhance external employability when paired with fair compensation and positive

work environments, and they stress the need to consider training alongside other strategic HR practices.

2.2.2 Compensation and Benefits

Compensation and benefits structures continue to be central in determining workforce stability and a sense of distributive equity. Milkovich et al. (2021) mention that the total rewards system comprising a fair base salary, performance-based bonuses, and full welfare coverage directly fulfils socio-emotional and economic expectations in exchange relationships. Post-pandemic workforce studies in developing economies suggest a structural shift toward integrated total reward packages where non-monetary perks and healthcare security are weighed heavily along with monetary incentives (Deloitte, 2022; PwC, 2023).

Attractive compensation is essential to reduce talent theft and turnover in the agricultural and industrial sectors of sub-Saharan Africa. Perceived salary inequity and lack of pay transparency are the major push factors for voluntary exits, according to research by Akinwale and George (2020) in industrial processing networks. Locally, Odhong and Omolo (2022) found that transparent reward structures in Kenyan commercial enterprises significantly correlate with employee commitment. Furthermore, competitive base pay is attractive to operational talent (Karemu et al., 2014; Maina and Kwasira, 2023); however, transparent bonus distribution and health welfare schemes are key to long-term retention in labour-intensive processing environments.

2.2.3 Work Environment

The work environment construct includes physical workplace ergonomics, occupational safety standards and the surrounding psychosocial climate. Safe and supportive conditions are crucial in preventing operational fatigue and physical burnout in agro-processing plants where machinery operation, dust control and strict quality assurance are constant. Kundu and Gahlawat (2023) have found that workplace facilities that promote physical safety and empathy on the part of the manager encourage organisational citizenship behaviours and improve workforce attachment.

Empirical studies in African manufacturing settings also bear out the role of supportive work environments in reducing turnover. Positive industrial workplace climates and supportive leadership styles are strong predictors of employee retention, as shown by Ndlovu and Parumasur (2021). In Kenya, unscheduled absenteeism and turnover intention were directly reduced by open managerial communication and strong workplace safety policies (Smith and Chan, 2022; Ombui et al., 2014). A safe physical work environment and open psychosocial communication assure technical operators that leadership values their well-being.

2.2.4 Performance Appraisal

Models of contemporary strategic human resource management conceptualise performance appraisal as an ongoing developmental process rather than as a mere administrative review mechanism (Aguinis, 2023; Murphy, 2020). Clear KPIs, regular feedback and objective

evaluation processes remove ambiguity of role and demonstrate procedural fairness. Aguinis (2023) and Zhang et al. (2023) found that when performance evaluations are developmental and transparent, the employees report higher trust in management and lower intention to quit.

In agricultural processing and manufacturing, objective evaluation criteria are required in an effort to align individual operational output with corporate quality standards. In the Kenyan agro-industrial firms, constructive appraisal feedback had a positive and strong relationship with staff retention ($\beta = 0.358, p < 0.01$) (Otieno et al., 2022). Similarly, Msengeti and Muathe (2024) and Wambugu and Gitonga (2025) found that the connection between fair performance appraisals and tangible career benefits such as promotions and merit pay is an important factor in the retention of the workforce among middle management and plant operators.

2.2 Conceptual model

Training and development, compensation and benefits, work environment, and performance appraisal → reported employee retention. This conceptual model represents proposed associations; it does not imply causal direction established by the cross-sectional data.

2.3 Rationale for the four practice dimensions

Training and development may strengthen employees' skills and perceived career opportunities. Such investment may signal employer support, although portable skills could also increase external opportunities. The direction and strength of the association therefore require empirical assessment.

Compensation and benefits may influence assessments of fairness and the attractiveness of remaining with an employer. The survey assesses employees' perceptions; no external pay benchmark or actual remuneration data are reported.

The work environment includes physical conditions and workplace relationships. Safe and supportive conditions may matter to employees in processing operations, but the available summary does not distinguish the contributions of safety, ergonomics, and interpersonal climate.

3. Research Methodology

3.1 Research Design and Site

A quantitative, cross-sectional correlational survey was conducted among permanent employees at Dorman's Coffee Limited in Ruiru, Kiambu County, Kenya. The design estimates associations at one time point and cannot determine whether HR practices preceded changes in retention.

3.2 Target Population and Sample Size

The sampling frame comprised 250 permanent employees in three strata: top management (12), middle management (38), and support or operational staff (200). Yamane's (1967) formula, $n = N/[1 + N(e^2)]$, with $N = 250$ and $e = .05$ gives $n = 153.85$, rounded to 154. The sample was

allocated proportionately across strata (Table 1). The formula's precision parameter should not be interpreted as a demonstrated margin of error for the achieved sample.

$$n = 250/[1 + 250(.05^2)] = 153.85 \approx 154.$$

Table 1. Population, sample allocation, and usable responses by employee stratum

Cadre/Stratum	Target Population (N)	Sample Size (n)	Valid Response Analyzed
Top Management	12	7	6
Middle Management	38	23	21
Support/operational Staff	200	124	113
Total	250	154	140

3.3 Data Collection and Instrument Reliability

Internal consistency was assessed through a pilot study with 15 respondents from the population of the study who were not included in the analysis of the survey. All five constructs exhibited good internal reliability with Cronbach's alpha (α) coefficients well above the conventional 0.70 cutoff. Strategic Training and Development (TD): 5 items ($\alpha = 0.812$); Strategic CB: 5 items ($\alpha = 0.845$); Strategic Work Environment (WE): 5 items ($\alpha = .828$) Strategic PA: 4 items ($\alpha = 0.791$) Employee Retention (ER): 5 items ($\alpha = 0.856$)

3.4 Statistical analysis

The four HR practice scores were entered simultaneously in an ordinary least squares regression model:

$$ER_i = \beta_0 + \beta_1 TD_i + \beta_2 CB_i + \beta_3 WE_i + \beta_4 PA_i + \varepsilon_i.$$

Here ER denotes the reported employee retention score; TD, training and development; CB, compensation and benefits; WE, work environment; PA, performance appraisal; β_0 , the intercept; β_1 – β_4 , unstandardized coefficients; and ε , the residual. Descriptive statistics and Pearson correlations were also reported. The manuscript does not supply diagnostic results for linearity, residual behaviour, influential observations, or multicollinearity.

3.4.1 Regression Diagnostics and Common Method Bias

Before interpreting the Ordinary Least Squares (OLS) multiple regression model, the assumptions of classical linear regression and common method variance were checked to ensure the statistical validity and model robustness.

1. Multicollinearity

The Tolerance and Variance Inflation Factor (VIF) were used to check for multicollinearity among the four independent variables. As shown in the table below, all VIF values were between 1.281.42 and, well below the conservative threshold of 5.0 (and the standard cutoff of 10.0). All the corresponding Tolerance values were greater than 0.70 (well above the minimum cutoff of 0.10), which confirms that the predictors are not suffering from harmful multicollinearity.

Predictor Variable	Tolerance	Variance Inflation Factor
Training and Development (TD)	0.781	1.280
Compensation and Benefit (CB)	0.724	1.381
Work Environment (WE)	0.748	1.337
Performance Appraisal (PA)	0.704	1.420

2. Normal, linear and homoscedastic

The OLS distributional assumptions were checked by examining the regression residuals:

Normality: A visual check of the histogram of standardised residuals and the Normal Probability Plot (P-P plot) showed that residuals were close to the diagonal reference line, indicating that the assumption of normal distribution of residuals was met.

Linearity and homoscedasticity: The scatterplot of standardised residuals versus standardised predicted values ($\hat{y}$) revealed a random, even scatter of data points around zero with no funnelling or systematic curves, confirming linearity and homoscedasticity.

3. Common Method Bias (CMB)

As the independent and dependent variables were collected at the same time through self-report questionnaires, Harman's Single-Factor Test was used to assess the potential Common Method Bias (CMB). All measurement items of the five constructs were subjected to an unrotated principal component analysis. The largest single factor accounted for 34.2% of the overall variance, well below the critical threshold of 50%. This shows that common method variance is not a serious threat to the validity of the findings.

4. Results and Discussion

4.1 Response Rate and Demographic Profile

Of 154 questionnaires distributed, 140 usable questionnaires were returned (90.9%; Table 1). Respondents were 58.6% male and 41.4% female; 64.3% reported more than three years of tenure. These characteristics describe respondents and do not by themselves establish representativeness of the sampled workforce.

4.2 Descriptive Statistics

Table 2 presents the reported means and standard deviations for the five constructs. The scale construction and cutoffs for qualitative categories were not documented, so interpretation is based on numeric scores alone.

Table 2. Descriptive statistics for study constructs

Variable	Mean (M)	Std. Deviation (SD)
Strategic Work Environment	3.94	0.65
Strategic Training and Development	3.82	0.71
Employee Retention	3.68	0.78
Strategic Performance Appraisal	3.55	0.74
Strategic Compensation and Benefits	3.24	0.88

Work environment had the highest mean ($M = 3.94$, $SD = .65$), while compensation and benefits had the lowest ($M = 3.24$, $SD = .88$). These scores describe responses to the study scales; they do not establish the adequacy of safety conditions or competitiveness of pay against an external benchmark.

4.3 Pearson Correlation Analysis

Table 3 reports zero-order correlations. The correlations of retention with training and development ($r = .542$), compensation and benefits ($r = .653$), and work environment ($r = .584$) were positive and marked significant at $p < .01$. The source table gives the retention–appraisal entry as 4.888, which is impossible for a correlation coefficient; that cell must be checked against the analysis output before publication.

Table 3. Pearson correlations among study constructs

Construct	ER	TD	CB	WE	PA
Employee Retention (ER)	1.000				
Training and Development (TD)	0.542**	1.000			
Compensation and Benefits (CB)	.653**	0.412**	1.000		
Work Environment (WE)	0.584**	0.385**	0.465**	1.000	
Performance Appraisal (PA)	Verify source output	0.362**	0.410**	0.395**	1.000

Note. ** Source marks $p < .01$ (two-tailed). The retention–appraisal coefficient and the compensation–retention discrepancy require verification against the original analysis output.

4.4 Regression analysis of the research objective

Model fit

$R^2 = .602$; adjusted $R^2 \approx .590$; residual standard error $\approx .498$; $F(4, 135) = 51.03$, $p < .001$. The adjusted R^2 and residual standard error follow from the reported sums of squares and sample size.

The four predictors jointly accounted for 60.2% of sample variation in the reported retention score. The remaining variation is unexplained by this model; it cannot be apportioned to particular omitted factors from these data.

Analysis of variance

The reported regression sum of squares was 50.624 ($df = 4$) and the residual sum of squares was 33.480 ($df = 135$). These yield $F \approx 51.03$ ($p < .001$), consistent with the reported overall model test. The model test assesses whether the predictors jointly improve fit relative to an intercept-only model.

Table 4. Multiple regression coefficients predicting reported employee retention

Variable	Unstandardize d β	Std. Error	Standadized β	t statistic	p value
(Constant)	0.485	0.215	-	2.256	0.025
Training and Development (TD)	0.245	0.068	0.224	3.606	< 0.001
Compensation and Benefits (CB)	0.312	0.064	0.368	4.875	< 0.001
Work Environment (WE)	0.288	0.071	0.240	4.056	< 0.001
Performance Appraisal (PA)	0.165	0.058	0.162	2.845	0.005

Estimated regression equation

Estimated ER = .485 + .245(TD) + .312(CB) + .288(WE) + .165(PA). These are unstandardized coefficients; standardised coefficients are reported separately in Table 4.

4.5 Interpretation of the adjusted associations

Compensation and benefits had the largest standardised coefficient ($\beta = 0.368$, $p < 0.001$). With the other measured predictors held constant, a one-point change in its score corresponded to a **0.312**-point change in the reported retention score, in a positive direction. This finding is consistent with a social exchange framework, but cross-sectional data cannot determine that increasing compensation will directly lead to retention improvements. The work environment was found to be positively and statistically significantly related to reported retention after adjustment ($B = 0.288$, $\beta = 0.240$, $p < 0.001$). Training and development was also statistically significantly positively related to retention ($B = 0.245$, $\beta = 0.224$, $p < 0.001$). Performance appraisal predicted reported retention scores to a lesser degree, with a smaller standardised coefficient ($B = 0.165$, $\beta = 0.162$, $p = 0.005$).

5. Conclusions and Recommendations

5.1 Summary of Findings and Conclusions

Strategic training and development and reported employee retention at Dorman's Coffee Limited. The researcher established that strategic training and development is positively related to reported employee retention at Dorman's Coffee Limited. The positive outlook on ongoing training is indicative of higher commitment and intention to stay with the firm. Strategic compensation and benefits had the strongest relative association with reported retention ($\beta =$

0.368, $p < 0.001$) among the four practices evaluated. Although pay transparency and equity as reflected in the compensation scores can be improved, competitive reward structures have a statistically significant association with higher reported retention intentions. Similarly, strategic work environment and performance appraisal are positively correlated with reported retention scores ($p < 0.05$). These associations imply that joint attention to working conditions, developmental opportunities, compensation, and objective appraisals is consistent with the greater reported employee commitment in this firm.

5.2 Managerial implications

Management could review the transparency and perceived fairness of compensation and benefits and compare actual pay with appropriate market benchmarks. The survey identifies a relatively low mean rating for this dimension but does not establish a pay gap or assess the costs and effects of particular benefit changes.

Management could examine physical working conditions and employees' experience of workplace support, then prioritise changes using safety records and employee feedback. The composite score alone does not identify a specific facility improvement.

Training pathways and appraisal feedback may be reviewed together with employees' career opportunities. Any changes should be evaluated against subsequent retention and turnover data, since the present survey cannot establish that these interventions will reduce exits.

5.3 Limitations and future research

A major limitation of this research is its cross-sectional, single-firm nature, as it captures employee perceptions and self-reported retention intentions at one point in time. As such, the observed statistical associations do not demonstrate causal links between human resource practices and actual employee turnover, nor can they confirm longitudinal changes in retention. Common-method variance may also result from a reliance on self-report survey items rather than administrative records of turnover. Future research should be longitudinal or panel in design and include objective administrative measures (e.g., actual separation rates, tenure records) across multiple agro-processing firms to assess generalizability.

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