GREEN HUMAN RESOURCE MANAGEMENT PRACTICES AND THEIR EFFECT ON EMPLOYEE RETENTION: A STUDY OF ATHI RIVER EXPORT PROCESSING ZONES, KENYA

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DECLARATION

Student's Declaration

I hereby declare that this Thesis is my original work and to the best of my knowledge has not been presented for a degree award in this or any other university. I understand what plagiarism is and I am aware of the university's policy in this regard. I understand that any false claim in respect to this work shall result in disciplinary action in accordance with the University Anti-Plagiarism Policy.

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Supervisors' Approval

The undersigned certify that they have read and hereby recommended for acceptance of Murang'a University of Technology a Thesis entitled "**Green Human Resource Management Practices and Their Effect on Employee Retention: A Study of Athi River Export Processing Zones, Kenya.**"

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DEDICATION

I dedicate this Thesis to my esteemed parents, Mr. Albert Mbogo Nthaju and Mrs. Annefrashier Wambui Mbogo, who have stood by me throughout my academic journey.

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I am grateful to the Almighty God for granting me strength and wisdom to bring this endeavor to fruition. I sincerely thank my supervisors, Dr. Monah Maundu and Dr. Caroline Mwangi, for their guidance, support, and insightful feedback throughout the course of study. Without their support, this study would not be a success. I also express my gratitude to the faculty and my peers at the School of Business and Economics, Murang'a University of Technology, for their assistance, guidance, and encouragement. Special appreciation goes to the management and employees of the Export Processing Zone Authority in Athi River for their cooperation during data collection. Lastly, I thank my family for their financial and moral support throughout this journey.

ABSTRACT

Employee retention is crucial for organizational success, particularly in Kenya's Export Processing Zones (EPZs), where turnover rates are higher than the acceptable 10% or below. High turnover rates in the EPZs are often associated with poor working conditions that could harm employee well-being. The adoption of green HRM practices presents an opportunity to create a healthier and more sustainable work environment. This study examined the effect of Green Human Resource Management (GHRM) practices on employee retention in the Athi River Export Processing Zone (EPZ). Specifically, it aimed to assess the effect of green performance management, green reward management, green training and development, and green recruitment and selection on employee retention. Using 56 EPZs with 20,000 employees as the point of observation, the study used a descriptive research design. 377 respondents made up the sample size, which was determined using Cochran's formula. The sample was distributed among the departments in the EPZs using stratified random sampling. Data was collected using a structured questionnaire employing a five-point Likert scale, which was administered to employees working within the Athi River Export Processing Zone. To test the reliability of the research tool, a pilot study with 30 participants was carried out. Descriptive statistics in the form of means, percentages, and standard deviation were employed, while correlation and regression analysis were applied for inferential statistics. The results indicated that GHRM practices explained 27.2% of the variation in employee retention. Among the practices, green reward management ($\beta = 0.435$, $p < 0.001$) and green performance management ($\beta = 0.120$, $p = 0.042$) had statistically significant effects on employee retention. However, green recruitment and selection ($p > 0.095$) and green training and development ($p = 0.091$) did not show significant effects. The study recommended the integration of green reward practices and performance management practices to improve employee retention in workplaces. For further research, the study recommends the same research in other sectors to provide comparative insights across different industries and geographic locations. The study also recommends longitudinal research to examine the long-term impact of these practices on retention. These findings provide insights for policymakers to strengthen employee retention strategies and offer empirical evidence for future research on green HRM practices.

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ACRONYMS AND ABBREVIATIONS

CSR	Corporate Social Responsibility
EPZ	Export Processing Zone
EPZA	Export Processing Zones Authority
GHRM	Green Human Resource Management
GRM	Green Reward Management
HR	Human Resources
HRM	Human Resource Management
NACOSTI	National Commission for Science, Technology and Innovation
NEMA	National Environment Management Authority
PM	Performance management
RBV	Resource-Based View
SET	Social-exchange theory
SPSS	Statistical Packages for Social Sciences.
T&D	Training and Development

OPERATIONAL DEFINITION OF TERMS

The study adopted the following definitions:

Environmental Sustainability	Integration of policies, practices, and strategies that minimize negative environmental impacts and support the strategic viability of both the organization and the environment (Mandip, 2012).
Export Processing Zones (EPZs)	Designated areas established to promote and facilitate export-oriented industrialization by offering special economic incentives to attract foreign direct investment and encourage export-focused industries to set up operations (Laryea, Ndonga & Nyamori, 2020).
Green Human Resource Management	Procedures, practices, and policies that promote sustainable conduct among employees, fostering an environmentally conscious organization (Zubair & Khan, 2019).
Green job	Positions and roles that are focused on promoting sustainability, environmental responsibility, and social responsibility within an organization, either in traditional sectors such as manufacturing and construction, or in new, emerging green sectors such as renewable energy and energy efficiency (International Labour Organization, 2018).
Green performance management	Organizational approach that focuses on aligning an organization's objectives, strategies, and activities with environmental and social considerations, incorporating green performance standards, and environmentally focused information systems and audits (Ahmad, 2015).

Green recruitment and selection	Attracting and evaluating candidates committed and knowledgeable on environmental sustainability, incorporating environmental criteria into the hiring process (Kiplangat, Sang, & Kingori, 2022).
Green reward management	Implementation of reward systems and incentives within organizations to encourage and recognize environmentally friendly behaviors and practices (Mandago, 2018).
Green training and development	Equipping individuals with the requisite knowledge, skills, and education to embrace and advocate for sustainable practices, environmental stewardship, and green technologies (Owino & Kwasira, 2016).
Human Resource Policies	A Set of established guidelines that outline employee expectations, organizational responsibilities, and disciplinary procedures, ensuring a structured and compliant work environment. (Armstrong, 2009).

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In an era marked by intense global competition, rising labor mobility, and increasing demand for organizational sustainability, retaining skilled employees has become a critical strategic priority. Employee retention, the ability of organizations to keep employees over time, is increasingly crucial for maintaining institutional knowledge, improving service delivery, and reducing costs associated with hiring and training new staff (Krishna & Garg, 2022). It involves implementing strategies that enhance job satisfaction, engagement, and organizational commitment to reduce voluntary employee departures (Mesha, 2023). Sawaneh and Kamara (2019) defined employee retention as a strategic move by organizations that involves implementing effective policies to enhance organizational performance by ensuring that talented and competent employees remain with the organization, thereby reducing turnover intentions and improving job satisfaction (Mumbi & Were, 2024).

Employee retention depends on employee satisfaction, which is influenced by a conducive and sustainable work environment, prospects for enduring growth, efficient communication, and ethical recruitment and selection practices (Ghani, Zada, Memon, Ullah, Khattak, Han & Araya-Castillo, 2022). High retention rates help organizations minimize expenses associated with recruitment, selection, and training, allowing for efficient resource allocation (Sisneros, 2025). Retained employees contribute to organizational performance by leveraging their experience and institutional knowledge, leading to higher productivity and profitability (Mumbi & Were, 2024).

Organizations with high retention rates benefit from better customer satisfaction since long-term employees build stronger relationships with clients and deliver higher-quality service (Rahman & Chowdhury, 2022), ensuring knowledge continuity, reducing workflow disruptions, and fostering innovation (Galgallo & Mutembei, 2022). Companies that successfully retain employees strengthen their employer brand and gain a competitive advantage in attracting top talent (Sawaneh & Kamara, 2019; Yusuff & Minja, 2023).

Organizations can enhance retention through strategic initiatives that improve job satisfaction, engagement, and commitment. Recognizing and rewarding employees' efforts through competitive compensation and benefits packages (monetary and non-monetary) helps reduce turnover (Ahsan, 2024). Providing career development opportunities, such as training, mentorship, and clear promotion pathways, increases employees' motivation to stay (Karimi, Raei & Parandeh, 2022; Mumbi & Were, 2024). An enabling work environment characterized by strong leadership, clear communication, and a supportive organizational culture enhances employee loyalty (Sawaneh & Kamara, 2019), which can reduce employee turnover. Initiatives for work-life balance, such as wellness programs and flexible work schedules, also have a major impact on retention by reducing burnout and raising job satisfaction (Sam, Lavanya, Srinivasu, Venkataswamy, Choudary, & Avala, 2024). Including workers in decision-making increases their sense of belonging and loyalty to the company, which increases the likelihood that they will stay (Galgallo & Mutembei, 2022).

High turnover, on the other hand, leads to financial losses, operational disruptions, and declining employee morale (Al-Suraihi, Samikon, Al-Suraihi, & Ibrahim, 2021). According to Hossain, Mia, & Hooy (2023), employee turnover results in three major types of losses for organizations: the loss of skills and experience held by the departing employee, the loss of client relationships and associated soft information, and the financial costs incurred in recruiting and training a replacement. For instance, recruitment is a complex and time-consuming process that requires substantial resources. In the service industries, frequent hiring can lead to communication barriers and diminished customer service, reducing customer trust (Hochstein, Voorhees, Pratt, Rangarajan, Nagel, & Mehrotra, 2023).

Employee turnover rates differ significantly by industry, with global estimates ranging from approximately 20% in the public sector to as high as 60% in professional services (Quantum, 2022). From a global perspective, employee retention is a key organizational focus, as workforce stability is essential for maintaining productivity, fostering innovation, and achieving long-term success (Cen & Wang, 2023). Retention strategies vary across regions. In developed economies such as North America and Europe, organizations emphasize work-life balance, flexible work arrangements, and

employee well-being programs (RodríguezSánchez, GonzálezTorres, Montero Navarro, & Gallego Losada, 2020). In Asia, employees prioritize job security, career advancement, and competitive compensation to retain skilled employees (Megha, 2024). The rise of remote work and the gig economy has also made retention strategies more dynamic and personalized (Dingel & Neiman, 2020).

In South Africa, retention strategies include career advancement opportunities and conducive workplace environments (Moodley, 2019). Nigeria's retention strategies are job satisfaction and good leadership (Abet, Anuar, Arshad & Ismail, 2024). According to Shiferaw and Söderbom (2023), employee turnover in Ethiopia remains notably high, with an estimated rate of 38%. Ethiopia seeks to provide adequate compensation and career advancement, prompting employees to stay in the manufacturing industry rather than leave for the service sector or overseas opportunities (Tefera & Hunsaker, 2020).

Kenya and Rwanda have adopted progressive HR policies, including employee recognition programs and flexible work arrangements, to improve retention. Despite these retention efforts, Kenya has witnessed increasing employee turnover rates, particularly in labor-intensive industries (Mulwa, 2024), like the EPZs. Employee turnover rates in Kenya vary across different sectors and organizations. In the insurance industry, studies have reported turnover rates ranging from 10% to 20% (Azinga, Kamaara, & Ombui, 2018). According to Wambugu's (2019) survey results in the tourism industry, 63% of 30 respondents who were owners/managers and HR managers of small and medium tour operators registered with the Kenya Association of Tour Operators (KATO) had encountered high rates of labor turnover. The study findings also indicated the average labour turnover rate was 60.8 % for employees at the operational level and a rate 32.3% for employees at managerial level.

Non-governmental organizations (NGOs) have experienced turnover rates as high as 28% (Hopkins, Njoroge, Joyce, & Kwena, R. 2017). These variations highlight the influence of industry-specific factors on employee retention in Kenya. Based on the analysis of EPZA employment data from the Export Processing Zones Program Annual Performance Report in 2022, the trends showed a gradual increase in turnover rates from 3.52% in 2017 to 6.97% in 2020. After a notable 16.02% increase in 2021,

turnover has been gradually increasing to 22.44% in 2022. This trend indicates a rise in employee mobility, which implies that there are retention challenges. Addressing this issue is essential, as Mulwa (2024) notes that a turnover rate below 10% is deemed acceptable, while a retention rate of 90% or higher is regarded as optimal.

This trend not only disrupts productivity and escalates recruitment and training costs, but also signals systemic shortcomings in employee engagement and well-being. Workers in EPZs often endure long hours, low wages, and limited opportunities for career progression (Mulwa, 2024). These conditions contribute to a cycle of disengagement and attrition, weakening the competitive position of firms within the global supply chain.

As global markets increasingly prioritize sustainability, organizations in emerging economies must re-examine their operational models. International buyers, particularly in the textile and manufacturing sectors, are now emphasizing Environmental, Social, and Governance (ESG) compliance, ethical labor standards, and green certifications in sourcing decisions (OECD, 2021; UNCTAD, 2020). For Kenya's Export Processing Zone (EPZ) firms, this presents both a challenge and an opportunity: a challenge to break from exploitative, short-term HR practices, and an opportunity to position themselves as leaders in green, ethical manufacturing.

One promising solution lies in the strategic adoption of Green Human Resource Management (Green HRM), a framework that integrates environmental and social sustainability into core HR functions. Green HRM not only supports eco-efficiency but also emphasizes ethical recruitment, employee development, workplace wellness, and retention (Renwick et al., 2013; Opatha & Arulrajah, 2014). It repositions employees not as expendable labor but as strategic assets aligned with long-term organizational sustainability. Green Human Resource Management (GHRM) offers an alternative approach to addressing both environmental and human sustainability within organizations. GHRM integrates environmental considerations into HR practices such as recruitment, training, performance management, and reward systems (Renwick et al., 2013). These practices aim to build a workforce that supports sustainability goals while ensuring that employee well-being and safety are prioritized.

The adoption of GHRM contributes to employee retention by creating a positive and meaningful work environment. When employees recognize that their organization values sustainability and is committed to safe and responsible practices, they are more likely to feel satisfied and aligned with the organization's mission. This alignment encourages long-term commitment and reduces the desire to leave (Opatha & Arulrajah, 2014). Training that promotes green skills, rewards for environmentally responsible behavior, and investment in safe work environments enhance employee engagement and foster a sense of purpose (Jabbour & Santos, 2008). These elements are essential in reducing turnover, especially in high-risk industries such as those found in the EPZs.

Organizations that fail to implement progressive HR practices, such as employee engagement initiatives, wellness programs, and sustainability efforts, often experience high turnover rates because employees today seek organizations that prioritize ethical practices, social responsibility, and environmental sustainability (Coelho, 2024). Neglecting these aspects can lead to disengagement and increased turnover particularly in managing generational workforce expectations like Millennials and Generation Z employees, who prioritize meaningful work, career growth, and workplace flexibility over long-term job security (Isaac, 2023). Despite various retention efforts, organizations face significant challenges, particularly in managing generational workforce expectations.

Current workforce trends indicate that Millennials and Gen Z will soon comprise the majority of the global labor force (Mărginean, 2021). The Alpha Generation will also form a significant portion of the future workforce by 2035 (McCrindle, 2021). This means that the millennials, Gen Z, and Alpha generations will contribute to at least 70% of the workforce, as shown in Table 1. Millennials place a high value on intangible benefits such as workplace flexibility, work-life balance, opportunities for career advancement, a positive work environment, and meaningful recognition for their contributions (Thompson & Gregory, 2012).

Gen Zs choose jobs that reflect their passions and look for informal and relaxed environments where they can have their own well-defined office space (Mărginean, 2021). Gen Z wants their employer to care about the environment and have high

standards regarding ethics and transparency. They do not want greenwashing, but a real commitment to fighting climate change and safeguarding the environment. They seek truly sustainable companies, both to work for and buy from (Hafid & Baltes, 2023). An average Gen Z-er is projected to work 17 different jobs, experience 5 career shifts, and change 15 homes during his/her entire life (McCrindle, 2018), highlighting challenges in their retention. Additionally22% of Gen Z-ers wish their professional life to be 'an expression of their personalities' (Mărginean, 2021).

Table 1.1: Projected workforce according to generations

Generation	Age Group	Current Workforce Share	Projected Workforce Share (2035)
Boomers	1946-1964	12%	0%
Gen X	1965-1979	27%	21%
Gen Y	1980-1994	34%	29%
Gen Z	1995-2009	27%	31%
Gen Alpha	2010-2024	0%	19%

Source; McCrindle (2021).

Young people are preoccupied with environmental issues that are dominating political debates throughout the world (Das & Dash, 2024). This author continues to say that young job searchers today are sophisticated, clever, confident, and energetic, and they wear social, environmental, and political issues on their sleeves.

1.1.1 Green Human Resource Management Practices.

Green Human Resource Management (GHRM) integrates environmental considerations into various HRM processes and strategies (Abdelhakim, 2024) with 'Green' symbolizing the environmentally conscious approach HR departments takes to promote sustainable practices. This is a move towards sustainability by providing a healthier work environment and promoting environmental stewardship by engaging employees, the organization, and society (Mandago, 2019). Green HRM seeks to promote a green organizational culture of employee wellbeing by creating an environment that promotes physical, emotional and mental wellbeing through the preservation of knowledge capital while ensuring initiatives align with ethical obligations and that organizational operations and practices are socially responsible and environmentally sustainable (Mousa & Othman, 2020).

In the 21st century, environmental sustainability and the greening of corporate practices have become central to organizational priorities. This shift has led to the development of green human resource management (Green HRM), which transforms traditional human resource practices to incorporate environmental objectives. The adoption of Green HRM reflects a growing recognition that fostering an environmentally conscious corporate culture requires not only strategic planning but also a workforce dedicated to environmental stewardship. According to Jawaad, Hasan, Amir, and Imam (2024), only employees who are knowledgeable about environmental issues can effectively embed the green culture within the organization, ensuring that sustainability initiatives are integrated into the company's core operations and values.

It is widely recognized in contemporary Human Resource Management that Green HRM (GHRM) supports the organizations' broader environmental goals (Islam, Hack-Polay, Haque, Rahman, & Hossain, 2022). This includes advancing corporate social responsibility (CSR) by integrating environmental considerations into HRM policies and practices (HRMI, 2020). Human resource management components are coined to align with green principles, giving rise to green HRM practices (Oyedukun, 2019) while leveraging HR policies to facilitate sustainable resource utilization and advocate for environmental stewardship. This approach harmonizes HR practices like training, rewards, performance management, recruitment, and selection with an organization's environmental objectives, giving rise to initiatives such as sourcing and recruiting candidates who are passionate about environmental issues, providing eco-friendly training and development programs, and adopting green practices in their daily routines (Ahmed, 2024).

Green human resource practices are still emerging in developing countries, where their support is crucial (Jabbour & Jabbour, 2016; Jain & D'lima, 2018). Recently, Green HRM has gained growing interest among scholars and industry professionals globally, as it drives significant transformation in manufacturing operations and promotes environmentally responsible behavior among the employees (Yong, Yusliza, Ramayah & Fawehinmi 2019). It amalgamates environmentally conscious organizations and their employees with the company's sustainability objectives to

drive financial success and improve environmental performance (Úbeda-García, Marco-Lajara, Zaragoza-Sáez, Manresa-Marhuenda & Poveda-Pareja2022). In response to intense market competition and the rapidly changing business landscape, organizations are increasingly prioritizing sustainability initiatives to maintain social legitimacy (Jawaad, Hasan, Amir, & Imam, 2024).

Kenya is a developing nation with a workforce that is evolving and largely composed of Generation Z and Millennials (Mburu, 2024). Wawira (2024) notes that Millennials make up over 60% of Kenya's workforce, with many engaged in the tech sector and entrepreneurship. They prioritize purpose, impact, and career growth, often switching jobs in search of meaningful work. Over 70% of African Millennials believe success is tied to creating a positive community impact. Nyang'ori, (2017), emphasizes that millennials also value a safe working environment that promotes and safeguards their overall wellbeing and mental health. Generation Z is entering the workforce with strong digital skills and a preference for flexibility, diversity, and innovation. Wawira (2024) adds that by 2030, Gen Z will constitute nearly 40% of Africa's workforce, with 65% in Kenya expecting promotions within two years.

These generations' traits like confidence, a strong desire for self-expression, openness to change, a positive mindset, tech-savviness, and progressive attitudes make them highly influential in the modern workforce. Studies show that both Millennials and Generation Z in Kenya and Southern Africa prioritize environmental sustainability for example, Generation Z's and Millennials' awareness driving in eco-conscious buying (K. Mwai, 2024; Muposhi , Dhurup & Surujlal, 2015). Their quest for greening has led them to change places of work in search of an organization that supports their values and has sustainability objectives integrated into the organization's objectives (Islam, Mendy, Haque, & Rahman, 2022).

Organizations are now gradually becoming conscious of going green with human resource managers showing their initiatives by introducing policies that guide employees' actions toward sustainability (Malik, Cao, Mughal, Kundi, Ghulam Muhammad, Mughal, & Ramayah, 2020). This creates a rich background for a competitive edge for organizations due to the changing global trends that have provoked the need for change with concern for the environment which is a major drift

from traditional HRM that majorly concentrates on resource efficiency, cost control, employee control, standardization, productivity, and maintaining a status quo.

Green Human Resource Management (Green HRM) has emerged as a strategic approach to improving employee retention by integrating sustainable practices into human resource functions. Green HRM fosters sustainability, promoting employee commitment, job satisfaction, and overall retention (Renwick, Redman & Malik, 2013). Employees will remain with organizations whose values align with their own and that demonstrate a commitment to sustainable business practices (Yong, Yusliza, Ramayah, Farooq & Tanveer, 2022). Kenya's environmental policies, including the Environmental Management and Coordination Act (1999), have supported sustainability efforts, and organizations are beginning to integrate Green HRM into HR functions such as green recruitment, eco-friendly workplace policies, and sustainability-driven rewards.

There are two significant components within GHRM: environmentally conscious HR practices and the retention of intellectual capital (Dutta, 2012). Awawdeh, Harb, & Zhang, (2024) explain that retention of intellectual capital involves leveraging and retaining employees' knowledge, skills, and expertise to support sustainable practices and innovation. For example, green training on waste management, knowledge sharing, and innovation. Additional green HRM practices are aimed towards sustainability, corporate social responsibility, and employee wellbeing and quality work life. Green Human Resource Management (GHRM) encompasses various HR functions, such as, recruitment, selection, performance evaluation, appraisals, training, and rewards, all centered on the consistent implementation of environmentally sustainable practices (Saeed, Jun, Nubuor, Priyankara, & Jayasuriya, 2018; Yong, Yusliza, Ramayah, & Fawehinmi, 2019). The current study focused on four green HRM practices, namely Green Recruitment and selection, Green Training and development, Green performance management, and Green reward management.

According to Tang et al. (2018), green recruitment and selection emphasize hiring people who are ecologically conscious and dedicated to environmental sustainability. Choosing applicants with the knowledge, abilities, attitudes, and behaviors in line with eco-conscious practices is a key component of this hiring strategy (Alias & Obaid,

2015). By implementing paperless techniques, such as online job portals, digital application forms (like Google Forms), and conducting virtual interviews via phone or video calls, it also helps to lessen the impact on the environment by lowering emissions associated with travel (Ullah, 2017). Green recruitment serves as a strategic tool for attracting talent, both internally and externally, and can be leveraged to hire employees with a strong environmental mindset. This means recruiting individuals who not only have the required expertise but also possess a solid understanding of sustainability principles such as recycling, reusing, and waste reduction. By embedding environmental considerations into hiring practices, organizations create a workforce committed to sustainable initiatives (Guerreschi, Piras, & Heck, 2023).

To ensure that recruitment officers effectively assess candidates' environmental management knowledge, skills, and commitment, it is essential to develop a green job description (Shah, 2019). A green job description specifies duties and responsibilities that are to be carried out, focusing on environmental sustainability (Renwick et al., 2013; Jiang et al., 2019). Integrating sustainability into job descriptions allows recruitment officers and management to highlight the significance of environmental health and safety. This process also clarifies the qualifications, experience, and level of commitment expected from applicants regarding environmental conservation. To maintain transparency, these requirements are clearly stated in job advertisements and communicated to all prospective candidates (Jabbour, 2013; Shah, 2019).

Environmental consciousness increasingly influences organizational processes, prompting firms to adopt technologies that reduce waste, improve efficiency, and promote sustainable behaviors (Bai & Sarkis, 2013; Yong et al., 2019). The selection process in green recruitment follows this trend, integrating environmentally friendly and cost-effective methods.

A crucial step in green recruitment is evaluating candidates based on their commitment to environmental sustainability. Assessing an applicant’s dedication to an organization’s environmental objectives is essential for long-term success through carefully designed selection processes, organizations can identify individuals who exhibit the necessary behaviors and knowledge to execute environmentally responsible job functions (Felistus & Bula, 2022). Short-listing candidates based on

their environmental commitment narrows the applicant pool, ensuring that only the most suitable candidates proceed to the final evaluation stages.

Green training and development is the process of designing educational programs to create awareness among employees and equip them with skills to implement eco-friendly practices, ultimately contributing to organizational green goals (Yusoff, Nejati, Kee, & Amran, 2018). Organizations that provide avenues for improving employees' understanding and expertise in environmental sustainability enhance their workforce's knowledge and skills related to environmental sustainability (Shah, 2019).

Green training and development initiatives create awareness among employees about environmental sustainability and the significance of effective resource management. Employees trained in green practices are better equipped to handle environmental challenges, making them valuable assets to their organizations (Horbach, 2019). Green development assists organizations in involving personnel in green practices in the industry, as well as encourage them in work procedures to conserve energy and reduce waste of scarce resources (Das, & Dash, 2024). Examples of these practices include training on the use of green technology such as energy-efficient lighting systems, training on environmental regulations and compliance requirements, and training programs focused on sustainable practices, including waste management and resource conservation (Cheng, Yang & Sheu 2020).

Green performance management (GPM) involves evaluating and providing feedback to employees regarding their environmental performance, including behaviors and actions related to sustainability (Yong et al., 2022). GPM integrates environmental objectives into performance appraisal systems, ensuring that employee evaluations are aligned with the organization's sustainable goals (Kusnawan, Riyadi, Lestari, Setyani & Mudjijah, 2025). This practice ensures that employees are assessed based on their contributions to sustainability, thereby strengthening their commitment to environmental initiatives.

Employees may feel more aligned with the organization's values when they believe that environmental criteria are part of their performance reviews, which could lead to increased job satisfaction and reduced turnover intentions (Shankar & Kumarasamy,

2024). Additionally, implementing GPM practices has been associated with higher levels of employee engagement (Umair, Waqas, & Mrugalska, 2024).

Green performance management integrates environmental goals into performance evaluations, including the assessment of employees' contributions to waste reduction and energy conservation. GPM can be achieved by setting environmental performance standards and targets and conducting audits (Arulrajah et al., 2016). Including green tasks in job descriptions ensures that the organization meets its environmental objectives while providing feedback on employee environmental performance. Green tasks are work activities that make a positive contribution to preserving and restoring the environment and contribute to a green economy (Lobsiger, & Rutzer, 2021) e.g. recycling, renewable energy use, energy efficiency improvements and waste reduction

Green reward management involves offering both monetary and non-monetary rewards to promote environmentally sustainable behaviors (Saxena & Khanna, 2024). This reward and compensation system includes incentives aimed at attracting, motivating, and engaging employees to achieve the organization’s green goals (Tang et al., 2018). Green reward management recognizes employees' contributions to sustainability by offering rewards such as opportunities to represent the organization at sustainability-focused events, regular praise, and social rewards like dinners (Hauff & Guerci, 2015).

Organizations offer green incentives to employees who are actively participating in environmental initiatives. Rewards for sustainable innovation, waste reduction, energy conservation, and sustainable leadership are some examples of these incentives (Das & Dash, 2024). Green reward management practices create avenues for appreciating employee efforts and fostering a culture of sustainability (Saeed, Afsar, Hafeez, Khan, Tahir & Afridi, 2018). Thus, green reward and compensation in businesses entail familiarizing newcomers with the organization’s greening efforts and building modules for them that will aid in establishing green citizenship behavior in the future (Das, & Dash, 2024).

According to Islam et al. (2020), if HRM goals are in line with green compensation and reward systems, a green organizational culture can be created. Organizations that

integrate green incentives and bonuses into their reward structures can promote eco-friendly behaviors among employees. Furthermore, employees can actively participate by bringing green ideas to their job roles, contributing to a sustainable work environment.

Green HRM seeks to create a green organizational culture of employee well-being by creating a quality work life; an environment that promotes physical, emotional, and mental well-being through the preservation of knowledge capital while ensuring initiatives align with ethical obligations and that organizational operations and practices are socially responsible and environmentally sustainable. This showcases an organization's dedication to environmental accountability, thereby drawing employees who align with these principles (Mousa & Othman, 2020).

1.1.2 Green HRM Practices and Employee Retention

Employee retention is a major concern for organizations seeking to defend their market and status. The global labour market trends (e.g. demographic shifts, quest for sustainability) and competition have made it challenging for organizations to retain their top talents (Agarwal, Mathiyazhagan, Malhotra, & Saikouk, 2022). Most organizations particularly EPZs, encounter high employee turnover which can adversely affect productivity, knowledge loss, and overall organizational performance that can be costly for employers (Mosha, 2023). EPZs in Kenya have faced this high turnover challenge following their conservative way of handling employees' issues and application of non-green HR practices (Oyaro 2020) .

There are several HR practices today that are not green. For example, many HR departments in Kenya still rely on paper-based processes for tasks such as recruitment, onboarding, and performance management, which results in excessive paper usage and contributes to deforestation which degrades the environment (Mungai, Yang, Ngumbau, & Mureithi, 2024). The use of non-eco-friendly office supplies and materials, such as non-recyclable paper products (e.g., carbon paper and blueprints), and the use of plastics contribute to environmental pollution (Akumu 2017). These non-green practices can have negative impacts on the environment, on employee well-being and on employee job satisfaction. For example, inefficient energy use can result

in uncomfortable working conditions (Anne, 2017). Similarly, excessive paper usage leads to an environment that isn’t conducive for work and stay.

In recent years, an increasing number of large corporations have used their environmental record to gain a competitive advantage over competitors as well as potential employees as they seriously consider becoming green (Das, & Dash, 2024). Going green isn't just a fad; it's the only way to live (Das, & Dash, 2024). As environmental sustainability becomes increasingly important, job seekers may more likely choose organizations that prioritize green initiatives (Jamil, Zaman, Kayikci & Khan, 2023). Organizations seek to implement green initiatives such as offering incentives, and creating a conducive work environment, while focusing on employee engagement, development, and work-life balance that attract and retain young, talented, and environmentally conscious employees (Ahmad, 2015; Renwick, Redman, & Maguire, 2013; Suharti & Sugiarto, 2020).

Implementing GHRM practices in the Athi River EPZ could involve strategies such as; Attracting candidates with environmental values and competencies aligning the workforce with sustainability goals (Hassanein, Daouk, Yassine, Bou Zakhem, Elsayed, & Saleh, 2024), providing training on environmental management (equips employees with the necessary skills to participate in sustainability initiatives) and incorporating environmental objectives into performance appraisals encourages employees to participate in eco-friendly practices and offering incentives for achieving environmental targets motivates employees to contribute to sustainability efforts (Hussain, Mumtaz, Khan, Fatima, & Shahid, 2023).

According to Kocakülâh et al. (2018), these practices have a positive impact on employee well-being by fostering a safe and healthy work environment by reducing exposure to toxins and increasing job satisfaction through employee involvement in sustainability initiatives. .Employees who feel that their organization is committed to sustainability and social responsibility are likely to be retained. Green HRM strategies foster a positive organizational culture that encourages collaboration and teamwork (Renwick et al., 2012). In a competitive job market, organizations that emphasize green HR practices are better positioned to retain top talent by showcasing

their commitment to sustainability and social responsibility. The importance of employee retention in this context cannot be overstated.

Sengupta, Mathews, Bridges, D'Costa, and Bastian (2024), emphasize that while environmental concerns may not be the primary factor in choosing a job, they are a major reason for leaving one, and 60% of Generation Y and Z respondents cite an employer's inability to provide training and growth contracts as a major disadvantage (Earst & Young, 2017).

1.1.3 Athi River Export Processing Zone

The study was conducted within the Athi River Export Processing Zone (EPZ), located in Machakos County, approximately 30 kilometers southeast of Nairobi. Established in 1990 under the management of the Export Processing Zones Authority (EPZA), the Athi River EPZ is the oldest and largest of its kind in Kenya. It was created to promote export-led industrialization by offering a competitive investment environment for both local and foreign investors. Firms operating in the zone benefit from a wide range of incentives, including tax exemptions, duty-free imports, expedited customs procedures, and access to modern infrastructure (EPZA, 2022).

Athi River EPZ was chosen as the focal point of this study due to its strategic importance in Kenya’s industrial sector and the pressing need to address employee retention challenges. Given its industrial diversity, large workforce, and persistent human resource challenges, the Athi River EPZ offers a relevant and practical setting for examining the effect of Green HRM practices on employee retention.

The Athi River EPZ hosts several active export-oriented firms engaged in industries such as textile and apparel manufacturing, agro-processing, pharmaceuticals, and light assembly operations. These enterprises contribute significantly to Kenya’s foreign exchange earnings and industrial employment, with an estimated workforce of over 20,000 individuals (EPZA, 2022; Kenya Association of Manufacturers [KAM], 2021). Most employees in the zone work in labor-intensive and low to semi-skilled positions, often under strict performance demands and time-bound production cycles.

According to Mulwa (2024), poor employee retention in these Export Processing Zones (EPZs) is attributable to various workplace factors such as poor working conditions, including inadequate safety measures, long working hours, and harsh environments that contribute to dissatisfaction (Mulwa, 2024). Limited career advancement opportunities further discourage employees from staying, as the absence of training and development programs reduces prospects for professional growth (Goodburn, Knoerich, Mishra, & Calabrese, 2024).

Job insecurity caused by short-term contracts and frequent layoffs creates uncertainty, prompting employees to seek stable employment opportunities (Coelho, 2024). This demanding nature of work, coupled with insufficient occupational health and safety measures, has created a workplace environment where employees perceive being undervalued and unprotected. While EPZs contribute significantly to economic growth and employment, they also present various workplace hazards that require strict safety measures (AduGyamfi, Asongu, Mmusi & Wamalwa, 2020).

To address these challenges, some firms within the EPZ have begun adopting Green Human Resource Management (GHRM) practices as a strategic approach to improve employee retention while advancing sustainability objectives. GHRM refers to the integration of environmental principles into HR functions such as recruitment, training, performance management, and rewards (Renwick et al., 2013). Although the adoption of GHRM in Athi River EPZ remains limited, its potential to foster employee engagement, improve job satisfaction, and build long-term organizational commitment is gaining recognition (Opatha & Arulrajah, 2014; Jabbour & Santos, 2008).

1.2 Problem Statement

Employee retention has emerged as a critical challenge within Kenya's Export Processing Zones (EPZs), where turnover rates have surged from 3.52% in 2017 to 22.44% in 2022. Despite the central role of human capital in driving operational efficiency and sustaining competitive advantage, many EPZ firms continue to grapple with high employee attrition. This is primarily attributed to factors such as low wages, inadequate recognition, and substandard working conditions that undermine employee morale and job satisfaction (Mulwa, 2024; Andai, 2015). Traditional human resource

approaches, which often prioritize financial incentives and reactive retention strategies, appear insufficient in meeting the dynamic expectations of a modern workforce.

In response to these persistent challenges, Green Human Resource Management (Green HRM) has emerged as a transformative approach that integrates environmental sustainability into core HR functions. Green HRM practices go beyond conventional HR strategies by promoting ecological consciousness, employee empowerment, and ethical responsibility within organizational frameworks (Renwick, Redman, & Maguire, 2013). These practices are gaining recognition for their environmental advantages and their capacity to strengthen organizational commitment, job satisfaction, and employee retention, particularly among younger workers who are motivated by sustainability (BeckKrala, 2023; Suharti & Sugiarto, 2020).

While GHRM is gaining traction globally as a dual approach to sustainability and employee management, its practical impact on employee retention in Kenya's EPZ sector remains unclear. The persistent rise in turnover, reaching 22.44% in 2022, signals that existing HR strategies may be insufficient or misaligned with evolving employee expectations. If left unaddressed, this turnover trend could compromise the competitiveness and long-term viability of EPZs. This study, therefore, seeks to address the underlying problem of high employee turnover in Kenya's EPZs by examining whether the integration of GHRM practices can contribute to improved employee retention.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study is to assess the effect of green human resource management practices on employee retention in the Athi River EPZ zone, Kenya.

1.3.2 Specific Objectives

The specific objectives are to;

i. Analyze the effect of green recruitment and selection practices on employee retention in the Athi River EPZ zone, Kenya.

ii. Establish the effect of green training and development practices on enhancing employee retention in the Athi River EPZ zone, Kenya.
iii. Evaluate the effect of green performance management practices on employee retention in the Athi River EPZ zone, Kenya.
iv. Examine the effect of green reward management practices on employee retention in the Athi River EPZ zone, Kenya.

1.4 Hypotheses

H_{01} Green recruitment and selection practices do not have a statistically significant effect on employee retention in the Athi River EPZ zone Kenya.

H_{02} Green training and development practices do not significantly enhance employee retention in the Athi River EPZ zone, Kenya.

H_{03} Green performance management practices do not have a statistically significant effect on employee retention in the Athi River EPZ zone, Kenya.

H_{04} Green reward management practices do not significantly affect employee retention in the Athi River EPZ zone, Kenya.

1.5 Significance of the Study

This study is significant to policymakers, as it provides empirical evidence on the relationship between Green Human Resource Management (GHRM) practices and employee retention within Kenya's Export Processing Zones (EPZs), specifically in Athi River. With workforce instability and environmental degradation being pressing concerns, the findings will help policymakers craft more informed labor and environmental policies. Evidence from this study can support the development of regulations and frameworks that encourage firms to adopt environmentally responsible HRM strategies. It also aligns with broader policy goals, including Kenya's commitment to the Sustainable Development Goals (SDGs), particularly SDG 8 (Decent Work and Economic Growth) and SDG 12 (Responsible Consumption and Production), by promoting decent work through sustainable workplace practices.

For HR practitioners and industry leaders, the study provides practical insights into how GHRM practices can serve as tools for enhancing employee retention. Many

firms within the Athi River EPZ face challenges related to high turnover, job dissatisfaction, and employee disengagement. This study demonstrates how the integration of green initiatives into HR functions such as green recruitment, training, performance management, and reward systems can foster a healthier work environment, reduce turnover intentions, and improve organizational commitment. By adopting GHRM practices, firms can not only fulfill environmental obligations but also benefit from improved staff morale, reduced hiring costs, and enhanced employer branding.

The study also holds academic value by contributing to the relatively under-explored field of GHRM in developing countries. For scholars and researchers, it offers context-specific data that adds to the theoretical and empirical understanding of how sustainable HR practices influence workforce outcomes like retention. This research helps bridge the gap between traditional HRM and sustainability-oriented HR frameworks within Kenyan industrial zones. Furthermore, it creates opportunities for future studies to explore the dynamics of GHRM across different sectors, compare regional trends, or examine its long-term organizational impact, thereby expanding the academic discourse around sustainable human resource development.

1.6 Scope of the Study

The current study focused on the effect of green HRM practices on employee retention in the Athi River Export Processing zone. The study examined four key GHRM practices; green recruitment and selection, green training and development, green performance management, and green reward management, and their effect on employee retention. This topic was chosen because of the researcher's awareness of the push for environmental conservation and the adoption of eco-friendly practices.

Operating businesses in the Athi River EPZ, mainly in the manufacturing, textile, and processing sectors, were the subject of the study. Managers and staff at these organizations were included in the target population because they are directly impacted by HRM procedures as well as workplace environments.

By concentrating on this specific location, the study captures insights relevant to Kenya’s EPZ framework while acknowledging that findings may not be fully

generalizable to other industries. The zone is of great public and scholarly interest, given its strategic importance and the number of companies it hosts. The companies range from large multinational corporations to local start-ups, and therefore, the findings of the study are likely to have a wide bearing across various organizations.

1.7 Limitations of the Study

The quality and accuracy of the responses submitted by participants may have been constrained by organizational confidentiality requirements. This was addressed by clearly informing respondents about the purpose of the study, assuring them of the confidentiality of their responses, and presenting a research permit from NACOSTI authorizing the academic research.

Another key limitation of the study was the limited availability of respondents, as the demanding work schedules of employees in the EPZs often left little time for participation in the research process. To overcome this, respondents were given sufficient time and allowed to complete the questionnaires during their breaks or off-duty hours. Additionally, the geographical dispersion of companies within the EPZ presented a logistical challenge. This was mitigated by seeking assistance from human resource managers in distributing the questionnaires to their respective employees.

1.8 Contributions of the Thesis

This study contributes to organizational practice by providing HR managers, policymakers, and employers in Kenya's Export Processing Zones (EPZs) with actionable insights on how Green Human Resource Management (GHRM) practices can enhance employee retention. The findings show that integrating sustainability into HR functions particularly through green reward management can strengthen employee commitment, boost competitiveness, and support long-term environmental and operational goals. Academically, the study adds to the body of knowledge by offering empirical evidence on the relationship between GHRM practices and retention in the Kenyan EPZ context, a setting with limited prior research, and lays a foundation for further studies in similar industrial and regional environments. A paper containing the results of this study has been published and can be used as a reference for future research and practice.

1.9 Organization of the Thesis

This research thesis was organized as follows: The first chapter introduces the study, presenting the background, problem statement, objectives, research questions, significance, scope, limitations, and definitions of key terms. Chapter Two reviews relevant literature on Green Human Resource Management (GHRM) practices and employee retention, including theoretical and empirical studies, and outlines the conceptual framework. Chapter Three describes the research methodology, detailing the research design, target population, sample size, sampling procedure, data collection methods, validity and reliability measures, data analysis techniques, and ethical considerations. Chapter Four presents and interprets the results of the data analysis, highlighting the relationship between the four GHRM practices and employee retention. Chapter Five provides a summary of findings, conclusions, recommendations for practice and policy, and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter introduces theories related to the study. It also examines the empirical literature of scholarly work on green human resource management practices and employee retention.

2.2 Theoretical Background

The theories reviewed in this section to guide this study are the Resource-Based View theory and the Social Exchange Theory.

2.2.1 Resource-Based View Theory

The Resource-Based View (RBV) theory was developed by several management scholars, notably Birger Wernerfelt (1984), Jay Barney (1991). Wernerfelt (1984) introduced the foundational idea in his article "A Resource-Based View of the Firm", while Barney (1991) is credited with popularizing the RBV perspective through his influential article "Firm Resources and Sustained Competitive Advantage" published in the Journal of Management. The RBV posits that a firm's internal resources, especially those that are valuable, rare, inimitable, and non-substitutable, are critical in achieving sustained competitive advantage. Human resources are recognized as strategic assets under this framework. In the context of Green Human Resource Management (GHRM), RBV suggests that environmentally responsible HR practices can enhance a firm's ability to attract, develop, and retain eco-conscious employees, thereby contributing to both sustainability and long-term organizational success (Barney, 1991; Renwick et al., 2013).

GHRM practices, such as green training programs, offering eco-friendly benefits, and promoting environmental awareness, can help to improve job satisfaction, organizational commitment, and employee engagement (Yong et al, 2020) which in turn improve retention rates. These practices can also improve the firm's reputation as an environmentally conscious employer, which can attract and retain high-quality employees.

RBV theory suggests that the value, rarity, and non-substitutability of an organization's resources determine its competitive strength (Singh, 2018). In this study, green HRM practices were the strategic resources and core competencies in an organization. Among these, green reward management stands out as a crucial resource, as financial and non-financial incentives for eco-friendly behavior motivate employees and enhance their dedication to the company (Tang et al., 2018). Employee retention is higher when they believe that their efforts to promote environmental sustainability are valued and acknowledged, strengthening the firm's competitive advantage (Ren et al., 2018).

Organizations develop a healthy working environment that aligns with employees' environmental values by incorporating green practices into their HRM strategies. This promotes engagement, contributing to employee satisfaction, commitment, and retention (Renwick et al., 2013). Incorporating eco-friendly behaviors into performance appraisals and goal-setting processes in firms reinforces a sustainability-driven culture that is difficult for competitors to replicate (Renwick, Redman, & Maguire, 2013). Employees who perceive that their environmental contributions are valued remain loyal to the organization (Jabbour & de Sousa Jabbour, 2016).

Organizations can leverage their unique green resources, such as environmental knowledge, eco-friendly technologies, and sustainable work culture, to attract and retain talented employees who value sustainability. The ability to create a sustainability-committed workforce through the hiring of employees whose values align with the organization's sustainability goals is a strategic resource that strengthens organizational culture (Jiang et al., 2020). Training programs that focus on environmental awareness, waste management, and sustainable practices create a skilled workforce that is difficult to imitate, providing the firm with a long-term competitive edge (Yusliza et al., 2019). For example, an organization that provides comprehensive green training programs for its employees may have a more knowledgeable and environmentally conscious workforce.

The theory also suggests that a firm's resources must be aligned with its strategy and objectives to be effective. In this context, firms that adopt green HRM practices must ensure that these practices are aligned with the business objectives (Sehnem, 2019).

For example, a firm that wants to improve its reputation as an environmentally conscious employer may want to adopt green HRM practices. RBV helps illuminate the distinctive resources and capabilities associated with Green HRM that contribute to higher employee retention rates, reinforcing that a commitment to environmental responsibility can be a strategic asset in talent retention.

Several researchers, like Yusliza et al (2019) and Haldorai, Kim & Garcia (2022), used this theory view how Green HRM practices affects organizations and the relationship between the organization and the environment. The Resource-Based View posits that Green Human Resource Management practices are sustainable and strategic resources. By fostering unique, important, and hard-to-replicate organizational abilities, GHRM enhances a company's reputation. This theory guided the researcher in assessing GHRM practices within the Athi River EPZ and examining how they may support competitive advantage through improved talent retention.

2.2.2 Social Exchange Theory

Blau (1964) proposed a theory based on the principle of an action-reaction exchange system, grounded in reward mechanisms for the exchange of value. According to Blau (1964), social exchanges involve favors that one party does to another, with expectation of returns in the future. In this context, the theory suggests that employees may be more likely to stay with a firm that practices green HRM because they perceive that the organization is investing in their well-being and that they are receiving rewards in return for their efforts.

GHRM practices inclusive of providing eco-friendly benefits, offering green training programs, and promoting environmental awareness, create a conducive working environment that promotes employee commitment and loyalty. These practices can also enhance employees' perceptions of organizational commitment to sustainability such that employees may be more likely to engage in attributes, such as higher job performance, lower turnover, and increased willingness to help coworkers.

Employees who perceive that they are receiving rewards from their organization will more likely reciprocate by staying with the company for a longer period (Islam et al., 2023). Employees may also engage in positive word-of-mouth and recommend the

company as an employer of choice to others which leads to attraction of high-quality employees (Al-Hajiri, 2020).

When organizations demonstrate a commitment to sustainability and offer opportunities to engage in environmental sustainability, employees perceive a positive exchange relationship. They feel that the organization acknowledges their environmental values. This creates a conducive work environment that promotes, employee engagement, and retention (Renwick et al., 2013).

By applying this theory, the study gains insights into the interpersonal dynamics and the reciprocal nature of the relationship between green human resource management practices and employee retention that help to illuminate how the positive contributions of GHRM practices create a social exchange that fosters commitment, and loyalty, and ultimately influences employees' decisions to remain with the organization.

The choice of Social Exchange Theory as a theoretical framework is justified by its relevance in explaining the psychological mechanisms through which GHRM practices influence employee behavior. SET provides a robust lens to examine how employees interpret and respond to organizational actions. In the context of GHRM, it helps explain why employees who perceive strong environmental values and supportive practices may feel morally and emotionally compelled to reciprocate with increased organizational commitment and reduced turnover intentions.

SET has been widely applied in human resource management research to explain various outcomes such as job satisfaction, engagement, organizational citizenship behavior, and retention. Its applicability to this study lies in its ability to capture the non-financial, relational exchanges that occur between employees and the organization, particularly concerning value-driven practices like GHRM. Therefore, SET is well-suited to support the investigation of the relationship between GHRM practices and employee retention in Kenya’s Export Processing Zones.

2.3 Empirical Literature Review

This section presents several studies that have examined the effect of Green Human Resource Management (GHRM) practices on organizational sustainability and employee retention across different industries and regions.

2.3.1 Green Human Resource Management and Employee Retention

Empirical studies across regions and industries consistently demonstrate the positive influence of these practices on employee retention. Choudhary (2024) conducted a systematic review of 204 articles sourced from Scopus, Web of Science, and Google Scholar, adhering to PRISMA guidelines. The review involved thorough screening, data extraction, and thematic analysis using NVivo 14 software. The study investigated the influence of green human resource management practices on promoting sustainable practices, employee well-being, and employee engagement. It also examined the theoretical foundations of GHRM, offering a comprehensive overview of existing literature, identifying research gaps, and outlining thematic clusters.

The findings emphasized GHRM's critical role in advancing organizational sustainability and employee welfare, concluding that green HR initiatives align closely with corporate sustainability goals by minimizing environmental impact, fostering inclusion, and strengthening social responsibility. Although the study was comprehensive in scope, it was limited to secondary data and lacked empirical validation through primary data collection, leaving a gap in context-specific and industry-specific empirical evidence. Additionally, the review's global approach overlooked localized challenges and variations in GHRM adoption, particularly in African contexts such as Kenya's Export Processing Zones (EPZs).

A study by Bhatti, Alyahya, Juhari, and Alshiha (2022) provides a shred of empirical evidence on the role of green human resource management in enhancing employee satisfaction in the Saudi Arabian hotel industry. The authors used survey questionnaires to collect data. 400 questionnaires were distributed and 210 valid responses analyzed using Partial Least Squares (PLS) analysis. Through the research findings, the researcher found that green HRM practices, including green empowerment, green recruitment, and green training, played a significant role in

increasing employee satisfaction. Engagement in green creative processes and green innovation mediates the relationship, reinforcing the positive impact of green human resource management practices on employee satisfaction. Green value strengthens the connection between green innovation and employee satisfaction. These results underscore the importance of adopting green strategies as a means to enhance employee well-being and organizational performance in the hospitality sector.

Research by Sharma & Agarwal, (2021) in the banking industry in India has explored the effect of green HRM on employee performance, organizational commitment, and job satisfaction. This study was conducted in selected private banks, from a sample size of 500 respondents. The researchers utilized primary data to assess the significance of green HR practices as an independent variable affecting organizational commitment and job satisfaction. The researcher emphasized the need for banks to integrate sustainability into HR policies to drive employee engagement and long-term success. The authors state that the successful implementation of green HR practices depends on leadership, management styles, and employee involvement, making employees central to execution. As organizations integrate environmental concerns into their operational strategies, the banking sector has recognized the need to incorporate green HRM to enhance job satisfaction and organizational commitment. The authors recommended that the banking industry incorporate eco-friendly policies aimed at enhancing its reliability and credibility, fostering greater trust among stakeholders.

Jam and Jamal (2020) focused on educational institutions in South Punjab, Pakistan. Using data collected from HR managers and heads of 150 randomly selected schools, colleges, and universities, the researcher found that GHRM practices had a statistically significant influence on employee retention through fostering a culture of environmental responsibility among staff. However, limitations such as financial constraints, time restrictions, and limited data availability were noted. The study suggested further research with a larger sample size and diverse geographical locations to enhance generalizability and explore the long-term effects of these green practices on faculty motivation and institutional performance. The study was limited due to a

small sample size and localized data, and did not include faculty or staff perspectives directly, which limits the internal validity of the findings.

Al-Hajri (2020) investigated the relationship between green human resource management practices and employee retention within Oman's pharmaceutical industry, with a particular focus on work engagement as a mediating variable. Data from 349 employees were analyzed using Smart PLS 3.2.8. The findings showed that GHRM practices had an insignificant direct impact on employee retention but significantly influenced work engagement, which in turn enhanced retention. The study highlighted the need for further investigation of the role of organizational culture in strengthening the impact of these green practices. The researchers called for an industry-wide assessment to determine whether specific green human resource management strategies (eco-friendly incentives and sustainability-linked performance appraisals) could more directly enhance retention. The study did not disaggregate or assess the individual effects of specific green HRM practices, thereby limiting practical insights for HR managers seeking to implement targeted interventions. This highlights the need for future research to examine the distinct contributions of each GHRM component to employee retention.

Islam et al. (2022) studied the moderating effect of psychological empowerment on the relationship between GHRM practices and millennial employee retention in Bangladesh's hotel industry. Based on a survey of 394 employees, findings showed that green training and rewards had the strongest impact on retention, with psychological empowerment significantly moderating this relationship. The study suggested that organizations must incorporate empowerment strategies such as participative decision-making and sustainability-driven leadership programs to enhance retention further. However, the study was limited to the hospitality sector, and future research was suggested to examine other industries to assess generalizability. Additionally, it was recommended that longitudinal studies be conducted to measure the sustainability of retention over time.

In Ghana's manufacturing sector, Suleman Tawiah & Ametorwo (2024) examined the mediating role of employee environmental commitment (EEC) in the relationship between GHRM practices, turnover intentions, and environmental sustainability.

Using SmartPLS and data from 296 respondents, the study found that EEC fully mediated the relationship between GHRM and turnover intentions while partially mediating the relationship with environmental sustainability. The study called for policy interventions to strengthen the integration of environmental commitment into HRM practices. It further recommended that firms adopt structured environmental leadership training programs and incorporate sustainability metrics into employee performance appraisals to reinforce green commitment at all organizational levels. Despite these insights, the study focused solely on mediation effects without assessing the differential impact of individual GHRM practices on retention.

In the hotel industry, Adeyefa, Adedayo, Adedipe, Adebayo & Adesuyan, (2023) investigated the impact of GHRM practices on employee retention in Nigeria. The researchers used a combination of Structural Equation Modelling (SEM) and the Relative Importance Index (RII) to analyze data collected through structured questionnaires. Results indicated that Green Recruitment and Selection (GRS) was the most effective strategy for improving employee retention, since it ensured that employees with pro-environmental values were integrated into the workforce from the outset. However, the study did not explore the long-term effects of these practices on employee satisfaction and performance. It suggested the need for longitudinal research to determine whether initial enthusiasm for green policies translated into long-term employee commitment and lower turnover rates.

Bekhit, Khaled, El Leithy, Walid, & Mahmoud (2023), conducted a study examining the impact of Green Human Resource Management (GHRM) practices on employee retention and environmental sustainability within Egypt's automotive industry. The study focused on three GHRM practices: green recruitment and selection, green training and development, and green rewards and benefits. Using a descriptive research design, the authors collected data from 70 respondents through structured surveys and semi-structured interviews. The respondents included HR managers, factory heads, and top-level management. The findings indicated that only GRB had a statistically significant effect on employee retention among the three practices. In contrast, all three practices GRS, GTD, and GRB demonstrated strong positive correlations with environmental sustainability, with GRB showing the greatest impact

and GRS the least. The study highlighted key barriers to the implementation of the named GHRM practices, mainly as lack of awareness and inadequate management support. These findings highlight the vital importance of reward systems in promoting employee retention while also supporting sustainability goals in industrial organizations. The study was limited in sample size and the narrow geographic focus restricted the extent to which its findings could be generalized to broader contexts.

Akpa, Mowaiye, Akinlabi, Babatunde, and Magaji (2022) investigated the impact of green human resource management practices and work-life balance on employee retention in hospitality firms located in Lagos and Ogun States, Nigeria. Through regression analysis, the authors found that these practices, especially in performance management and employee relations, positively and significantly affected retention. The authors recommended the adoption of eco-friendly wellness programs and sustainable work-life balance initiatives to enhance employee commitment. However, lacking a qualitative component limited the depth of insight into employees' lived experiences. They gave recommendations for future studies to adopt mixed methods to gain a more holistic understanding of employee perceptions and responses to GHRM strategies.

2.3.2 Green Human Resource Management Practices

2.3.2.1 Green Recruitment and Employee Retention

Green recruitment involves embedding environmental values into the hiring process, such as emphasizing sustainability in job descriptions and employer branding and hiring individuals who demonstrate a willingness to contribute to environmental sustainability and display sensitivity towards environmental concerns (Tang et al., 2018). Attracting top-tier talent remains a significant human resources challenge amid "war for talent" (Renwick et al., 2013).

Mourin (2024) conducted a case study on Banglalink Digital to determine the impact of green recruitment initiatives on employee retention. Using both primary data from internship observations and secondary sources such as company reports, the study analyzed Banglalink's sustainable hiring strategies. The findings revealed that green recruitment fosters employee commitment through the creation of a supportive and

eco-conscious workplace culture. The study highlighted that sustainable HRM practices contribute to Banglalink's positioning as a leader in green industry initiatives. The research recommends that companies actively promote eco-friendly work environments to enhance employee retention and satisfaction. Further studies should explore the impact of green HRM on employee performance and investigate how small and medium-sized enterprises (SMEs) can implement similar sustainable hiring practices.

Pham and Paillé (2020) carried out a comprehensive review of 22 peer-reviewed articles from 2008 to 2017 to examine how organizations incorporate green recruitment and selection (GRS) into their hiring practices. Their study examined how corporate environmental sustainability (CES) practices influence job seekers' perceptions of organizational attractiveness. The findings revealed that while some organizations incorporate green criteria into their recruitment and selection processes, others do not. Clear communication of a company's environmental values significantly enhances its attractiveness to potential employees. The study identified four key mediators that shape job seekers' perceptions of green organizations: perceived organizational green reputation, expected pride, perceived value fit, and expectation of favorable treatment. Five other moderators were found to influence the strength of these relationships: pro-environmental attitudes, socio-environmental consciousness, the job seekers' desire to make a meaningful impact, environmental certification, and job seekers' environmental expertise. The study recommended that companies embed sustainability messaging into their recruitment strategies and highlighted the need for further research on long-term effects of green hiring. It also calls for future studies to investigate green recruitment practices across specific industries.

In a similar study conducted by Mwita and Malangalila (2018), they examined the effect of green recruitment and selection procedures on the performance of processing industries in Tanzania. The researchers concluded that these practices attracted qualified candidates. A positive correlation existed between green recruitment practices and organizational performance. This study's objective was to determine whether these practices attract a larger pool of high-quality job candidates. This

highlights the necessity of establishing regulatory bodies to ensure the adoption of green practices within organizations.

2.3.2.2 Green Training Practices and Employee Retention

In Jordan's hotel and tourism sector, Judeh and Khader (2023) explored the effect of green training practices on employee behavior and retention. Analyzing primary data from 287 employees in tourism-related firms listed on the Amman Stock Exchange, the study found a strong positive connection between green training initiatives and employee retention. It highlighted that sustainability-focused training programs contribute to job satisfaction and long-term commitment. Additionally, the research identified job delight as a mediator, indicating that when employees derive satisfaction from green work practices, they are more likely to stay. While the study confirmed the positive effect of green training, it called for further research to explore ways to maximize job delight.

Olaiya and Olaosebikan (2022) carried out an empirical investigation on how of green training and development affect environmental sustainability in manufacturing companies in Nigeria. Specifically, they examined the mediating effect of employee pro-environmental behavior on the relationship between green training initiatives and sustainability outcomes. Data were collected from 127 employees at a manufacturing company in Lagos, Nigeria. The findings revealed that green training and development had a significant impact on environmental sustainability. The study showed that employee pro-environmental behavior served as a mediator, emphasizing the importance of cultivating such behavior through green training programs. It also suggested that such initiatives could improve employee engagement and retention.

Karmoker, Zannat, and Roy (2020) examined the connection between green human resource management practices and employee green behavior within the hospitality sector in Khulna, Bangladesh. Their study aimed to assess whether green HRM initiatives influence employees' environmentally responsible actions. Using both qualitative and quantitative methods, they collected data from employees in various hotels. Findings indicated that organizations implementing structured green training programs experienced increased employee engagement in sustainable workplace

behaviors. However, a gap was noted in the long-term effectiveness of such programs, highlighting the need for continuous reinforcement of green practices.

Jabbour (2017) explored the effect of green training programs on employee retention in Brazilian firms. Using a mixed-methods approach, the researcher collected primary data from 400 employees and conducted interviews with HR managers. The results indicated that employees who received structured green training were more likely to remain with their employer. The researcher found that green training improved employees' technical knowledge and also fostered a sense of belonging to an environmentally responsible organization. The study recommended that firms integrate sustainability topics into their onboarding processes and offer continuous learning opportunities to reinforce green behaviors and reduce employee attrition.

2.3.2.3 Green Performance Management and Employee Retention

Sadek and Karkoulian (2024) investigate the role of Green Performance Appraisal (GPA) as an aspect of green performance management in enhancing organizational sustainability (OS) within Lebanese firms, emphasizing its influence on Employee Green Behavior (EGB). Their study, utilizing Partial Least Squares Structural Equation Modelling (PLS-SEM) and survey data from firms registered in the local chamber of commerce, reveals that GPA significantly contributes to fostering EGB, which in turn partially mediates the relationship between GPA and OS. Additionally, the study identifies Green Knowledge Usage (GKU) as an important moderating factor that strengthens the relationship between EGB and OS, demonstrating the importance of knowledge application in achieving sustainable organizational outcomes. Despite some limitations, such as a restricted sample size and cross-sectional data, the findings offer theoretical and practical implications for advancing Green Human Resource Management (GHRM) practices. The research highlighted the necessity for organizations to integrate sustainability-focused performance evaluations and invest in employee training to cultivate environmentally responsible behaviors, ultimately reinforcing long-term sustainability efforts.

Jibril and Yeşiltaş (2022) explored the impact of talent management practices on achieving sustainable competitive advantage (SCA) in five-star hotels in the Turkish Republic of Northern Cyprus (TRNC), focusing on the mediating effect of employee

satisfaction. Data was collected from 368 employees across 14 five-star hotels using a validated questionnaire and analyzed using bootstrapping, Mplus, and SPSS. The results showed that while talent development practices had no impact on the hotels' SCA, other talent management practices, like green performance management practices, such as setting environmental targets, monitoring environmental performance, and rewarding environmental achievements, were positively associated with employee retention. The results offer valuable insights for hotel industry stakeholders and can guide efforts to build more attractive workplaces and enhance employee commitment to sustainable service. The study also suggested that future research expand the sample to three and four-star hotels and explore the perspectives of hotel owners or top managers for a more comprehensive understanding of the organizational limits of talent management policies.

2.3.2.4 Green Reward Management and Employee Retention

Green reward management integrates sustainability-oriented incentives into HRM systems to encourage environmentally responsible behaviors (Saeed et al., 2018). Organizations use rewards, such as bonuses, recognition programs, career development opportunities, and eco-friendly benefits, to promote a culture of sustainability. Several studies have examined the relationship between green reward management and employee retention, employing diverse methodological approaches to assess its impact.

In a study focusing on the Nigerian food and beverage industry, Eno et al. (2024) investigated how green reward management practices impact employee performance, which consequently affects retention. Data were collected from 240 employees working in companies with sustainability initiatives using a cross-sectional survey design. Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to assess the effect of both financial and non-financial green rewards on employee outcomes. The results confirmed that both types of green rewards positively influenced employee performance, which subsequently improved job satisfaction and retention.

Similarly, Wicaksari, Saputra, and Rahmah (2024) examined the impact of Green Quality of Work Life (GQWL), green employee engagement (GEE), and green

rewards (GR) on green employee retention among employees of small and medium-sized enterprises (SMEs) in Indonesia. The researcher employed a quantitative approach, sampling 204 respondents through quota sampling, with data collected via online questionnaires. Structural Equation Modeling using PLS version 4 was used for data analysis, incorporating validity and reliability tests such as the Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio. Findings indicated that GQWL did not have a significant effect on GER, while both GEE and GR had a statistically significant positive influence. The study contributes theoretically by applying financial motivation theory, highlighting the potential of financial rewards and skill development in enhancing retention. Practically, the study recommended salary adjustments and investment in employee training as key strategies to improve green retention outcomes within SMEs.

Syal, Rosnani, Daud, Kalis, & Hendri (2024) investigated the effect of rewards and work-life balance on employee retention on Generation Z employees with job satisfaction serving as the mediating variable in private trade organizations in West Kalimantan, Indonesia, . The study adopted an explanatory quantitative design and applied Structural Equation Modeling (SEM) using AMOS 24 to analyze data. 219 Gen Z employees aged 18–26 years, each with at least of six months' work experience, were purposively sampled to participate. Findings revealed that both rewards and work-life balance had a statistically significant effect on employee retention and job satisfaction. Job satisfaction significantly mediated the relationship between the independent variables (rewards and work-life balance) and employee retention. The study highlighted the importance of addressing generational needs, particularly for Gen Z, and emphasizes the role of job satisfaction in enhancing retention through well-structured reward systems and work-life balance initiatives.

A similar study was conducted in Egypt's automotive industry by Bekhit et al. (2023), who investigated the role of green rewards in retaining employees. The researchers applied a quantitative approach, collecting primary data from 398 employees working in environmentally conscious automotive firms. Multiple regression analysis was used to assess the relationship between green rewards, job satisfaction, and retention. The researchers found that employees remain with organizations that actively recognized

and rewarded sustainability efforts, emphasizing that green HRM policies should be integrated into broader talent management strategies to ensure long-term employee retention.

Similarly, Prajogo and Dhewanto (2020) explored green HRM practices in Indonesia's manufacturing sector, focusing on the role of green rewards in improving employee motivation and retention. This study adopted a mixed-methods approach, incorporating surveys and interviews with 450 employees across sustainability-focused companies. The quantitative data was analyzed using regression analysis, while qualitative insights provided a deeper understanding of employees' perceptions of green incentives. The results highlighted that rewarding environmental performance directly contributed to job satisfaction, which in turn improved retention rates. Career progression opportunities linked to green performance were most effective in motivating employees to stay with these organizations.

Sharma and Agarwal (2021) explored the effect of green reward management on employee retention within India's manufacturing sector using a quantitative approach. Structured questionnaires were used to collect primary data from 312 employees working in manufacturing firms that had adopted sustainability policies. Structural Equation Modeling (SEM) was applied to assess both the direct and indirect impacts of green rewards on retention. The results revealed a significant positive relationship, indicating that employees who received green incentives showed increased motivation and stronger commitment to sustainability efforts, ultimately leading to lower turnover intentions.

Expanding the scope across industries, Wen et al. (2018) examined the relationship between green incentives and employee turnover intentions using a longitudinal research design. Data spanning three years was collected from 785 employees across organizations that had adopted green HRM policies, providing insights into the long-term impact of sustainable human resource practices. Through hierarchical regression analysis, the study revealed that higher perceptions of green incentives were associated with lower turnover intentions. Additionally, environmental values and perceived organizational support for sustainability emerged as significant mediating

factors, reinforcing the idea that employees will remain committed when they view the organization's environmental initiatives as meaningful and well-supported.

2.4 Conceptual Framework

Figure 2.1 illustrates the relationship between the independent and dependent variables. In this framework, the independent variables are the four dimensions of Green Human Resource Management (GHRM) practices: Green Recruitment and Selection, Green Training and Development, Green Performance Management, and Green Reward Management. The dependent variable is Employee Retention. The framework assumes that the implementation of environmentally responsible HRM practices creates a positive social exchange between the organization and its employees, thereby enhancing employee retention. The figure below visually represents these hypothesized relationship.

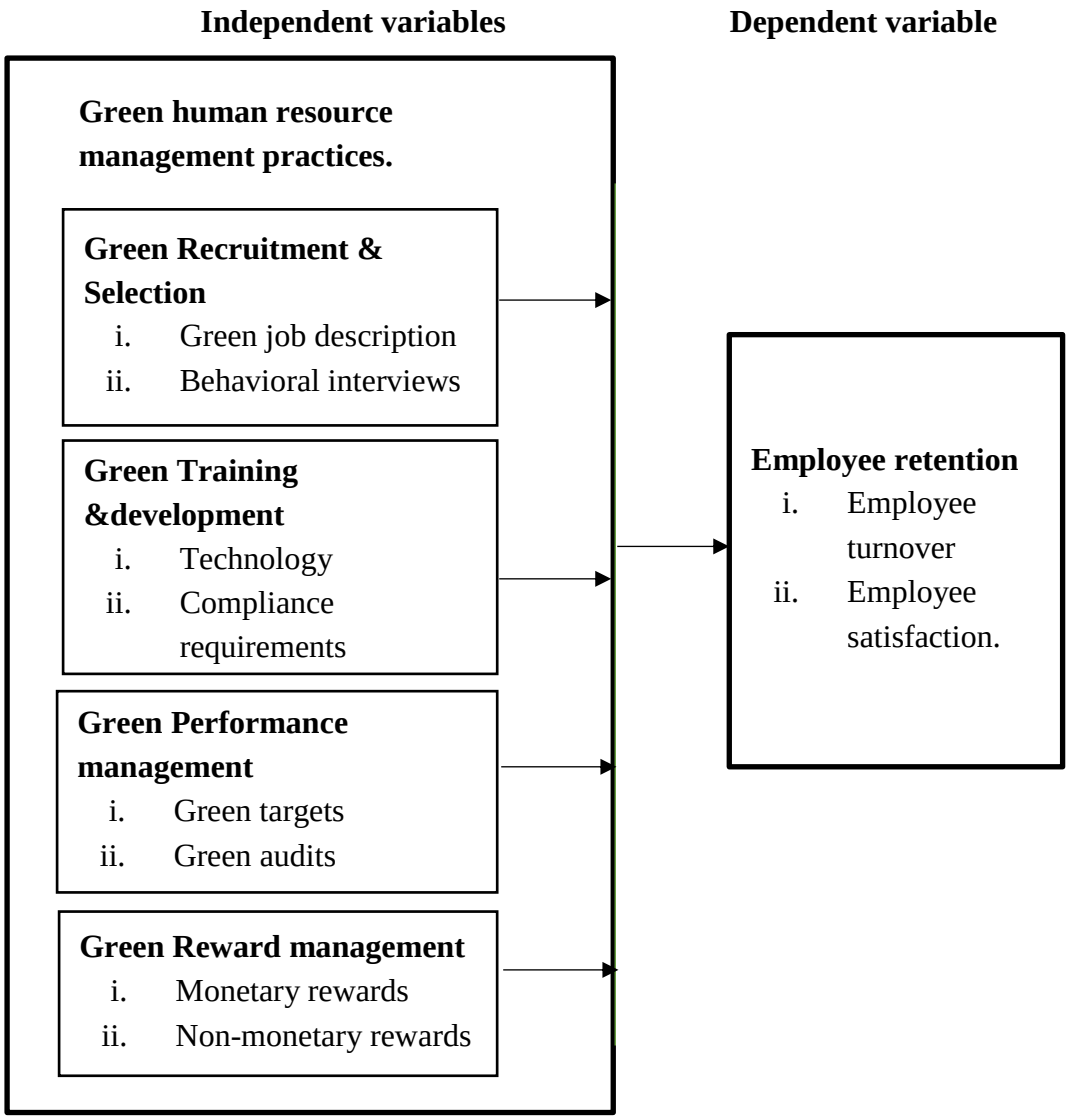


Figure 2.1: Conceptual Framework

2.4.1 Green Recruitment and Selection

Green Recruitment and Selection involves attracting and hiring individuals whose personal values and professional expertise correspond with the organization's sustainability objectives.These practices are expected to attract individuals whose values match the organization's sustainability values. Employees who join organizations with a strong sustainability orientation often develop a stronger sense of purpose and belonging, leading to greater job satisfaction and retention. Studies indicate that organizations that recruit employees with sustainability values experience

lower voluntary turnover; as such, employees exhibit stronger organizational commitment to workplaces that align with their ethical and environmental concerns (Zaid et al., 2021).

2.4.2 Green Training and Development

Green Training and Development aims to provide employees with necessary skills and knowledge to adopt environmentally responsible work practices. Programs covering areas such as eco-friendly production, waste reduction, resource efficiency, and energy conservation help employees align with the organization's sustainability goals. According to Pham et al. (2020), companies that prioritize ongoing development often see better employee retention, as workers perceive these opportunities as avenues for advancement within the firm. Well-designed green training initiatives enhance employees' environmental competencies and boost their job satisfaction and overall well-being, contributing positively to retention.

2.4.3 Green Performance Management

Green Performance Management involves incorporating sustainability objectives into employee performance evaluations and feedback systems. This approach ensures employees are held accountable for their productivity and for their contributions to the organization’s environmental goals. Regular performance appraisals that assess employees’ adherence to green policies and their active participation in sustainable practices provide a structured way to reinforce an organization's commitment to environmental responsibility. Transparent feedback mechanisms for green initiatives create a culture of continuous improvement, thus improving job satisfaction and long-term commitment (Jackson et al., 2020).

2.4.4 Green Reward Management

Rewarding employees for environmentally responsible behaviors can create positive reinforcement. Organizations that acknowledge employees for contributions to environmental initiatives, such as energy conservation, waste reduction, or sustainable production practices, foster a sense of purpose and belonging among workers. Monetary rewards (e.g. incentives and bonuses) and non-monetary rewards such as promotions, public recognition and career advancement opportunities create a positive association between sustainability efforts and career growth. Empirical evidence

suggests that reward systems aligned with corporate social responsibility (CSR) and sustainability goals enhance employee satisfaction and strengthen emotional attachment to the organization (Ren et al., 2021).

2.5 Summary

Global studies have shown that Green Human Resource Management (GHRM) practices positively influence employee retention; however, empirical evidence on their implementation and effectiveness within the Kenyan context remains scarce. In the Athi River Export Processing Zone (EPZ), while certain companies are incorporating environmentally sustainable infrastructure, the extent to which these efforts are aligned with strategic HR practices is not well established. Many organizations adopt green HR policies primarily to meet regulatory requirements, often implementing them superficially to enhance corporate image rather than to improve actual workplace conditions (Ren et al., 2018). Employees may therefore fail to experience the direct benefits of such initiatives, particularly when they do not result in meaningful enhancements to health, safety, or job security (Chaudhary & Chaudhary, 2023).

Existing studies did not examine the influence of GHRM practices on retention at the micro level. The tendency to treat GHRM as a monolithic construct limits practical relevance, as few studies assess the individual impact of distinct practices such as green training, performance management, or reward systems on employee retention. Additionally, the limited sample sizes and narrow geographic scopes in prior studies constrain the generalizability of findings to diverse industrial settings, including Kenya's EPZs.

Addressing employee retention in zones like Athi River EPZ requires a more nuanced and holistic approach that embeds environmental sustainability in HR strategies and ensures improved working conditions, equitable compensation, and job security (Fitri, 2024). Without a genuine and integrated commitment to these areas, GHRM initiatives are unlikely to yield significant retention outcomes, underscoring the need for localized, context-driven research.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology used to examine the effect of Green Human Resource Management (Green HRM) practices on employee retention. It offers an in-depth account of the research design used, data collection procedures, and methods adopted to meet the study's objectives and to ensure the reliability and validity of the findings.

3.2 Research Design

This study adopted a descriptive research design. According to Mchopa (2021), descriptive research design aims to systematically describe a population, situation, or phenomenon by observing and collecting data, focusing on what, where, when, and how. Its primary goal is to provide an accurate picture of the subject under investigation (Sirisilla & Sirisilla, 2023). This research design emphasizes the identification of characteristics, patterns, and trends within a population or phenomenon. The collected data is analyzed to identify patterns, trends, and relationships (Singh, 2023). Descriptive research is widely applied across various fields, including market research, social sciences, and public health, to gain valuable insights into populations, behaviors, and trends (Dehalwar & Sharma, 2023). This method allows researchers to collect a large amount of data efficiently, making it ideal for studying broad populations or diverse groups (Metallinos-Katsaras & Beto, 2024)

3.3 Target Population

A target population is defined as the elements from which a sample is drawn (Omair, 2014). In this study, the target population comprised 56 operational enterprises with the unit of observation as employees working in operational EPZs within the Athi River Export Processing Zone: an estimated workforce of 20,000 employees (EPZA, 2022). The study focused on personnel involved in HRM-related functions including HR officers, managers and employees directly affected by Green HRM practices.

3.4 Sample Size and Sampling Technique

Ahmed, (2024) suggest that the sample size should be determined based on the level of confidence in data, desired margin error, the specific analysis planned, and the population size from which a sample was drawn. The researcher used Cochran's formula for sample size determination due to its simplicity, flexibility, and ability to adjust for large populations (Nanjundeswaraswamy & Divakar, 2021), making it ideal for this study.

$$\boldsymbol{n_0 = \frac{z^{2p(1-p)}}{e^2}}$$

Substituting into the formula:

$$n_0 = \frac{(1.96)^2\,(0.5)(1-0.5)}{(0.05)^2} = 3.8416 * \frac{0.25}{0.0025} = 384.16$$

So, for a large population, the initial sample size is 384.

Since the population was 20,000 and not infinitely large, the researcher applied the finite population correction:

$$n = \frac{n_0}{1 + (n_0 - 1)/N}$$

Where:

- n_0=384 (initial sample size)
- N=20,000 (population size)

Final Sample Size: 377

This study employed a stratified random sampling technique. This method is preferred to remove prejudice due to the study's quantitative nature and ensure fair representation across departments (Mweshi, & Sakyi, 2020). A representative samples and a sampling frame of 377 employees was structured through stratified random sampling with the help of EPZA authorities. Approximately 377 participants were

selected, based on their involvement with Green HRM practices. Collaboration with EPZA management facilitated access and ensured a representative sample.

This methodology ensured that every member of the target population had an equal opportunity to be selected for inclusion in the sample (Willie, 2024).The researcher proportionally sampled the sample size for each department, ensuring that the representation of each department in the sample was proportional to its share of the total population. Adjustments were made to set a minimum threshold for smaller departments to ensure meaningful representation while rounding was applied for simplicity.

Table 3.1: Population and Sample Distribution by Department

Department	**Estimated Workforce (%)**	**Estimated Workforce**	**Sample Size (n=377)**
Human Resource Management (HRM)	10%	2,000	38
Production	40%	8,000	151
Quality Assurance	15%	3,000	57
Administration	10%	2,000	38
Finance & Accounts	5%	1,000	19
Logistics & Supply Chain	10%	2,000	38
Maintenance & Engineering	10%	2,000	38
Total	100%	20,000	377

3.5 Data Collection Instrument

The researcher employed a structured questionnaire as the primary data collection instrument, organized into three sections: A, B, and C. Section A gathered demographic information from participants. Section B focused on the independent variables, which included green recruitment and selection, green training and development, green performance management, and green reward management. Section C addressed the dependent variable, employee retention. The questionnaire consisted of closed-ended items measured on a five-point Likert scale, allowing

respondents to select predefined answers. It was designed for self-administration, requiring no direct involvement from the researcher during completion.

The researcher employed questionnaires as the primary data collection instrument due to their suitability for collecting standardized data from a large sample in a cost-effective and time-efficient manner. Questionnaires were ideal for quantitative research as they facilitated the collection of structured and measurable data that was statistically analyzed. The use of mainly closed-ended questions ensured consistency in responses, which enhanced the reliability and comparability of the data. Questionnaires helped to minimize interviewer bias and allowed respondents the privacy and flexibility to provide honest and unbiased answers, particularly on sensitive workplace-related topics.

3.6 Data Collection Procedure

The researcher employed the drop-and-pick method for questionnaire administration due to its suitability in the busy and structured work environment of the Export Processing Zones (EPZ). This method allowed respondents adequate time to complete the questionnaires at their convenience without disrupting their work schedules. It also improved response rates by enabling the researcher to personally deliver the questionnaires, briefly explain the study, and assure confidentiality, thereby encouraging participation. Compared to online or postal methods, drop-and-pick was more practical and reliable within the EPZ context, where access to digital platforms may be limited. Respondents completed filled questionnaires independently without the researcher's involvement. This study collected primary data only based on the nature of the variables and the information that was relevant for the study.

3.7 Pilot Study

The researcher conducted a pilot test to examine the nature of responses in determining the clarity of the instrument. According to Mchopa (2021), the pre-test sample size should range from 1% to 10% of the target population. The objective of the pilot study was to evaluate the clarity and effectiveness of the data collection instrument, refine data collection methods, and assess participant recruitment feasibility within the Export Processing Zone (EPZ).

The pilot study involved a sample of 30 EPZ employees who were not involved in the main study. This represented about 8% of the target population which was acceptable because it falls within the range of 1% to 10 % according to Mchopa, (2021). This sample size was chosen as it is sufficient for testing the effectiveness and reliability of the research instrument while being manageable within the limitations of time and resources. By selecting participants who were not part of the main study, the researcher ensured that the pilot study results did not influence the main study's results. This pilot phase allowed refinement of the instruments, ensuring they were suitable for the main data collection procedure and minimizing potential issues that could arise during the larger study.

3.8 Instrument Validity and Reliability

Validity pertains to the extent to which a study accurately measures its intended parameters (Zohrabi, 2013). Various types of validity exist, including face, content, criterion, and construct. The validity of the questionnaire was established through construct validity and was done by experts in the field. The experts examined the items and decided what each item was intended to measure. They assessed whether the questionnaires would aid in demonstrating the effect of green human resource management practices on employee retention in the Athi River EPZ Kenya. This information was used to improve the data collection instrument.

Reliability is the consistency and stability of a measure over time and across different researchers or settings. Reliability was attained when respondents consistently provided the same responses to the same questions. The reliability of an instrument increases with the degree of consistency in repeated measurements of a characteristic.

To assess the reliability of the research instrument, internal consistency method was applied using Cronbach's Alpha coefficient. This statistical measure, which ranges from 0 to 1, reflects the degree of consistency among items, with higher values indicating stronger reliability. The questionnaire, consisting of 20 items rated on a five-point Likert scale, was completed by the participants. The results demonstrated acceptable internal consistency (Cronbach's $\alpha = 0.783$) and validated the construct validity of the research instrument (Lee et al., 2020).

Items yielding an alpha coefficient of 0.7 or higher are deemed reliable and suitable for inclusion in the study (Adamson & Prion, 2013). If an item yields a lower coefficient, the researcher reviews the questionnaire to identify and rectify any errors. Subsequently, the reliability test was rerun until it had a coefficient of 0.7 or above. The table below presents the reliability test results for the different constructs in this study.

Table 3.2: Reliability test for the pilot study

Variable	Cronbach's Alpha	Number of Items	Cases
Green Recruitment and Selection	0.829	4	30
Green Training and Development	0.755	4	30
Green Performance Management	0.773	4	30
Green Reward Management	0.796	4	30
Employee retention	0.761	4	30
Aggregate	0.783		

3.9 Data Analysis and Presentation

Data analysis describes and summarizes data in a meaningful way using statistical methods (Mertler et al., 2021). After collecting the filled questionnaires, the researcher reviewed the raw data for errors or omissions. The research data collected were then coded, classified, and entered into the appropriate statistical program (SPSS version 25) to facilitate analysis, ensuring accuracy and consistency.

To analyze the quantitative data, the researcher employed both descriptive and inferential statistics. Descriptive statistics included mean scores, percentages, and standard deviation. Inferential statistics (Correlation and regression analyses) were used to examine relationships among constructs and test hypotheses. Before conducting inferential analysis, a multicollinearity test was carried out using the Variance Inflation Factor (VIF) to test the independence of the variables.

Inferential statistics included Pearson's correlation analysis, which measured the strength and direction of relationships between variables, and multiple regression analysis, which determined the impact of Green HRM practices on employee retention.

This subsequent multiple linear regression function was specified for this study.

$$\boldsymbol{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e}$$

Y represents the dependent variable (employee retention), β0 denotes the regression coefficient (constant/Y-intercept), while β1, β2, and β3 stand for the independent variables' coefficients.

x_1: Green recruitment and selection

x_2: green training and development

x_3: green performance management

x_4: green reward management

ε: error term

These analyses provided empirical insights into the effect of Green HRM practices on employee retention within the EPZs, Athi River, Kenya.

3.10 Ethical Issues

The researcher sought an introductory letter from Murang'a University of Technology. The researcher also sought a research permit from the National Council for Science, Technology, and Innovation (NACOSTI). The researcher also obtained approval from the EPZA to gather data from EPZs within the Athi River zone. The researcher sought permission to collect data from the sampled population, stating the relevant information that included study objectives and informed respondents that study participation was voluntary. Additionally, ethical considerations such as obtaining consent from the respondents and ensuring data confidentiality, voluntary

participation and anonymity. Finally, the researcher gave the true and correct position of the findings of the study without any manipulation.

3.11 Summary

This chapter presents the research methodology used to examine the effect of Green Human Resource Management practices on employee retention in Athi River EPZs. It outlines the research design, target population, and the sampling procedure. The chapter details the data collection process using structured questionnaires. It also discusses the validity and reliability measures, as well as the ethical considerations observed during the study.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the study based on the data collected and analyzed. The results are organized into demographic analysis, descriptive analysis of the variables, inferential statistics, and a discussion of the findings.

4.2 Response Rate

The researcher distributed 377 questionnaires to employees working in the Athi River EPZ zone in Kenya, out of which 32 were not returned, 60 were spoilt and incomplete, while 285 were filled, yielding a response rate of 75.56%, which meets the 60% threshold recommended by Sataloff and Vontela (2021) for reliable survey data.

Table 4.1: Response rate

Description.	Value.
Target sample size	377
Complete questionnaires	285
Response rate (%)	75.56%

4.3 Demographic Analysis

The demographic characteristics of the respondents provide a profile of the sample used in the study. These include age, gender, educational background, and years of experience in the current organization.

4.3.1 Age

The respondents' age distribution is summarized in Table 4.2. The largest group of respondents (34%) was aged 25-34 years, followed by those aged 35-44 years (27.4%) and 45-54 years (24.2%). Respondents aged 18-24 years constituted 11.2% of the sample, while those aged 55 and above accounted for 3.2%. Most respondents were in their prime working age (25-54). The population of employees aged 18-44 makes up over 70% of the population in the Athi River EPZ zone, which aligns with data on workforce projections by 2035 (McCridle, 2021), as shown in Table 1.

Table 4.2: Age

Age	Frequency	Percentage
18-24	32	11.2
25-34	91	34.0
35-44	78	27.4
45-54	69	24.2
55 and above	9	3.2
Total	285	100.0

4.3.2 Gender

Table 4.3 illustrates the gender distribution of the respondents. Male participants constituted 50.5% of the sample, females made up 38.9%, and those identifying as other represented 10.5%. Other in this case are individuals who prefer not to disclose their gender. This distribution reflects a relatively balanced gender representation.

Table 4.3: Gender

Gender	Frequency	Percentage
Male	144	50.5
Female	111	38.9
Other/prefer not to say	30	10.5

4.3.3 Educational Background

The educational background of respondents is detailed in Table 4.4. Most respondents held either a diploma (33%) or a bachelor's degree (33.3%), followed by those with certificates (16.8%) and high school education (5.6%). Respondents with postgraduate qualifications (master's/doctorate) accounted for 11.2%.

Table 4.4: Educational Background

Education background	Frequency	Percent
High school	16	5.6
Certificate	48	16.8
Diploma	94	33.0
Bachelor's degree	95	33.3
Masters/doctorate	32	11.2
Total	285	100.0

4.3.4 Years of Experience in the Current Organization

Table 4.5 summarizes the respondents' years of work experience in their current organization. The majority (49.1%) have had 1-3 years of experience, followed by 28.1% with 4-6 years. Respondents with less than one year and those with 7-9 years of experience constituted 11.2% and 11.6%, respectively. This pattern suggests that employee retention beyond the 3-year mark is relatively low, pointing to potential challenges in long-term retention. Most participants had sufficient tenure and were in a position to provide informed responses on employee retention.

Table 4.5: Experience in years

Experience	Frequency	Percent
Less than 1year	32	11.2
1-3years	140	49.1
4-6 years	80	28.1
7-9 years	33	11.6
Total	285	100.0

4.4 Diagnostic Test

A multicollinearity test was performed before conducting regression analysis to evaluate the independence of the variables. This test aimed to determine whether the independent variables were highly correlated in the regression model. Multicollinearity can distort the estimated regression coefficients, complicating the identification of each predictor's unique effect on the dependent variable. To detect multicollinearity, the Variance Inflation Factor (VIF) and Tolerance values were assessed.

Tolerance measures the proportion of variance in an independent variable that is not explained by other independent variables, with values below 0.1 indicating potential multicollinearity issues (Kyriazos & Poga, 2023). VIF (Variance Inflation Factor) quantifies the variance of a regression coefficient inflated due to multicollinearity, with values greater than 10 suggesting a serious multicollinearity problem (Özkale, 2021). The results of the multicollinearity test are presented in the table below.

Table 4.6: Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	**VIF**
1	(Constant)		
	Green recruitment and selection	.458	2.181
	Green training and development	.777	1.288
	Green performance management	.532	1.880
	Green reward management	.860	1.163

a. Dependent Variable: Employee retention

The results indicated that all Tolerance values are above 0.1 and all VIF values are below 5, suggesting that multicollinearity is not a significant concern in this regression model. The highest VIF value observed is 2.181 (for RSQS), which is well below the threshold of 10, which indicates no severe multicollinearity according to Frost, (2017) who indicated that VIFs between 1 and 5 suggest that there is a moderate correlation, but not severe enough to warrant corrective measures.

4.5 Descriptive Analysis

Descriptive statistics summarize responses related to green recruitment and selection, green training and development, green performance management, green reward management and employee retention. Responses were recorded using a five-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree). The results are summarized using percentages, mean scores (M), and standard deviation (SD).

4.5.1 Green Recruitment and Selection

Table 4.7 presents the descriptive analysis for the variable in which respondents indicated their level of agreement with statements on green recruitment and selection.

Table 4.7: Descriptive analysis on green recruitment and selection

Statements on GRS	N	Mean	Std. Dev
The organization's commitment to green initiatives was emphasized during the recruitment and selection process	285	3.25	1.133
The organization effectively considered candidates' alignment with green values during the recruitment process	285	3.51	1.064
The organization's commitment to sustainability significantly influenced my decision to join the company	285	4.28	.450
Sustainability orientation was conducted when I joined the organization	285	4.06	.625
		3.78	**.818**

Table 4.7 shows that most organizations in the Athi River EPZ zone are committed to sustainability, attracting employees. They considered recruiting candidates aligned with green values (mean=3.51, SD=1.064) since the organization's commitment to green initiatives was emphasized during recruitment (Mean=3.25, SD=1.133) and sustainability orientation was conducted (Mean=4.06, SD=0.625). The majority of employees agree that the incorporation of green recruitment and selection practices attracted them to their organization, influencing their decisions to join (mean=4.28, SD=0.450).

From the findings, the researcher notes that the organizations in the Athi River EPZ region have demonstrated a commitment to sustainability, which played a crucial role in attracting employees. By recruiting candidates aligned with green values and incorporating sustainability orientation programs, these organizations enhanced their appeal to prospective employees. The majority of respondents affirmed that green recruitment and selection practices influenced their decision to join their respective organizations, reinforcing the strategic value of sustainability in talent acquisition.

From the findings it's notable that most organizations in the Athi River EPZ are using green recruitment and selection practices to attract employees who value sustainability. Candidates join these organizations because they openly show their

commitment to green values, especially since it is emphasized during recruitment and reinforced through sustainability orientation. The high agreement levels suggest that such practices do not just attract talent, they also align employee and employer values, which can improve job satisfaction and encourage retention in the long run.

4.5.2 Green Training and Development

Table 4.8 shows the descriptive analysis for the variable where the respondents indicated their level of agreement with the statements on green training and development.

Table 4.8: Descriptive statistics on green training and development

	N	Mean	Std. Dev
Statements on green training and development			
The organization has provided training programs specifically focused on environmental sustainability	285	3.88	1.053
I perceive the organization's investment in green training and development as a sign of its commitment to my professional growth and job satisfaction	285	3.94	.917
I have observed significant changes in my behavior and work practices as a result of the green training programs	285	3.84	.829
Access to green technology and compliance training has developed my green skills	285	3.88	.998
		3.89	**.949**

Table 4.8 highlights the role of green training and development in promoting sustainability and enhancing employee retention in the Athi River EPZ. Most employees confirmed the availability of environmental training programs (Mean = 3.88), within the EPZs. This shows that organizations are making progress in integrating sustainability into staff development. A significant number of respondents also felt that the organization’s investment in green training demonstrated a commitment to their growth and job satisfaction (Mean = 3.94, SD = 0.917). These training programs appear to influence employee behavior positively (Mean = 3.84)

since employees appreciated access to green technology and compliance training (Mean = 3.88), which supports the development of green skills.

The researcher notes that green training and development practices are well-established in Athi River EPZ firms. These findings point to the fact that green training is not just a checkbox activity but a driver of mindset shifts, enhanced capacity, and stronger alignment with organizational sustainability goals. When employees feel empowered and supported in these areas, their likelihood of staying with the organization increases, making green training an essential part of long-term retention strategies in the EPZ context.

4.5.3 Green Performance Management

Table 4.9 shows the descriptive analysis for the variable where the respondents indicated their level of agreement with the statements on performance management.

Table 4.9: Descriptive statistics on green performance management

Statements on green performance management	N	Mean	Std. dev
The organization sets green targets for employees that align effectively with its environmental objectives	285	3.83	.692
The organization conducts green audits that measure my contributions to environmental sustainability	285	3.89	.570
The integration of green targets and green audits in performance management fosters a strong sense of responsibility and commitment to environmental goals	285	3.83	1.018
The organization has provided transparent feedback mechanisms for green initiatives	285	3.94	1.024
		3.88	**0.826**

The findings in Table 4.9 show that employees largely recognized the alignment of green targets with environmental objectives (mean=3.83). The low variation in

responses suggest a shared understanding of the green targets. However, a small group of employees expressed neutral or negative views, indicating gaps in the clarity of the relevance of these green targets.

Green audits, which measured individual contributions to environmental sustainability, received a mean score of 3.89, and respondents viewed them positively. The minimal variation in responses reflects strong confidence in the organizations' audit practices as a reliable tool for assessing environmental efforts. This highlights the effectiveness of these audits in fostering accountability and tracking progress toward sustainability goals.

When evaluating whether integrating green targets and audits fosters responsibility and commitment, the mean score of 3.83 and a higher standard deviation of 1.018 suggest mixed experiences. While most employees agree that these practices drive accountability, the variation in responses points to differences influenced by factors such as roles, departments, organizations, or the way these practices are communicated and implemented.

The organizations provided transparent feedback mechanisms for green initiatives (mean 3.94, standard deviation 1.204). These statistics showed that green performance management practices played a critical role in aligning employee efforts with sustainability goals, fostering accountability, and enhancing job satisfaction. Consistent implementation, effective communication, and equitable application of these practices are essential to maximizing their effect on organizations.

From the findings, the researcher observed that green performance management is a key component of sustainability efforts within organizations in the Athi River EPZ region. By setting green targets, conducting audits, and providing transparent feedback, organizations reinforce employee accountability and commitment to environmental objectives. These practices promote sustainability and enhance employee engagement in green initiatives.

4.5.4 Green Reward Management

Table 4.10 shows the descriptive analysis for the variable where the respondents indicated their level of agreement with the statements of green reward management.

Table 4.10: Descriptive statistics on green reward management.

Statements on green reward management practices	N	Mean	Std. Dev
The organization acknowledges employees' contributions to environmental initiatives	285	3.84	.942
Positive environmental contributions are rewarded monetarily(incentives and bonuses) and non-monetarily(recognition)	285	4.05	.403
Green reward management initiatives contribute to a sense of belonging within the organization	285	4.22	.534
Green Incentives offered by the organization have influenced your decision to stay	285	4.28	.653
		4.10	**.633**

The descriptive statistics on Table 4.10 provide clear evidence that Green Reward Management (GRM) practices are visible and valued by employees working in the Athi River EPZs. The consistently high mean scores across the items reflect a workforce that perceives its organizations as genuinely recognizing and rewarding environmentally responsible behavior. This suggests a growing alignment between individual employee values and organizational sustainability goals.

83.49% of the respondents agreed that environmental contributions were rewarded monetarily and through non-monetary means such as recognition. The fact that most respondents also agreed that green rewards foster a sense of belonging (Mean = 4.22) further emphasizes that GRM can strengthen employees' emotional and psychological connection to the organization. Green incentives also influenced their decision to stay with the organization (Mean = 4.28, SD = 0.653), highlighting that employees are no longer driven solely by traditional compensation or job security but by alignment with broader environmental values and ethical reward structures. While fewer respondents noted that their organizations acknowledged environmental efforts (mean = 3.84, SD = 0.942).

The findings imply that green rewards may function as a non-monetary driver of engagement, potentially reducing HR costs linked to attrition and low morale. The demographic data complements this view. With over 70% of respondents under the age of 44, and nearly half with 1–3 years of tenure, the workforce in the EPZ is relatively young and mobile. This demographic is often more environmentally conscious and values-driven, meaning they are likely to respond more positively to green initiatives. The high approval ratings of GRM practices reflect the effectiveness of the initiatives and a generational preference for sustainable work environments that lead to satisfaction and long-term retention**.**

4.5.5 Employee Retention

Table 4.11 shows the descriptive analysis for the variable where the respondents indicated their level of agreement with the statements on employee retention.

Table 4.11: Descriptive statistics on employee retention

Statements on employee retention	N	Mean	Std. Dev
I am satisfied with my current job and the overall work environment	285	3.73	.86
I am likely to continue working in my current organization for the next two year	285	3.67	.82
The organization's commitment to environmental sustainability significantly influences my decision to stay with the company	285	4.00	.67
The implementation of Green HRM practices has contributed to a more satisfying work experience	285	3.72	.81
		3.78	**.79**

Table 4.11 shows the descriptive analysis on employee retention, revealing that most respondents agreed they were satisfied with their current job and work environment, with a mean score of 3.73 (SD = 0.86). Over two-thirds indicated they were likely to remain in their current organization for the next two years (Mean = 3.67, SD = 0.82). Notably, most employees agreed that the organization's commitment to environmental sustainability influenced their decision to stay, reflected in a high mean of 4.00 (SD = 0.67). The participants agreed that the implementation of Green HRM practices had

contributed to a more satisfying work experience (Mean = 3.72, SD = 0.81). These findings provide strong evidence that sustainability-driven HR practices not only enhance job satisfaction but also serve as a powerful driver of employee loyalty and long-term retention.

The findings also suggest that the workforce values both a supportive work environment and a sense of alignment with organizational values. High levels of job satisfaction and intentions to remain indicate a healthy organizational climate, which is vital for reducing turnover-related costs and disruptions in productivity. The retention figures suggest that the EPZ zone workforce, particularly in Athi River, may be relatively stable, especially when employees perceive their organization as well-managed and purpose-driven.

Incorporating Green HRM practices contributes to a comprehensive workplace culture that enhances employee satisfaction, involvement, and long-term loyalty. Organizations that emphasize sustainability are often viewed as forward-thinking, ethical, and socially responsible factors which increases employees' willingness to remain with the company. Moreover, Green HRM practices contribute to overall job enrichment by providing employees with meaningful work experiences that align with broader societal and environmental concerns. Organizations that successfully implement Green HRM strategies contribute to environmental sustainability and establish themselves as attractive employers in competitive labor markets, further reinforcing employee retention.

4.6 Inferential Statistics

The study employed multiple regression and Pearson’s correlation analysis to assess the effect of green human resource management practices on employee retention and the relationship between these practices and employee retention.

4.6.1 Correlation Analysis

The purpose of this analysis was to test the relationship between green human resource management practices and employee retention. The researcher, therefore conducted a Pearson’s Correlation as shown in Table 4.12 to ascertain whether there was a strong

or weak correlation between green human resource management practices and employee retention.

Table 4.12: Correlation analysis matrix

Variable		RSQS	TDQS	PMQS	RMQS	ERQS
RSQS	Pearson Correlation	1				
	Sig. (2-tailed)	-				
	N	285				
TDQS	Pearson correlation	0.445**	1			
	Sig. (2-tailed)	0.000	-			
	N	285	285			
PMQS	Pearson Correlation	0.674**	0.341**	1		
	Sig. (2-tailed)	0.000	0.000	-		
	N	285	285	285		
RMQS	Pearson Correlation	0.317**	0.274**	0.122*	1	
	Sig. (2-tailed)	0.000	0.000	0.040	-	
	N	285	285	285	285	
ERQS	Pearson Correlation	0.251**	0.186**	0.203**	0.502**	1
	Sig. (2-tailed)	0.000	0.002	0.001	0.000	-
	N	285	285	285	285	285

Key**= Correlation is significant at the 0.01 level (2-tailed). *.= Correlation is significant at the 0.05 level (2-tailed).

Table 4.12 indicates that all Green HRM practices exhibited a positive correlation with employee retention, suggesting that environmentally sustainable HR practices contribute to the overall stability of the workforce. This implies that initiatives such as green recruitment, training, performance management, and reward systems enhance employee commitment, satisfaction, and willingness to remain with the organization. The findings reinforce the strategic value of integrating green practices into HRM frameworks to promote retention outcomes.

Table 4.13: Green recruitment and selection and employee retention

	Green Recruitment and Selection	
Employee retention.	Pearson Correlation	.251**
	Sig. (2-tailed)	<.001
	N	285

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

Table 4.13 shows that Green recruitment and selection had a weak positive correlation with r = 0.251, p <.001, showing a significant relationship with employee retention. Green recruitment and selection, while effective in attracting employees who align with the organization's sustainability goals, showed a limited effect on long-term employee retention. The low correlation coefficient indicates that green recruitment may support an organization's sustainability goals, but it is less influential in employees' decisions to stay. These findings are consistent with Aremu, Atinuke B, and Adepoju (2022 who found that green recruitment and selection harm employee retention.

Table 4.14: Green training & development and employee retention

	Green Training and Development	
Employee retention	Pearson Correlation	.186**
	Sig. (2-tailed)	.002
	N	285

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

Table 4.14 showed a weak but statistically significant positive correlation for Green Training and Development (r = 0.186, p = 0.002). While the effect on employee retention is modest, green-focused training does contribute positively to retention. The significance of this correlation emphasizes the value of training employees to develop the necessary skills and knowledge to engage in sustainability initiatives. Therefore, although Green Training and Development practices alone may not be a major driver of long-term retention, they play a meaningful role in encouraging employees to stay with the organization. This is consistent with Ahmad (2015), whose study indicated that green training and development have a weak correlation with retention**.**

Table 4.15: Green performance management and employee retention

	Green Performance Management	
Employee Retention	Pearson Correlation	.203**
	Sig. (2-tailed)	<.001
	N	285

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

Table 4.15 shows that Green Performance Management practices were moderately positively correlated and statistically significant with r = 0.203 at p <.001, thus suggesting that linking the performance management system with green goals meaningfully impacts employee retention. These research findings are consistent with those of Jabbour & Sousa Jabbour (2016), who reported that green performance management plays a crucial role in retention strategies.

Table 4.16: Green reward management and employee retention

	Green Reward Management	
Employee Retention	Pearson Correlation	.502**
	Sig. (2-tailed)	<.001
	N	285

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

Table 4.16 shows that green reward management positively and statistically significantly correlated with employee retention (r=0.502, p <.001). This research suggests that incentives linked to green initiatives increase employee retention, which is why incentives are often linked to environmentally friendly practices to increase retention. The findings imply that rewards tied to green initiatives make the employees more likely to stay, hence the significant linking of rewards with environmentally sustainable practices to improve retention. These findings are in line with findings from Bekhit, Khaled E et al. (2023) who also found a positive correlation between green rewards and employee retention.

4.6.2 Multiple Regression Analysis

The use of multiple regression analysis in this study is consistent with prior research on Green HRM and employee retention. Several studies have successfully applied

multiple regression. For instance, Ren et al. (2018) and Jabbour & de Sousa Jabbour (2016) used multiple regression to examine the effects of Green HRM practices on employee-related outcomes.

4.6.2.1 Model Summary

The Model Summary highlights statistics, showing how well the dependent variable, employee retention, is explained by the independent variables, Green HRM practices.

Table 4.17: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.522[a]	.272	.262	.41425

a. Predictors: (Constant), green recruitment and selection, green performance management, green training and development, green reward management

According to Table 4.17, R = 0.522, the R^2 value of 0.272 indicates that Green HRM practices explain 27.2% of the variation in employee retention. This result is statistically significant and emphasizes the significance of sustainable HR policies, even though it implies that other factors also play a part. This is because the only workers who can successfully integrate a green culture into an organization are those who are both environmentally conscious and dedicated (Graves & Sarkis; Mousa & Othman, 2020).In HR studies, R^2 values between 20% and 50% are common due to the complex nature of human behavior. These findings provided meaningful insights to organizations on environmentally friendly HRM strategies.

The Standard Error of the Estimate (SEE) is 0.41425, which measures how much the observed employee retention scores deviate, on average, from the predicted scores. A smaller SEE indicates a better fit of the model to the data. Here, an SEE of 0.41425 means that, on average, the predicted employee retention scores deviate by about 0.414 units from the actual observed scores, pointing to a fairly good fit.

4.6.2.2. ANOVA[a]

To determine the effect of the independent variables on employee retention, an Analysis of Variance was performed. Table 4.18 presents the sum of squares, degrees of freedom, mean square, F-statistic, and significance level for each model.

Table 4.18: ANOVA (a)

Model	Sum of squares	Df	Mean square	F	Sig.
Regression	17.996	4	4.499	26.218	.000[b]
Residual	48.048	280	.172		
Total	66.044	284			

a. Dependent Variable: Employee retention[a]

b. Predictors: (Constant), green reward management, green performance management, green training and development, green recruitment and selection.

The ANOVA results indicate that the model is statistically significant ($F = 26.218$, $p = 0.000$). The independent variables (Green Recruitment & Selection, Green Training & Development, Green Performance Management, and Green Reward Management) collectively have a statistically significant effect on employee retention.

4.6.2.3 Coefficients

Table 4.19 shows the multiple regression coefficients results:

Table 4.19: Regression Coefficients for Green HRM Practices and Employee Retention

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.521	.247		6.156	<.001
	RSQS	.000	.055	.000	-.006	.995
	TDQS	.003	.043	.005	.080	.936
	PMQS	.120	.059	.143	2.042	.042
	RMQS	.435	.049	.484	8.795	<.001

a. Dependent Variable: ERQS

The regression analysis examined the statistical significance, strength, and direction of the variable relationships. The key Green HRM practices analyzed were Green Recruitment and Selection (RSQS), Green Training and Development (TDQS), Green Performance Management (PMQS), and Green Reward Management (RMQS).

The p-values (significance values) determined whether the relationships were statistically meaningful. Green Recruitment and Selection ($p = 0.995$) and Green Training and Development ($p = 0.936$) had no significant effect on employee retention, as their p-values exceeded the 0.05 threshold. Green Performance Management ($p = 0.042$) had a statistically significant effect at the 0.05 level, and the strongest effect was observed in Green Reward Management ($p < 0.001$), which was highly significant at the 0.01 level.

To further understand the strength of these effects, the standardized Beta (β) coefficients were analyzed. Green Recruitment and Selection ($\beta = 0.000$) and Green Training and Development ($\beta = 0.005$) had near-zero Beta values, showing their negative effect on employee retention. Green Performance Management ($\beta = 0.143$) had a moderate but positive effect, and Green Reward Management ($\beta = 0.484$) had the strongest positive effect.

The unstandardized coefficients (β values) provided additional insights into the practical implications of these findings. A one-unit increase in Green Performance Management resulted in a 0.120 increase in employee retention, while a one-unit increase in Green Reward Management led to a 0.435 increase in employee retention.

From the regression coefficients table, the null hypotheses were tested as follows;

H_{o1}: Green recruitment and selection practices do not have a significant effect on employee retention in the Athi River EPZ, Kenya

The regression analysis confirmed that Green Recruitment and Selection (RSQS) practices have no significant effect on employee retention ($\beta = 0.000$, $p = 0.995$), hence the acceptance of the null hypothesis (H_{o1}). Simply incorporating green criteria in hiring processes may not be enough to impact retention unless these practices are integrated into a broader organizational strategy. This findings were contrary to findings by Adeyefa et al. (2023) who proposed that green recruitment and selection practices significantly influence employee retention While previous studies, such as Renwick et al. (2013), argue that green recruitment can influence retention when aligned with employees' values and the organization's green agenda, the current findings indicate that in this context, its effect remains negligible. The findings are in agreement with Sengupta et al. (2024), who point out that, although environmental concerns may not be one of the top reasons for choosing a job, they are one of the reasons for leaving a job.

H_{o2}: Green training and development practices (TDQS) do not statistically and significantly enhance employee retention

Green Training and Development (TDQS) was found to have no significant effect on retention ($\beta = 0.003$, $p = 0.936$), supporting the null hypothesis (H_{o2}). This contrasts with Han et al. (2023), who suggested that Green Training enhances job satisfaction and indirectly reduces turnover, and research by Judeh and Khader (2023), who demonstrated that green training significantly enhances employee retention. The current findings show that while training may improve employees' awareness of sustainability, it does not directly influence their decision to stay. Green training alone

may not be an effective retention tool unless combined with other HRM strategies that actively enhance employee motivation and commitment. 60% of Generation Y and Z responders consider an employer's inability to offer training and growth contracts a major drawback (Ernst, Brizuela, & Epifanio, 2019).

H_{03}*:* Green performance management practices do not statistically and significantly affect employee retention in the Athi River EPZ, Kenya

Green Performance Management (PMQS**)** demonstrated a statistically significant positive relationship with retention ($\beta = 0.120$, $p = 0.042$), leading to the rejection of the null hypothesis (H_{03}). This aligns with Renwick et al. (2016), who found that linking performance appraisals to environmental goals enhances engagement and retention. The relatively smaller effect size compared to other Green HRM practices suggests that while performance management plays a role in retention, its effect may be more indirect, possibly through improved engagement and alignment with organizational sustainability objectives.

H_{04}*:* Green reward management practices (RMQS) do not significantly affect employee retention

Green Reward Management (RMQS) emerged as the strongest predictor of employee retention ($\beta = 0.435$, $p < 0.001$), leading to the rejection of the null hypothesis (H_{40}). This result is consistent with findings by Ahmad (2015), who found that organizations recognizing and rewarding employees' contributions to sustainability foster greater retention. Employees tend to stay with organizations that offer sustainability-focused incentives, recognition, and rewards linked to green initiatives. The strong impact of RMQS suggested that financial and non-financial incentives tied to sustainability efforts can significantly enhance employee loyalty and long-term commitment.

The regression analysis was based on the following multiple regression formula:

$$\boldsymbol{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4}$$

Applying this formula to the findings, the model for this study can be expressed as:

ERQS = 1.521 + 0.000(RSQS) + 0.003(TDQS) + 0.120(PMQS) + 0.435(RMQS)

Intercept (β0=1.521): The baseline employee retention score when all predictors are at zero.

This equation shows the contributions of each Green HRM practice to employee retention.

4.7 Summary

This chapter presents the analysis and interpretation of data collected from 377 employees in Athi River EPZs to assess the effect of Green Human Resource Management practices on employee retention. The analysis covers respondents' demographic profiles and the relationship between four practices and retention. Results show that all practices have a positive and significant effect, with green reward management having the strongest influence and green training and development the weakest. The chapter concludes that integrating environmentally sustainable HRM practices, especially through reward systems, can significantly enhance employee retention in EPZs.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Key Findings

This study examined the effect of Green Human Resource Management (Green HRM) practices on employee retention in the Athi River Export Processing Zones (EPZ), Kenya. The key Green HRM practices analyzed were Green Recruitment and Selection, Green Training and Development, Green Performance Management, and Green Reward Management. The study sought to determine the effect of these practices on employee retention using descriptive, correlation, and regression analyses.

The regression model yielded an R^2 value of 0.272, indicating that 27.2% of the variation in employee retention can be explained by the combined effect of the four GHRM practices. This was attributed to the fact that only staff who are dedicated and knowledgeable about the environment can effectively ingrain the green culture into a firm's culture (Graves & Sarkis; Mousa & Othman, 2020). This percentage may seem moderate, though it aligns with existing HR research, where R^2 values between 20-50% are common due to the multifaceted nature of human behavior. The ANOVA results ($F = 26.218$, $p < 0.001$) confirmed that the overall model was statistically significant, validating the relevance of GHRM practices in influencing employee retention.

5.1.1 Effect of Green Recruitment and Selection Practices on Employee Retention

The first specific objective was to analyze the effect of green recruitment and selection practices on employee retention. The study findings indicated that Green Recruitment and Selection practices were practiced in the organizations to some extent. The organization's sustainability commitment strongly influenced employees' decisions to join (Mean = 4.28, SD = 0.450), and sustainability orientation was conducted upon employee entry (Mean = 4.06, SD = 0.625). However, the correlation analysis showed a weak but statistically significant effect on retention ($r = 0.251$, $p < 0.001$). Regression results indicated that green recruitment and selection practices are no significant predictors of retention ($\beta = 0.000$, $p = 0.995$). This is because sustainability

initiatives are attractive during recruitment do not affect employee retention in the Athi River EPZ zone.

5.1.2 Effect of Green training and Development Practices on Employee Retention.

The study sought to examine how green training and development practices influence employee retention in the Athi River EPZ zone. Findings showed that employees acknowledged the organization's investment in green training as a sign of commitment to their professional growth and job satisfaction. They perceived the organization's investment in green training and development as a sign of its commitment to my professional growth and job satisfaction (Mean = 3.94, SD = 0.917) and affirmed that the organization provided training programs specifically focused on environmental sustainability (Mean = 3.88, SD = 1.053**)**. Despite the positive perceptions, correlation analysis indicated a weak but statistically significant relationship with retention (r = 0.186, p = 0.002**)**, and regression analysis confirmed that green training and development practices were not significant predictors of retention (β = 0.005, p = 0.93**).** Green training initiatives may enhance employee awareness and skills, but they do not directly contribute to long-term retention in the Athi River EPZ zone.

5.1.3 Effect of Green Performance Management Practices on Employee Retention

To address the third objective of the study, evaluating the effect of green performance management practices on employee retention in the Athi River EPZ zone, the researcher examined how setting green targets, conducting environmental audits, and offering sustainability-focused feedback mechanisms influence employees' decisions to stay within their organizations. Employees agreed that their organizations provided transparent feedback mechanisms for green initiatives (Mean = 3.94, SD = 1.024) and conducted green audits that measure their contributions to environmental sustainability (Mean = 3.89, SD = 0.570). Correlation analysis revealed a moderate positive relationship with retention (r = 0.203, p = 0.001), and regression results showed that green performance management practices had a statistically significant effect on retention (β = 0.143, p = 0.042). This shows that integrating performance management practices, particularly those that incorporate sustainability audits and

feedback mechanisms, fosters a sense of responsibility and commitment to environmental goals, thereby contributing to employee retention.

5.1.4 Effect of Green Reward Management Practices on Employee Retention

In line with the fourth objective, which sought to examine the effect of green reward management practices on employee retention within the Athi River EPZ zone, this section explores how environmentally-linked rewards and recognition impact employees' motivation and their decision to remain with their organizations. Among the practices, Green Reward Management had the strongest effect on employee retention. Employees highly valued rewards tied to green initiatives, with the Green incentives offered by the organization having influenced their decisions to stay (Mean = 4.28, SD = 0.653), and Green reward management initiatives contributed to a sense of belonging and satisfaction within the organization (Mean = 4.22, SD = 0.534). Correlation analysis revealed a strong positive relationship with retention ($r = 0.502$, $p < 0.001$), while regression results confirmed that green reward management practices were the most significant predictor of retention ($\beta = 0.484$, $p < 0.001$). The results highlighted the role of green rewards in encouraging employees to remain with environmentally responsible organizations.

5.2 Conclusion

The study concludes that Green recruitment and selection practices and efforts at Athi River EPZs helped attract environmentally conscious candidates, yet their influence on retention was minimal. While such practices shaped a positive perception of the organization's values, they did not offer compelling reasons for employees to remain long-term. This suggests that recruitment alone is not enough to retain talent; it must be reinforced by deeper, retention-driven strategies.

The researcher also found out that Training and development programs focused on environmental sustainability were well received by employees, who saw them as a sign of the organization's investment in their professional growth. However, these initiatives did not significantly influence their decision to stay. This disconnect implies that while green training enhances knowledge and awareness, it does not directly address the factors employees weigh when choosing to remain with an organization.

The researcher concludes that Green performance management practices, such as setting environmental targets, conducting audits, and providing feedback, fostered accountability and encouraged a stronger sense of responsibility among employees. These mechanisms proved effective in aligning individual efforts with sustainability goals, contributing to greater engagement and positively impacting retention outcomes.

Green reward management emerged as the most impactful HR function influencing employee retention. Employees were motivated by rewards linked to environmental performance, including recognition, benefits, and incentives. This finding underscores the value of aligning sustainability with tangible benefits, creating a stronger emotional and professional connection that encourages employees to stay.

Green HRM practices were collectively found to contribute positively to employee retention, but they explained only 27.2% of the variance, suggesting that while sustainability is increasingly relevant in HRM, other factors such as job security, leadership, and career advancement also play a major role. Therefore, for organizations to achieve meaningful improvements in retention, Green HRM must be part of a broader, more integrated HR strategy.

5.3 Recommendations

5.3.1 Recommendations for Policy and Practice

Given that Green HRM practices accounted for only 27.2% of the variance in employee retention, adopting a holistic approach becomes essential to maximize their impact. While some practices demonstrate stronger correlations than others, integrating green rewards, performance management, training, and recruitment in a coordinated manner fosters a more sustainable and engaging work environment. The study therefore recommends aligning Green HRM strategies with overall business objectives to ensure consistency across HR functions and enhance long-term employee commitment.

Organizations are encouraged to prioritize the development and implementation of well-structured green reward systems. These may include both financial rewards (e.g., bonuses tied to sustainability achievements) and non-financial rewards (e.g., public

recognition, green certifications, and additional leave days). Embedding environmental considerations into the reward structure aligns with sustainable HR practices and reinforces employees' commitment to remaining with the organization.

Green Performance Management had a statistically significant relationship with retention, indicating that sustainability-oriented performance evaluations contribute positively to employee engagement and commitment. The researcher recommends that organizations integrate environmental performance indicators into appraisals, conduct periodic green audits, and provide constructive feedback on employees' contributions to environmental objectives. This approach is cost-effective and feasible, and can build upon existing performance evaluation systems. It also encourages a culture of responsibility and continuous improvement aligned with environmental goals.

Although Green Training and Development practices were positively perceived, regression results indicated no significant effect on employee retention. To improve the impact of green training, the researcher recommends that organizations link training outcomes to career advancement opportunities, certifications, or recognition programs. By demonstrating the practical benefits of such training beyond knowledge acquisition, organizations may increase employee motivation to grow within environmentally responsible workplaces.

Green Recruitment and Selection practices can be leveraged for employer branding purposes, particularly to attract environmentally conscious candidates. These must be complemented by consistent internal practices that reinforce the organization's green values to support long-term retention. Effectively aligning external messaging with internal realities can help build trust and strengthen organizational commitment among new hires.

5.3.2 Recommendations for Future Research

For future research, expanding the scope of study beyond the Athi River EPZ region could provide comparative insights across different industries and geographic locations. Given that the model explained only 27.2% of the variation in employee retention, the researcher recommends future research to explore additional factors that

influence retention, such as organizational culture, leadership styles, and employee engagement. Investigating these variables will provide deeper insights into the complexities of human resource management in sustainable organizations.

Longitudinal studies or cross-sectional research may also provide a more nuanced understanding of how GHRM practices interact with other organizational variables to affect retention over time. Longitudinal studies will track the impact of Green HRM on retention over an extended period, offering a more comprehensive understanding of its long-term effectiveness.

While quantitative data provides statistical validation, qualitative research through interviews and focus groups will uncover deeper employee perceptions, motivations, and challenges related to Green HRM.

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APPENDICES

Appendix 1: Transmittal letter

FAITH MUTHONI MBOGO

fmmuthoni7@gmail.com

MURANG'A

Dear Respondent,

REF: PERMISSION FOR DATA COLLECTION

I am a master's student in Human Resource Management at Murang'a University of Technology, undertaking a study titled "Green Human Resource Management Practices and Their Effect on Employee Retention: A Study of Athi River Export Processing Zones, Kenya." The aim is to assess how practices such as recruitment and selection, training and development, performance management, and reward management influence employee retention in Athi River EPZ companies. The information obtained will be solely used for academic purposes.

Your cooperation will be highly appreciated. Thank you in advance.

Yours sincerely,

Faith Muthoni Mbogo.

0798649877

Murang'a University of Technology.

Appendix 2: Study Questionnaire

Introduction and Guidelines.

This questionnaire aims to obtain information to aid in the evaluation of the effect of Green HRM practices on employee retention within environmentally sustainable organizations. Information provided will contribute to the existing body of knowledge and help identify effective strategies for organizations to attract, develop, and retain employees who are committed to environmental sustainability.

Please answer all questions truthfully based on your own experience and knowledge. Tick (✓) or circle the option that best represents your view. If you are unsure about a question, answer to the best of your understanding. Once completed, kindly return the questionnaire to the researcher or the designated collection point.

SECTION A: BACKGROUND INFORMATION.

1. **Demographic Information**;

a) Age: 18-24 [ ] 25-34 [ ] 35-44[ ] 45-54[ ] 55 or above [ ]

b) Gender: Male [ ] Female [ ] Other[ ].

c) Educational background:

High school [ ] Bachelor's degree [ ]

Master's degree [ ] Doctorate [ ]

d) Years of experience in the current organization:

Less than 1 year [ ] 1-3 years [ ]

4-6 years [ ] 7-9 years[ ]

10 years or more [ ]

SECTION B: GREEN HUMAN RESOURCE MANAGEMENT

Green human resource management practices affecting employee retention. (Please rate the following statements on a scale of 1 to 5, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree")

Statements	Strongly disagree	disagree	Neutral	Agree	Strongly agree
The organization's commitment to green initiatives was emphasized during the recruitment and selection process.					
The organization effectively considered candidates' alignment with green values during the recruitment process.					
The organization's commitment to sustainability significantly influenced my decision to join the company.					
Sustainability orientation was conducted when I joined the organization.					

Green training and development.	Strongly disagree	disagree	neutral	Agree	Strongly agree.
The organization has provided training programs specifically focused on environmental sustainability.					
I perceive the organization's investment in green training and development as a sign of its commitment to my professional growth and job satisfaction.					
I have observed significant changes in my behavior and work practices as a result of the green training programs.					

Access to green technology and compliance training positively affects my satisfaction and retention.					

Green performance management	Strongly disagree	disagree	neutral	Agree	Strongly agree
The organization sets green targets for employees that align effectively with its environmental objectives.					
The organization conducts green audits that effectively measure my contributions to environmental sustainability.					
The integration of green targets and green audits in performance management fosters a strong sense of responsibility and commitment to environmental goals.					
The organization's provides transparent feedback mechanisms for green initiatives.					

Green reward management.	Strongly disagree	disagree	neutral	agree	Strongly agree
The organization acknowledges employees' contributions to environmental initiatives.					
Positive environmental contributions are rewarded monetarily(incentives and bonuses) and non-monetarily(recognition)					
Green reward management initiatives contribute to a sense of belonging within the organization.					
Green incentives offered by the organization have influenced your decision to stay.					

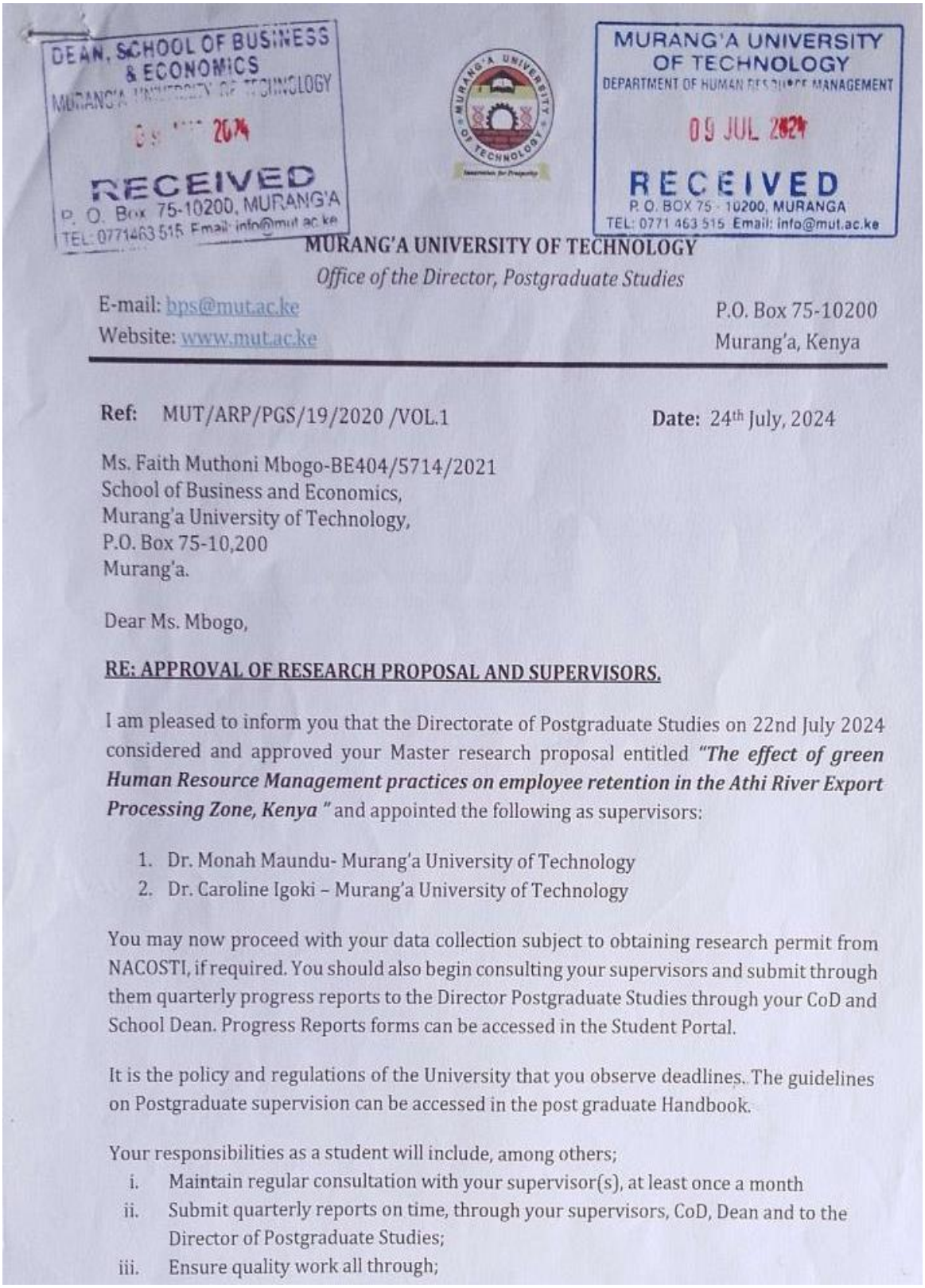
SECTION C: Employee Retention

a. Indicate your level of agreement with the following statements about employee retention. Please rate the following statements on a scale of 1 to 5, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree"

	Strongly disagree	disagree	Neutral	agree	Strongly agree
I am satisfied with my current job and the overall work environment.					
I am likely to continue working in my current organization for the next two years.					
The organization's commitment to environmental sustainability significantly influences my decision to stay with the company.					
The implementation of Green HRM practices has contributed to a more satisfying work experience.					

Thank you for your valuable input and time.

Appendix 3: Research Approval



DEAN, SCHOOL OF BUSINESS & ECONOMICS
MURANG'A UNIVERSITY OF TECHNOLOGY
RECEIVED
P. O. Box 75-10200, MURANG'A
TEL: 0771463 515 Email: info@mut.ac.ke

MURANG'A UNIVERSITY OF TECHNOLOGY
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
09 JUL 2024
RECEIVED
P. O. BOX 75 - 10200, MURANGA
TEL: 0771 463 515 Email: info@mut.ac.ke

MURANG'A UNIVERSITY OF TECHNOLOGY

Office of the Director, Postgraduate Studies

E-mail: bps@mut.ac.ke
Website: www.mut.ac.ke

P.O. Box 75-10200
Murang'a, Kenya

Ref: MUT/ARP/PGS/19/2020 /VOL.1 **Date:** 24th July, 2024

Ms. Faith Muthoni Mbogo-BE404/5714/2021
School of Business and Economics,
Murang'a University of Technology,
P.O. Box 75-10,200
Murang'a.

Dear Ms. Mbogo,

RE: APPROVAL OF RESEARCH PROPOSAL AND SUPERVISORS.

I am pleased to inform you that the Directorate of Postgraduate Studies on 22nd July 2024 considered and approved your Master research proposal entitled ***"The effect of green Human Resource Management practices on employee retention in the Athi River Export Processing Zone, Kenya "*** and appointed the following as supervisors:

1. Dr. Monah Maundu- Murang'a University of Technology
2. Dr. Caroline Igoki – Murang'a University of Technology

You may now proceed with your data collection subject to obtaining research permit from NACOSTI, if required. You should also begin consulting your supervisors and submit through them quarterly progress reports to the Director Postgraduate Studies through your CoD and School Dean. Progress Reports forms can be accessed in the Student Portal.

It is the policy and regulations of the University that you observe deadlines. The guidelines on Postgraduate supervision can be accessed in the post graduate Handbook.

Your responsibilities as a student will include, among others;

i. Maintain regular consultation with your supervisor(s), at least once a month
ii. Submit quarterly reports on time, through your supervisors, CoD, Dean and to the Director of Postgraduate Studies;
iii. Ensure quality work all through;

iv. Present your research findings at 2-3 seminars/conferences prior to thesis examination.

v. Publish two articles from your research findings in a refereed journal prior to thesis examination.

For any further clarification please contact the undersigned.

Yours Sincerely,

Prof. Geoffrey Muchiri, PhD
Director, Postgraduate Studies
GM/MMK

DIRECTORATE OF POSTGRADUATE STUDIES
MURANG'A UNIVERSITY OF TECHNOLOGY
09 AUG 2024
P. O. Box 75 - 10200, MURANG'A
Tel: 0771463515, Email: info@mut.ac.ke

Copy to:
1. Registrar – Academics and Students Affairs
2. Dean, School of Business and Economics

Appendix 4: NACOSTI Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **154410**

Date of Issue: **26/September/2024**

RESEARCH LICENSE



This is to Certify that Miss., Faith muthoni Mbogo of Murang'a University of Technology, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: THE EFFECT OF GREEN HUMAN RESOURCE MANAGEMENT RETENTION IN THE ATHI RIVER EXPORT PROCESSING ZONE KENYA for the period ending : 26/September/2025.

License No: **NACOSTI/P/24/40212**

154410

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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See overleaf for conditions

Appendix 5: Publication

This thesis has produced the following publication:

Mbogo, F. M., Maundu, M. & Igoki, C. (2025). Effect of Green Reward Management Practices on Employee Retention in the Athi River EPZs, Kenya. East African Journal of Business and Economics, 8(1), 431-442. https://doi.org/10.37284/eajbe.8.1.3011.