EFFECT OF STRATEGIC HUMAN RESOURCE MANAGEMENT STRATEGIES ON EMPLOYEE RETENTION: A CASE OF FINTECH COMPANIES IN KENYA.

JULIA NJERI NJOROGE

170509

THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER'S IN COMMERCE DEGREE AT STRATHMORE BUSINESS SCHOOL, STRATHMORE UNIVERSITY

JANUARY, 2026

DECLARATION

This thesis is an original work and has not been submitted for the award of a degree at this or any other university. To the best of available knowledge, no material previously written or published by another author is included, except where appropriate citation and acknowledgement have been provided.

Name of Candidate: **Julia Njeri Njoroge**

Signature: ....

Date: 5/1/2026

Approval:

The thesis research of Julia Njeri Njoroge was reviewed and approved for examination by the following:

Dr. Olgha Auma Adede,
Lecturer, Strathmore University Business School

Signature: … ………………………………..

Date: 06/01/2026

DEDICATION

To my uncle, Mr. Charles Thuo, your persistent encouragement and belief in my potential have been the driving force. You pushed me to pursue a master's degree, dreaming of calling me *Daktari* soon. With this milestone accomplished, we are getting closer to achieving that PhD dream.

To Mr. Edgar Murunga, your mentorship has been invaluable in shaping this thesis and my professional growth. Your belief in my abilities pushed me to reach new heights. Thank you for being an exemplary leader and supporter in this academic journey.

Glory and Honour be to God.

ACKNOWLEDGEMENT

Sincere gratitude is offered to the Almighty God, whose grace and compassion have provided strength and guidance throughout this academic journey. The gifts of wellness, tranquillity, and provision have been instrumental in bringing this research to fruition.

My profound appreciation extends to my supervisor, Dr. Olgha Auma Adede, for her intellectual guidance, support, and insightful feedback throughout this research process. Your scholarly mastery, meticulous attention, and prompt responses proved essential in elevating this work's calibre. God bless you abundantly, Dr. Olgha.

I extend genuine recognition to Strathmore University Business School, particularly through Mr. Duncan Muema, our Program Administrator, for providing a conducive academic environment and the necessary resources to conduct this research.

Immeasurable thanks belong to my family, most notably my partner, whose forbearance, comprehension, and affective encouragement served as my steadfast foundation during this undertaking. To my niece, I appreciate your support and perpetual reinforcement of my motivating purpose.

Deep gratitude flows to cherished friends who remained steadfast, consistently monitoring my advancement while providing inspirational reassurance. Your friendship has been a pillar of strength throughout this process.

Lastly, I thank all the participants who contributed to this study. Your time and insights have been crucial to its success. Thank you.

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

Strategic Human Resource Management (SHRM) plays a central role in shaping organisational performance and employee outcomes. This study set out to investigate how SHRM strategies influence staff retention within Kenyan FinTech firms. The general objective was to examine the overall effect of SHRM strategies on employee retention in the FinTech industry. The specific objectives of the study were to determine the effect of compensation on employee retention, examine the effect of career development on employee retention, establish the effect of work–life balance on employee retention, and assess the effect of employee engagement on employee retention. Guided by a positivist paradigm, the research employed a descriptive cross-sectional design and used quantitative data collected through structured questionnaires administered to one senior HR managers across all 85 FinTech firms licensed by the Central Bank of Kenya as of June 2024. The study was anchored on the Resource-Based View (RBV) and Human Capital Theory, which explain how strategic HR strategies serve as sources of sustained competitive advantage through effective retention of skilled employees. Data were analysed using SPSS, applying both descriptive and inferential statistics, including Pearson's correlation and multiple regression analysis. The findings revealed strong positive and statistically significant relationships between SHRM strategies and employee retention. Specifically, Career development strategies exhibited the strongest predictive effect, followed by employee engagement, work-life balance and compensation strategies. The study concludes that SHRM strategies are critical determinants of employee retention in Kenya's FinTech sector. It recommends prioritising career development through structured progression, training, and mentorship, alongside strengthening employee engagement via communication and recognition. HR managers should also improve work–life balance through better workload management and flexibility, while maintaining fair compensation complemented by non-monetary benefits.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Strategic Human Resource Management (SHRM) focuses on aligning human resource policies and practices with an organisation's strategic objectives in order to enhance performance and sustain competitive advantage (Wright & McMahan, 1988). Rather than treating HR as an administrative function, SHRM emphasises people as strategic assets whose skills, motivation, and commitment directly influence organisational outcomes such as innovation, productivity, and long-term sustainability (Armstrong, 2006).

Globally, the relevance of SHRM has intensified with the shift towards knowledge-based and digital economies. Prior empirical studies conducted in USA and Europe demonstrate that organisations that integrate SHRM strategies with business practices experience higher employee commitment, improved engagement, and lower turnover (Becker & Huselid, 2006; Armstrong & Taylor, 2020). Similarly, prior studies in Japan and South Korea established that career development and continuous learning foster loyalty and long-term retention. (Park et al.,2019; Melinu, 2020).

These global examples underscore SHRM's strategic role in strengthening workforce stability. These studies establish a general relationship between SHRM and positive employee outcomes. However, much of this evidence is drawn from developed economies and traditional sectors, offering limited contextual relevance to emerging, technology-driven industries in developing countries like Kenya.

In Africa, the application of SHRM strategies has gained increasing scholarly attention as organisations respond to intensified competition, skills shortages, and rising workforce mobility. Studies across Sub-Saharan Africa demonstrate a clear shift from administrative HRM to strategic, talent-oriented approaches. Kamoche (2011) shows that African firms strategically align training, talent development, and retention practices to manage scarce skills in liberalised and competitive labour markets, conditions that closely mirror Kenya's open and highly mobile workforce environment.

Similarly, Adam (2020) reports that African organisations increasingly integrate HR planning with business strategy to improve performance and reduce turnover, a challenge also prevalent in Kenya's FinTech sectors. Evidence from Nigeria (Agbaeze et al., 2017) and South Africa (Brewster, Wood, & Brookes, 2008) further demonstrates that SHRM-driven talent management, flexible work arrangements, and strategic workforce planning are critical responses to skills shortages and labour mobility. These findings are directly relevant to Kenya, where organisations particularly in fast-growing and skills-intensive sectors face similar competitive pressures.

Supporting this relevance, Mwangi (2019) finds that SHRM strategies significantly enhance employee retention in Kenyan state corporations, underscoring the applicability of SHRM frameworks within the Kenyan context, despite limited evidence for FinTech sector. Studies by Nzuve & Njambi, (2019) further indicate that SHRM strategies in commercial Banks in Kenya affect employee retention. Nevertheless, existing empirical work has largely focused on conventional sectors such as banking, manufacturing, and state corporations. As a result, there is limited understanding of how SHRM strategies influence employee retention in FinTech companies in Kenya which are fast-evolving digital industries where labour dynamics, skill requirements, and employment models differ substantially (Wambua & Kamau, 2021).

Kenya's FinTech sector provides a compelling context for examining SHRM and employee retention. This is because the sector has expanded rapidly following the success of mobile money innovations such as M-Pesa, positioning Kenya as a regional leader in digital financial services (Mbiti & Weil, 2016). FinTech firms are highly dependent on specialised digital talent, including software developers, data analysts, cybersecurity experts, and product designers. This talent is scarce, globally mobile, and heavily competed for by both local and international firms. Consequently, employee retention has emerged as a critical managerial challenge (Omondi, 2020).

Therefore, this study sought to establish the effect of strategic human resource management strategies on employee retention in FinTech companies in Kenya. The findings are expected to contribute to theory by extending established HRM frameworks into a digital African context and to practice by informing strategic HR interventions aimed at reducing turnover and enhancing workforce stability in Kenya's FinTech ecosystem.

1.1.1 Strategic Human Resource Management Strategies

Several scholars have defined SHRM differently, Armstrong and Taylor (2014) define SHRM as an integrative, anticipatory methodology governing workforce recruitment and capability enhancement. Noe et al. (2017) define SHRM as policies, strategies, and guidelines influencing employees' behaviour, attitudes, and performance. Wright and McMahan (1992) emphasise the strategic aspect, defining SHRM as a roadmap of planned HR initiatives and activities to enable an organisation to succeed.

The literature identifies several SHRM strategies organisations employ to manage their human capital effectively. One of the SHRM strategies, as Armstrong and Taylor (2014) described, is talent acquisition, which involves attracting and choosing suitable candidates for job positions. Noe et al. (2017) highlight another SHRM practice, training and development, which includes activities designed to boost workforce skills, experiences, and abilities.

According to Aguinis (2013), one of the SHRM strategies, involves a progressive process of identifying, assessing, and upskilling individual and team performance. Gerhart and Fang (2014) discuss compensation, an essential SHRM practice, as both financial and non-financial rewards for employees. Kahn (1990) introduces the concept of employee engagement as part of SHRM strategies that foster emotional commitment to work and the organisation. Noe et al. (2017) highlight another SHRM practice, training and development, which includes activities designed to enhance employees' skills, knowledge, and abilities. Rothwell (2010) emphasises the importance of succession planning as part of SHRM practice in ensuring a talent pipeline for critical positions.

Deery and Jago (2015) described work-life balance programs as helping employees strike a balance between professional and personal dynamics, contributing to SHRM strategies. Lewis and Heckman (2006) described talent management as engaging and retaining high-potential employees within the SHRM strategies. Armstrong and Taylor (2014) also highlight the essence of employee relations in managing employer–employee relationships within the SHRM strategies.

This study adopted four SHRM strategies. Compensation, as conceptualised by Gerhart and Fang (2014), is crucial for attracting and retaining talent in competitive industries. Career development, as conceptualised by Kraimer et al. (2011), is essential for professionals seeking continuous learning and growth opportunities. Work-life balance, as conceptualised by Deery and Jago (2015), work-life balance initiatives are key in sustaining employee satisfaction, engagement and preventing burnout in fast-paced industries.

Employee engagement, as conceptualised by Kahn (1990) and further studied by Harter et al. (2002), employee engagement is critical for fostering innovation and productivity, which are vital in dynamic industries like FinTech. The selection of these four SHRM strategies aligns with the configurational perspective, which suggests that an appropriate fit between SHRM strategies and organisational goals must exist to realise better employee retention, especially in innovative and agile industries like FinTech (Bratton & Gold, 2009).

1.1.2 Employee Retention Strategies

Various scholars have defined employee retention from different perspectives. Armstrong and Taylor (2014) define employee retention as keeping employees within an organisation by creating a conducive environment where they feel valued. Kossivi et al. (2016) describe as an organisation’s capacity to prevent voluntary employee departures, emphasising its role in maintaining institutional knowledge and reducing turnover costs. Allen et al. (2010) define employee retention as a set of managerial strategies that mitigate voluntary turnover, ensuring that valuable employees remain within the organisation. Capelli (2000) takes a strategic view, defining employee retention as the deliberate effort to retain employees whose skills and contributions align with the organisation's long-term goals.

To assess employee retention, researchers have used various quantifiable metrics. Retention rates, which measure the proportion of employees who stay in an organisation over a given duration, are a key indicator of stability in the workforce (Hausknecht et al., 2009). Turnover rates, conversely, track the percentage of employees who leave voluntarily or involuntarily, serving as a critical measure of workforce attrition (Griffeth et al., 2000). Average tenure, or the length of time employees stay with an organisation, is another measure. Longer tenures are often associated with organisational commitment and job satisfaction (Krausz et al., 1995).

Retention rate represents the proportion of employees who remain in an organisation over a specific period (Farndale et al., 2010). Turnover rate measures the proportion of employees who leave an organisation within a defined period (Armstrong & Taylor, 2020). Average tenure captures the average length of time employees stay in the organisation. It reflects not only retention but also organisational experience and career continuity (Kaur, 2017). Finally, job satisfaction scores, derived from employee surveys, help gauge how content employees are with their roles and work environment, directly influencing retention outcomes (Herzberg et al., 1959).

The study adopted Capelli's (2000) evidence-based framework that emphasises measurable indicators of workforce stability. These include the four indicators: retention rates, turnover rates, average tenure, and job satisfaction. Job satisfaction reflects employees' affective and cognitive evaluation of their work environment, including recognition, compensation, and growth opportunities (Becker & Huselid, 2006).

Collectively, these four indicators were adopted because they provide a comprehensive and balanced view of employee retention. Together, they quantify both the behavioural and attitudinal outcomes of SHRM strategies, allowing the study to assess how strategic HR decisions translate into measurable workforce stability in Kenya's FinTech sector. This focus aligned with the sector's need for a stable, motivated workforce to maintain innovation and competitive advantage (Gomber et al., 2018).

1.1.3 FinTech Companies in Kenya

Financial Technology, abbreviated as FinTech, is an emerging technology that delivers financial services efficiently and affordably to reach more consumers and businesses (Lee & Shin, 2018). According to Schueffel (2016), Kenyan FinTech is one of the rapidly growing industries, contributing significantly to the country's economic development. In Kenya, FinTech is a diverse and vibrant startup ecosystem (Ndung'u, 2019). At the same time, the key players in such a system make Kenya the leader in conducting business in every corner of Africa. In June 2024, CBK approved an additional seven companies, totalling the number of approved FinTech companies to 85 FinTech from a pool of 720 companies who had submitted their application, according to the CBK report (2024).

In Africa, Kenya is ranked as the third-largest FinTech market, following Nigeria with a 32% market share and South Africa with a 20.6% market share (Disrupt Africa, 2023). The FinTech sector in Kenya is segmented into many categories that contribute to the general advancement and expansion of the financial industry (Chironga et al., 2018).

Digital payment platforms constitute the dominant subsector within Kenya's financial technology landscape, exemplified by M-Pesa's transformative impact on monetary exchanges (Muthomi & Wamalwa, 2019). Safaricom introduced M-Pesa in 2007, which has since developed into Kenya's leading mobile money platform, allowing financial transactions through mobile phones (Mbiti & Weil, 2016).

The mobile money success in Kenya has spurred other FinTech segments, such as digital lending, payment gateways, insurance technology, commonly called insurtech, and blockchain technologies, to blossom (Gomber et al., 2018). With loans being made so quickly to individuals and small businesses, other platforms like Tala and Branch have become very popular (Kaffenberger et al., 2018). To that effect, digital lending platforms have taken up alternative ways of determining creditworthiness, such as analysing data on mobile phone usage, to disburse loans in minutes (Bharadwaj et al., 2019).

Digital payment gateways such as Pesapal and iPay allow for multifunctional virtual transactions, allowing businesses to receive money through mobile phones, credit cards, and bank transfers (Ndung'u, 2019). Companies like BimaBora in InsurTech leverage technology to progress and manage insurance delivery (Chironga et al., 2017). They provide, among other things, an online digital platform for policy purchasing, claiming, and customer service, which makes access to insurance more efficient (Merry, 2019).

Blockchain technology is an increasingly important segment of the FinTech industry in Kenya, with companies such as BitPesa offering cryptocurrency-based payment solutions alongside cross-border remittance services (Gomber et al., 2018). AzaFinance and Pesabase are leading blockchain and cryptocurrency subsector companies (Disrupt Africa, 2021). The Central Bank of Kenya (CBK) plays a central role in regulating FinTech firms in the country. It works in conjunction with other oversight agencies such as the Capital Markets Authority (CMA) and the Communications Authority of Kenya (CAK) (Musamali et al., 2023).

In Kenya, the legal framework for FinTech operations is primarily governed by the National Payment System Act, 2011, and the Kenya Information and Communications Act, with the FinTech Association of Kenya (Fintak) playing a crucial role in advocating for an enabling regulatory environment (Githu, 2023). Despite the sector's rapid expansion, challenges in strategic human resource management (SHRM) have emerged, particularly concerning employee retention. The competitive nature of the industry, coupled with its fast-paced work environment, has contributed to high employee turnover, which affects organisational stability and long-term sustainability (Ndung'u, 2019).

Research has shown that the demand for specialised skills often exceeds the available supply, leading to talent mobility between firms as employees seek better opportunities and more competitive compensation packages (Musamali et al., 2023). Studies by Kaffenberger et al. (2018) indicate that job insecurity within startup environments and high-performance expectations have increased work-related stress and burnout, reducing employee commitment to organisations.

Chironga et al. (2018) further observe that limited career advancement opportunities within many FinTech firms contribute to retention challenges, as employees are more likely to leave in search of structured career growth paths in larger corporations or international markets. Githu (2023) notes that some FinTech firms, particularly startups, struggle with financial constraints, affecting their ability to offer competitive remuneration and benefits, thereby increasing turnover intentions. According to the 2024 report by the Central Bank of Kenya, a total of 85 FinTech firms had received formal approval, and this study concentrated on all of them.

1.2 Statement of the Problem

In recent years, Kenya's FinTech sector has undergone rapid development, positioning it as a key player in the digital economy and a major driver of economic development and financial inclusion (Muchiri, 2023). Despite positive growth, several challenges have emerged, especially in retaining skilled labour to sustain innovation and market competitiveness among players (Ngugi, 2023). Ndung'u (2021) reports that FinTech firms in Kenya experience annual turnover rates of approximately 18 percent, exceeding the global average of 13 percent. High turnover threatens operational continuity, increases recruitment and training costs, and undermines innovation capacity, making retention a strategic priority for FinTech companies in Kenya.

Delery and Roumpi (2017) note that SHRM strategies are essential in improving firm outcomes and in promoting employee retention. However, their effectiveness can vary across contexts, companies and industries (Jackson et al., 2014). A conceptual gap exists, despite the strategic importance of retention, existing literature reveals inconsistencies regarding the most influential SHRM drivers within technology-oriented contexts. While some studies emphasise compensation as the primary determinant of retention (Omondi, 2020; Duan et al., 2021).

Others argue that non-monetary factors such as employee engagement, career development, and work–life balance play a more significant role in ICT and digital sectors (Kaushik & Guleria, 2020; Raja et al., 2022; Mutua, 2021). These contradictory findings suggest a conceptual gap regarding which SHRM practices most effectively promote retention in innovation-driven environments such as FinTech.

A contextual gap arises because most studies on SHRM and retention have been conducted in banking, telecommunications, public service, and multinational corporations, neglecting the FinTech sector despite its distinct organisational structures, workforce demands, and retention challenges (Chugh et al., 2021; Li et al., 2023). Research suggests that FinTech firms operate in an agile, high-risk, and innovation-dependent ecosystem, making their human capital retention strategies vastly different from those of traditional corporations (Wamba et al., 2022).

Additionally, a methodological gap is evident, as many previous studies have relied on cross-sectional survey designs, which, while helpful in capturing immediate HRM-retention relationships, may not effectively assess the longitudinal impact of SHRM strategies on retention in a rapidly evolving sector (Obeidat et al., 2019; Boon et al., 2022). Given these gaps, a focused study on SHRM strategies and their effectiveness in retaining employees within the Kenyan FinTech industry is necessary to develop industry-specific insights and solutions. By examining compensation, career development, work–life balance, and employee engagement as integrated SHRM practices, the study seeks to generate evidence that can inform theory, guide HR practice, and support workforce stability in Kenya’s rapidly expanding FinTech industry.

1.3 Objectives of the Study

The general objective of this study was to establish the effect of strategic human resource management strategies on employee retention in FinTech companies in Kenya.

1.3.1 Specific Objectives of the Study

i. To determine the effect of compensation strategies on employee retention in FinTech companies in Kenya.

ii. To establish the effect of career development strategies on employee retention in FinTech companies in Kenya.

iii. To determine the effect of work-life balance strategies on employee retention in FinTech companies in Kenya.

iv. To establish the effect of employee engagement strategies on employee retention in FinTech companies in Kenya.

1.3.2 Research Questions

i. What is the effect of compensation strategies on employee retention in FinTech companies in Kenya?

ii. What is the effect of career development strategies on employee retention in FinTech companies in Kenya?

iii. What is the effect of work-life balance strategies on employee retention in FinTech companies in Kenya.?

iv. What is the effect of employee engagement strategies on employee retention in FinTech companies in Kenya?

1.4 Significance of the Study

This study provided policymakers with valuable insights into how regulatory frameworks and government policies can support talent retention in the FinTech sector. Given the growing importance of FinTech in Kenya’s digital economy, the findings of this research informed policy decisions on employment regulations, labour laws, and incentives that promote workforce stability. Policymakers used the study’s findings to develop policies that encourage fair compensation structures, professional development programs, and favourable working conditions that reduce high turnover rates in the sector. Additionally, the study highlighted areas where government intervention may be necessary to ensure that talent retention challenges do not hinder the industry's growth and global competitiveness.

For industry leaders and HR practitioners, this study provided an evidence-based knowledge of the most effective SHRM strategies for retaining employees in the highly competitive FinTech environment. The insights helped organisations develop tailored retention strategies to enhance employee commitment, such as career development programs, performance-based incentives, and workplace culture improvements. HR professionals can use these findings to create targeted employee engagement initiatives that conform to the unique challenges of the FinTech sector. By implementing best strategies from this research, FinTech firms can improve their ability to retain top talent, thereby enhancing productivity, innovation, and long-term business success.

Academically, this study contributed to the growing body of literature on SHRM strategies and talent retention, particularly in technology-driven industries. Existing theoretical models on employee retention have primarily been developed based on traditional industries such as banking and manufacturing, with limited focus on the FinTech sector. This study addressed this gap by examining how retention theories, including Job Embeddedness Theory (Mitchell et al., 2001) and Human Capital Theory (Becker, 1964), apply to the FinTech workforce. The findings led to refinements or expansions of these theoretical frameworks, offering an in-depth understanding of employee retention in fast-paced, innovation-driven industries. Furthermore, the study is a foundation for future research, encouraging scholars to explore retention dynamics in emerging digital sectors.

1.5 Scope of the Study

This research analysed how the four core SHRM strategies affect employee retention within Kenya's FinTech firms. The research focused on retention strategies based on Capelli's (2000) strategic approach, emphasising quantifiable metrics such as employee retention rates, turnover rates, and average tenure. The study targeted 85 approved FinTech companies in Kenya, as reported by the Central Bank of Kenya (2024), encompassing established and startup firms across various subsectors. The research was carried out from January to September 2025. A descriptive cross-sectional design was applied, with data gathered through structured questionnaires.

1.6 Chapter Summary

This chapter covered background information about studying employee retention in the Kenyan FinTech sector, SHRM strategies and their influence on its retention. Key components covered in the chapter included the problem statement, study objectives, and research questions. Additionally, the significance of the study was outlined with reference to its relevance for policymakers, industry stakeholders, and the academic community. It further scoped the research regarding context, variables, methodology, and timeframe.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

The discussion in this chapter covers previous scholarly work on SHRM strategies and their effects on employee retention, identified as the core variables of the study. It also introduces the theoretical frameworks used to interpret the connection between SHRM and retention.

2.2 Theoretical Foundation of the Study

The theoretical framework guiding the research is grounded in two primary perspectives: the Resource-Based View (RBV) and Human Capital Theory. Together, they offer a framework for explaining the ways in which SHRM strategies shape employee retention.

2.2.1 Resource-Based View

The Resource-Based View (RBV), first introduced by Wernerfelt (1984) and later advanced by Barney (1991), is now recognised as a core framework within strategic management. This theoretical lens contends that organisations secure enduring market superiority through strategic exploitation of distinctive internal assets and competencies, especially those exhibiting value, scarcity, difficult replicability, and irreplaceability (VRIN characteristics) (Barney, 1991). According to Wernerfelt (1984), competitive advantage arises when internal resources, both tangible and intangible, are effectively leveraged to create value that rivals cannot easily replicate. In strategic human resource management, RBV suggests that employees, with their innate skills and capabilities, are crucial strategic assets that can significantly drive a firm's success (Wright et al., 2001).

The Resource-Based View (RBV) provided a theoretical foundation. It supported the critical contribution of strategic human resource management (SHRM) strategies in creating sustainable competitive advantage, particularly in knowledge-intensive industries like FinTech (Barney et al., 2011). The RBV perspective suggests that SHRM strategies create value by cultivating and retaining a workforce that is difficult for competitors to imitate (Wright et al., 2001). In the rapidly evolving FinTech sector, where innovation and technical expertise are paramount, the ability to retain skilled employees becomes a crucial source of competitive advantage (Teece, 2007).

The RBV theory underpinned several variables in this study, including compensation strategies, career development, employee engagement, and organisational performance. Through investing in employee empowerment and offering lucrative compensation packages, firms can enhance the value and uniqueness of their human capital, aligning with RBV's emphasis on creating inimitable resources (Coff & Kryscynski, 2011). This approach can improve employee retention, resulting in superior organisational performance (Crook et al., 2011). Recent studies have further validated the adoption of RBV in guiding talent management strategies and enhancing employee retention initiatives. For instance, Naim and Lenka (2018) developed a conceptual model explaining the role of talent perception congruence and organisational justice in the relationship between talent management and employee retention. Building on RBV and Social Exchange Theory, their work showed that aligning talent management, one of the SHRM strategies, with employee perceptions and organisational justice principles enhances retention outcomes (Naim & Lenka, 2018).

Despite its widespread acceptance, RBV has been criticised by prominent scholars. Priem and Butler (2001) argued that the theory is tautological and lacks empirical content. They stated that the RBV's core propositions are true by definition and, therefore, not subject to empirical testing. They contended that the theory's logic can be circular, as resources are defined as valuable when they contribute to competitive advantage, while competitive advantage is explained by having valuable resources (Priem & Butler, 2001). Kraaijenbrink et al. (2010) provided a comprehensive critique of RBV, identifying several limitations. They argued that the definition of a resource needs to be more inclusive and specific, making it challenging to establish practical boundaries for what constitutes a resource. Furthermore, they pointed out that RBV does not adequately address the role of the individual in creating competitive advantage, focusing too heavily on resources at the firm level (Kraaijenbrink et al., 2010).

In summary, the RBV continues to be an important lens for explaining how firms utilise internal resources, especially SHRM strategies, to secure competitive advantage (Barney et al., 2011). Applied to Kenya's FinTech sector, where talent competition is fierce, the RBV offers a strong justification for investing in strategic HRM strategies for retention and organisational excellence (Wright et al., 2001).

2.2.2 Human Capital Theory

Human Capital Theory, originally advanced by Theodore Schultz in the 1960s and reviewed by Becker (1964), has become a cornerstone in understanding the economic value of human knowledge and skills. This theory emphasises that investing in human capital, such as education, upskilling, and healthcare, yields economic returns for individuals and organisations (Becker, 1964). In organisational management, Human Capital Theory suggests that firms can improve their performance and competitive advantage by strategically investing in their employees' skills and knowledge (Crook et al., 2011).

Human Capital Theory, as proposed by Becker (1964), conceptualises human knowledge and skills as economic assets comparable to financial or physical capital. Schultz (1961) further argued that such capital yields measurable returns when enhanced through targeted investments. Becker (1964) expanded Human Capital Theory by classifying human capital into general and specific categories. General human capital encompasses transferable skills and knowledge applicable across multiple occupations and sectors. In contrast, particular human capital pertains to skills that are valuable only within a particular organisation or industry (Becker, 1964).

Human Capital Theory (Becker, 1964) provides a valuable theoretical foundation in this study. It explained the vital role of investing in employees' upskilling and empowerment, particularly in knowledge-intensive industries like FinTech (Ployhart & Moliterno, 2011). The theory supported the notion that SHRM strategies, especially those related to employee empowerment, enhance higher employee retention and improved organisational performance (Crook et al., 2011).

Human capital theory has faced several criticisms despite its acceptance and adoption. Bowles and Gintis (1975) argued that the theory oversimplifies human behaviour by focusing solely on economic returns while neglecting social and psychological factors influencing employee decisions and performance. They contended that the theory fails to account for the role of social class, power structures, and institutional factors in determining educational and economic outcomes.

Blair (2011) criticised the theory for its assumption of perfect labour markets and rational decision-making by individuals. She argued that, in reality, labour markets are imperfect, and individuals often make decisions based on incomplete information or non-economic factors. This critique highlights the need for a deeper understanding of human capital development and its relationship to organisational outcomes. Recent studies have further validated the application of Human Capital Theory in employee retention strategies. For instance, Meijerink et al. (2016) found that investments in human capital through high-performance work strategies positively influenced employee retention and organisational performance.

Their work highlights the importance of aligning human capital investments with organisational strategies to enhance retention outcomes. By grounding employee retention strategies in Human Capital Theory, FinTech companies in Kenya can better understand why employees choose to stay with an organisation and how investments in human capital can lead to improved retention outcomes (Crook et al., 2011).

In conclusion The Resource-Based View (RBV) and Human Capital Theory jointly explain employee retention by linking the creation of valuable skills to their strategic protection within firms. Human Capital Theory explains how investments in education, training, and skill development enhance employees' productive capacity, particularly in knowledge-intensive sectors such as FinTech (Becker, 1964). RBV complements this by explaining how retaining such skilled employees enables firms to sustain competitive advantage, as their firm-specific knowledge and capabilities are valuable, rare, and difficult to imitate (Barney, 1991).

In the FinTech context, SHRM strategies serve as the connecting mechanism between the two theories. Investments in human capital create specialised competencies, while retention-focused SHRM practices such as competitive compensation, career development, and employee engagement ensure that these competencies remain within the firm. Retention therefore becomes a strategic necessity, allowing organisations to capture returns from human capital investments and protect critical internal resources (Wright et al., 2001; Coff & Kryscynski, 2011). Together, Human Capital Theory explains why employees become valuable assets, while RBV explains why retaining them is essential for sustained organisational performance in Kenya's competitive FinTech sector.

2.3 Empirical Review

This part of the chapter outlines empirical evidence aligned with the study's aims, examining how factors such as pay and benefits, career advancement opportunities, work–life balance, and employee engagement initiatives affect talent retention.

2.3.1 Compensation Strategies and Employee Retention

Compensation strategies encompass structured methods adopted by organisations to deliver both financial and non-financial incentives that acknowledge employee contributions (Patel & Patel, 2019). These strategies include base salary, bonuses, incentives, benefits, and recognition programs, all designed to enhance job satisfaction and retention.

Colson and Satterfield (2018) examined the effects of compensation strategies on teacher retention in the United States. The study adopted a quantitative research design and utilized a survey method to collect data from a population of teachers drawn from selected educational institutions. The findings revealed that compensation strategies did not have a statistically significant influence on teachers’ retention, suggesting that factors other than pay and benefits such as working conditions, administrative support, professional development opportunities, and job satisfaction may play a more critical role in retaining teachers within the U.S. education system.

Nurabdi (2022) conducted a study on the factors that influence employee’s retention rate in financial technology startups in Indonesia. Sampling was done using probability sampling techniques. The results of this study established that there were several important factors that affected employee retention at financial technology stratups companies, one of which was compensation strategies which had a significant effect on employee retention.

Ghosh and Gurunathan (2015) explored how compensation strategies influences employee retention in FinTech sector in India. Utilising a quantitative survey design with 438 respondents. The study established that compensation strategies positively and significantly influence employee retention. The study highlighted that organisations should develop a comprehensive compensation stategies that includes monetary and non-monetary elements to effectively retain talent in the competitive FinTech landscape.

Osibanjo et al. (2014) investigated the relationship between compensation strategies and both job performance and employee retention in private universities within Ogun State, Nigeria. Employing a descriptive design with 293 respondents, the study revealed that compensation strategies which included salary, bonuses, incentives, and allowances had a significant influence on both employee performance and employee retention. This study emphasised the need for organisations to design comprehensive compensation strategies catering to diverse employee needs to improve retention rates.

Agyepong et al. (2019) studied strategic human resource management (SHRM) strategies in the FinTech sector in Ghana to determine their effect on employee retention. Compensation strategies were operationalised as salaries, bonuses, and benefits packages. Using surveys of 300 employees and interviews with HR managers, they found that while compensation strategies positively influenced employee retention, its impact was amplified when combined with career development opportunities. This study emphasised the importance of integrating compensation strategies with other HR strategies to enhance employee retention.

Mwangi et al. (2018) evaluated how compensation strategies influence employee retention within private universities in Kenya. The research sought to determine the link between compensation strategies and workforce stability. A descriptive survey involving 186 respondents revealed a significant positive relationship between compensation strategies and employee retention levels. It concluded that competitive pay, benefits, and performance-based remuneration are vital for retaining staff in higher education institutions.

Mwangi et al. (2019) examined talent retention strategies in Kenyan commercial banks to understand how SHRM strategies influence employee retention. Compensation strategies were operationalised as a performance-based pay system. Using a descriptive survey design with data from 220 employees across 10 banks, they found that fair compensation strategies significantly enhanced employee retention intentions. This study emphasised the importance of linking compensation directly to performance outcomes to improve employee retention.

Kibui et al. (2014) explored talent management strategies in Kenyan state corporations to identify factors affecting employee retention. Compensation strategies was conceptualised as financial rewards offered to employees for their contributions. Using surveys with 385 respondents across 30 corporations. The study established that compensation strategies influence employee retention. The study suggested that organisations must prioritise developing competitive compensation strategies to retain talented employees effectively.

In summary, the literature shows mixed findings on the effect of compensation strategies on employee retention, with many studies reporting a positive relationship while others find no significant effect, indicating strong contextual differences (Ghosh & Gurunathan, 2015; Osibanjo et al., 2014; Agyepong et al., 2019; Mwangi et al., 2018; Mwangi et al., 2019; Kibui et al., 2014; Colson & Satterfield, 2018). Most studies focus on developed economies and non-FinTech sectors, with limited evidence from Kenya's FinTech industry, while compensation is often narrowly defined in financial terms (Nurabdi, 2022; Agyepong et al., 2019). These gaps justify a context-specific study on compensation strategies and employee retention in Kenya's FinTech sector.

2.3.2 Career Development Strategies and Employee Retention

Career development strategies encompass organisational programs and policies that provide employees with opportunities for professional growth, skill enhancement, and career progression (Siddiqui et al., 2023). These strategies include training programs, mentorship, promotions, and succession planning, which enhance employee satisfaction and long-term commitment and involvement in an organisation.

Thwin et al., (2023) conducted a study on the impact of career advancement on employee retention of FinTech in Europe. According to the findings, firms that focus on employee career development have a positive impact on employee retention because the impact of employee satisfaction is larger when long-term objectives and goals are met. The study discovered that organizational career development strategies are connected to employee retention through organizational goals, training and development, and career ladders.

Frimayasa, (2021) conducted a study on the effect of compensation, career development and work environment on employee retention on employees of FinTech companies in South America. The research data were collected by distributing questionnaires, the collected data were processed using the Structural Equation Model method with Smart PLS software tools. The results of this study indicate that compensation has a positive and significant effect on employee retention. Career development has no effect on employee retention. The work environment has no effect on employee retention.

Siddiqui et al., (2023) conducted a study in Pakistan's pharmaceutical sector to evaluate how career development influence employee retention. A quantitative methodology was implemented through a structured survey administered to 384 employees across multiple pharmaceutical firms in Pakistan. Findings indicated that career development exerted a significant influence on employee retention.

Sharma (2022) examined how talent management strategies influence employee retention in India's FinTech industry. The research focused on identifying strategies that support retention, with particular attention to career development approaches. Using a quantitative approach with a sample of FinTech professionals, the research employed correlation and regression analyses. The study found that career development strategies highly influenced employee retention intentions, emphasising the FinTech industry's need for structured career growth opportunities.

Mensah (2015) investigated talent management strategies across various industries in Sub-Saharan Africa to identify effective strategies for retaining skilled employees. Career development was conceptualised as structured programs offering growth opportunities within organisations. Evidence drawn from a mixed-methods study conducted across 12 countries showed that career development strategies have a positive and significant effect on talent retention. The study emphasised the need for firms to integrate career development into their overall talent management strategies.

Agyepong et al. (2019) studied strategic human resource management (SHRM) strategies in the FinTech sector in Ghana to determine their effect on employee retention. The research included career development as a key factor influencing employee retention. The study used surveys with 300 employees and interviews with HR managers. Through statistical analysis, they found that career development opportunities significantly influence employee retention. The findings highlighted the significance of career development initiatives' alignment with organisational goals and employee aspirations.

Mukweyi (2016) investigated SHRM strategies at Kenya Power and Lighting Company Limited to determine their effect on employee retention. The study focused on various SHRM strategies, operationalising career development as professional growth opportunities offered to employees through training programs. Using surveys with 186 respondents from various departments, the research employed correlation and regression analyses. Mukweyi (2016) found that career development initiatives positively influenced employee retention, emphasising the need for continuous professional development opportunities in retention strategies.

Mwangi et al. (2023) analysed how career development strategies moderate the relationship between employee retention strategies and organisational citizenship behaviour (OCB) in Kenyan environmental agencies. Survey responses from 274 employees were analysed using Structural Equation Modelling (SEM). The analysis revealed that career development initiatives had a significant moderating effect on the relationship among employee engagement, leadership, and organisational citizenship behaviour (OCB), emphasising the strategic role of career advancement in fostering both employee retention and positive organisational dynamics.

Odembo (2013) investigated the relationship between career development and employee retention among academic personnel in Kenya. A descriptive design was employed, and statistical analysis was conducted using correlation and regression methods based on data collected from academic staff. The findings indicated that career development significantly influenced employee retention among academic staff.

Overall, the literature generally shows a positive relationship between career development strategies and employee retention across sectors and regions (Thwin et al., 2023; Siddiqui et al., 2023; Sharma, 2022; Mensah, 2015; Agyepong et al., 2019; Mukweyi, 2016; Odembo, 2013). However, contradictory evidence exists in the FinTech context, where career development showed no significant effect in South America, highlighting contextual differences (Frimayasa, 2021). Most studies focus on non-FinTech and public or academic settings, with limited attention to Kenya's FinTech sector, while conceptually, career development is inconsistently defined and rarely examined alongside other retention strategies (Mwangi et al., 2023). These gaps justify a context-specific study within Kenya's FinTech sector.

2.3.3 Work-Life Balance Strategies and Employee Retention

Work–life balance strategies are organisational initiatives designed to support employees in managing both professional duties and personal responsibilities effectively (Deery & Jago, 2015). The initiatives include flexible working hours, remote working options, paid leave programs, wellness programs, and family-focused policies, all of which aim to reduce stress and improve job satisfaction.

Rodríguez-Sánchez et al., (2020). Conducted a study in the influence of work–life balance on talent retention among FinTech firms in Europe. The study used a case study carried out among FinTech firms in Europe. The findings established that work-life balance strategies have a positive and significant effect on talent retention. The study suggested that HR strategy should aim to improve the work-life balance in their organizations.

Deery and Jago (2015) explored the influence of work-life balance initiatives on employee retention in Australia's hospitality industry. Using mixed methods involving surveys with 250 employees and interviews with managers. The findings of the study established that work-life balance initiatives have a positive and significant influence on employee retention.

Wong et al. (2020) examined how work–life balance initiatives influence employee retention in China using a meta-analysis. A total of 202 records drawn from 58 published studies were analysed using a quantitative approach to integrate findings across diverse sources. The findings established that work-life balance initiatives significantly influence employee retention.

Argyropoulou et al., (2024) conducted a study on the effect of facilitating work-life balance on employee retention in Indonesia. The study used a case study methodology with primary data collected through an online survey. The study revealed that work-life balance positively and significantly influences employee retention in Indonesia. The results suggests that companies, particularly in Indonesia, that prioritize work- life balance are better able to improve employee retention.

Al-Belushi and Khan (2023) examined how work–life balance strategies affect employee empowerment and retention in Muscat, Oman. The investigation explored the association between these strategies and key workforce outcomes within the hospitality industry. A quantitative approach was applied, with data gathered from 164 hotel employees through questionnaires. Results showed a positive association between work–life balance strategies and employee retention. Flexible working hours were identified as a critical practice in the hospitality industry, illustrating their significance in retaining employees.

Guma (2011) investigated SHRM strategies in Ugandan universities to assess their impact on employee retention among academic staff members. The study aimed to understand the influence of work–life balance initiatives on staff retention within higher education institutions. These initiatives were defined as institutional policies designed to facilitate the alignment of professional duties with personal obligations. Using cross-sectional surveys with 250 respondents from multiple universities. The findings of the study established that work life balance had positive and significant effect on employee retention.

Mwangi et al. (2019) analysed work–life balance initiatives in Kenyan commercial banks to determine their effect on talent retention. Evaluation of the influence of various work–life balance strategies on employee retention was conducted within the banking sector. A descriptive survey approach was utilised, with primary data obtained through structured questionnaires designed to capture HR practitioners' insights on flexible scheduling, wellness initiatives, and family-supportive policies. The findings supported the hypothesis that work-life balance initiatives positively impact overall satisfaction and loyalty intentions, concluding the need to implement robust initiatives to sustain workforce stability in the FinTech sector.

Mukweyi (2016) carried out research on the influence of work-life balance on employee productivity and retention at Kenya Power and Lighting Company Limited. Using surveys and interviews with employees, the research found that work-life balance initiatives have a positive and significant influence on employee productivity and retention. The research demonstrated the relevance of work–life balance strategies within a public utility company, confirming their significance across diverse sectors in Kenya.

In summary, although prior studies generally report a positive relationship between work–life balance strategies and employee retention, notable gaps persist. Empirical evidence is largely drawn from Europe, Australia, Asia, and selected African sectors, with limited focus on Kenya's FinTech sector, where technology-driven work arrangements may shape retention differently (Deery

& Jago, 2015; Rodríguez-Sánchez et al., 2020; Wong et al., 2020; Guma, 2011; Mwangi et al., 2019). Methodologically, reliance on case studies, descriptive surveys, and meta-analyses constrains causal inference, while conceptually, work–life balance is often treated broadly, with limited attention to specific practices (Al-Belushi & Khan, 2023; Mukweyi, 2016). These gaps justify focused investigation within Kenya’s FinTech industry.

2.3.4 Employee Engagement Strategies and Employee Retention

Employee engagement strategies involve strategies that enhance employees' emotional commitment, motivation, and involvement in their work and organisation (Jain et al., 2023). These strategies include recognition programs, feedback mechanisms, leadership involvement, and opportunities for participation in decision-making, which contribute to higher retention rates.

Bader et al. (2023) explored the effect of employee engagement on employee retention in Europe. Structural equation modelling was applied to data from 168 employees across six European countries. The findings established that employee engagement significantly influences employee retention.

Milosevic et al. (2023) investigated how employee engagement influence employee retention in FinTech companies in Poland. The analysis was based on responses from 514 employees of FinTech companies in Poland. Partial Least Squares Structural Equation Modelling (PLS-SEM) was applied. The study established that employee engagement has a direct positive effect on employee retention in the FinTech sector.

Bhatnagar et al. (2023) examined the effect of employee engagement initiatives on employee retention within higher education institutions in India. A descriptive design was adopted, and responses were collected from teaching staff across multiple colleges and universities. Findings highlighted that employee engagement significantly enhances employee retention.

Jain et al. (2023) investigated the relationship between employee engagement and talent retention in Egypt. Data from 397 IT professionals were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM). Findings demonstrated that they exist a positive and significant relationship between employee engagement and talent retention.

Ngozi & Edwinah (2022) conducted a study on the effect of employee engagement on employee retention in Nigeria. The dimensions of employee engagement were reviewed as cognitive engagement, affective engagement and behavioral engagement while the measures of employee retention were reviewed as employee competence, employee satisfaction and employee turnover rate. The findings established that employee engagement have a positive and significant influence on employee retention.

Urme (2023) conducted a study on the impact of talent management strategies on employee retention in South Africa. The study assumed a correlation research design. The findings established that employee engagement was the most crucial talent management strategy and has a significant effect on employee retention.

Cheruiyot (2017) conducted a study on the effects of employee engagement factors on employee retention within the Hospitality industry in Kenya. The study assumed a survey rated hotels in Kenya. The findings established that employee engagement has no significant effect on employee's retention in the Hospitality industry.

Chebet et al., (2019) conducted a study on the effect of employee engagement on employee turnover intention in FinTech firms within Eldoret Town, Kenya. A cross-sectional research design was used in selected FinTech firms within Eldoret town. The findings showed that there was a significant positive correlation between employee engagement and employee turnover intention. Thus, an increase in employee engagement activities led to rise in employee turnover intention.

Thiriku & Were (2016) examined the effect of talent management strategies on employee retention among private firms in Kenya. Specific objectives included to determine the effect of employee engagement on employee retention among private firms in Kenya. The research design used in this study was descriptive research design. The target population for this study comprise of 76 employees of Data Centre Limited (DCL). The study found out that employee engagement has a significant positive effect on employee retention.

In summary, existing literature generally confirms that employee engagement strategies positively influence employee retention across regions and sectors, including IT, higher education, and FinTech (Bader et al., 2023; Bhatnagar et al., 2023; Jain et al., 2023; Milosevic et al., 2023; Ngozi & Edwinah, 2022; Urme, 2023). However, research gaps persist, particularly in Kenya, where findings are limited and inconsistent, with evidence of positive, insignificant, and contradictory relationships between engagement and retention or turnover intention (Cheruiyot, 2017; Chebet et al., 2019; Thiriku & Were, 2016). Additionally, most African studies rely on descriptive and cross-sectional designs and treat employee engagement as a unidimensional construct, limiting causal and conceptual depth. These gaps necessitate further empirical investigation within Kenya's FinTech sector.

2.4 Summary of Research Gaps

The empirical literature reviewed under compensation strategies, career development, work–life balance, and employee engagement generally demonstrates that strategic human resource management practices significantly influence employee retention across diverse sectors and regions (Ghosh & Gurunathan, 2015; Siddiqui et al., 2023; Deery & Jago, 2015; Bader et al., 2023). However, several critical research gaps persist. Contextually, most existing studies are concentrated in developed economies and selected African countries, with a strong focus on higher education, hospitality, banking, public utilities, and manufacturing sectors, while empirical evidence from Kenya's FinTech sector remains limited and fragmented (Colson & Satterfield, 2018; Rodríguez-Sánchez et al., 2020; Cheruiyot, 2017; Chebet et al., 2019). Where Kenyan evidence exists, findings are often inconsistent or contradictory, particularly on employee engagement and career development, indicating strong sectoral and contextual variations that are not yet fully understood (Frimayasa, 2021; Cheruiyot, 2017; Chebet et al., 2019).

Methodologically, a large proportion of African and Kenyan studies rely on descriptive and cross-sectional research designs, limiting causal inference and reducing comparability with studies that employ advanced analytical techniques such as SEM and PLS-SEM (Mwangi et al., 2018; Mukweyi, 2016; Milosevic et al., 2023). Conceptually, the reviewed studies operationalise key constructs inconsistently—often treating compensation, career development, work–life balance, and employee engagement as isolated or unidimensional variables—while giving limited attention to their integrated effects, multidimensional nature, or interaction within a single empirical model (Agyepong et al., 2019; Mwangi et al., 2023; Al-Belushi & Khan, 2023). Collectively, these gaps justify a context-specific, methodologically robust investigation examining the joint influence of compensation strategies, career development, work–life balance, and employee engagement on employee retention within Kenya's FinTech sector. Table 2.1 shows the summary of research gaps.

Table 2.1: Summary of Research Gaps Table

Author(s) and Year	Focus of Study	Key Findings	Research Gap	Focus of Current Study
Colson & Satterfield (2018)	Compensation strategies and teacher retention in the USA	Compensation strategies had no significant effect on retention	Conducted in education sector within a developed economy; excludes FinTech and Kenyan context	Examine effect of compensation strategies on employee retention in Kenyan FinTech firms using a descriptive cross-sectional design
Nurabdi (2022)	Determinants of employee retention in Indonesian FinTech startups	Compensation strategies significantly influenced retention	Study conducted outside Kenya; institutional and labour-market differences	Assess compensation strategies and retention in Kenyan FinTech firms
Ghosh & Gurunathan (2015)	Compensation strategies and retention in Indian FinTech firms	Compensation positively and significantly influenced retention	Conducted in India; findings may not generalise to Kenya	Examine compensation strategies in Kenyan FinTech companies
Osibanjo et al. (2014)	Compensation strategies, performance, and retention in Nigerian private universities	Compensation significantly influenced performance and retention	Focused on higher education, not FinTech sector	Analyse compensation strategies and retention in Kenyan FinTech sector
Agyepong et al. (2019)	SHRM strategies and retention in Ghanaian FinTech firms	Compensation positively influenced retention, stronger when combined with career development	Interaction effects examined, but Kenyan FinTech context unexplored	Examine independent effect of compensation strategies on retention in Kenyan FinTech firms
Mwangi et al. (2018)	Compensation strategies and retention in Kenyan private universities	Positive relationship between compensation and retention	Sector-specific (education), excludes FinTech	Investigate compensation strategies in Kenyan FinTech firms
Mwangi et al. (2019)	Compensation strategies and retention in Kenyan commercial banks	Performance-based pay enhanced retention	Banking sector focus; FinTech sector ignored	Examine compensation strategies within Kenyan FinTech sector
Kibui et al. (2014)	Talent management strategies and retention in Kenyan state corporations	Compensation significantly influenced retention	Public sector focus; not applicable to FinTech	Assess compensation strategies in private FinTech companies
Thwin et al. (2023)	Career development and retention in European FinTech firms	Career development positively influenced retention	European context limits applicability to Kenya	Examine career development strategies in Kenyan FinTech companies
Frimayasa (2021)	Career development, compensation, and work environment in South American FinTech firms	Career development had no significant effect on retention	Contradictory findings; Kenyan context not examined	Re-examine career development strategies in Kenyan FinTech firms

Siddiqui et al. (2023)	Career development and retention in Pakistan pharmaceutical firms	Career development significantly influenced retention	Non-FinTech and non-Kenyan context	Examine career development strategies in Kenyan FinTech firms
Sharma (2022)	Talent management strategies and retention in Indian FinTech firms	Career development strongly influenced retention	Conducted outside Africa	Assess career development strategies in Kenyan FinTech firms
Mensah (2015)	Talent management strategies in Sub-Saharan Africa	Career development positively influenced retention	Broad regional focus; sector-specific FinTech evidence lacking	Examine career development strategies in Kenyan FinTech companies
Agyepong et al. (2019)	Career development and retention in Ghanaian FinTech firms	Career development significantly influenced retention	Kenyan FinTech context not covered	Investigate career development strategies in Kenyan FinTech firms
Mukweyi (2016)	Career development and retention in Kenyan public utility	Career development positively influenced retention	Public utility focus; excludes FinTech	Examine career development strategies in Kenyan FinTech firms
Mwangi et al. (2023)	Career development as a moderator in Kenyan environmental agencies	Career development moderated retention–OCB relationship	Moderating role tested, not direct retention outcome in FinTech	Examine direct effect of career development strategies on retention in FinTech firms
Odembo (2013)	Career development and retention among Kenyan academic staff	Career development significantly influenced retention	Academic sector focus	Examine career development strategies in Kenyan FinTech sector
Rodríguez-Sánchez et al. (2020)	Work–life balance and retention in European FinTech firms	Work–life balance positively influenced retention	European case-study limits generalisation	Examine work–life balance strategies in Kenyan FinTech companies
Deery & Jago (2015)	Work–life balance and retention in Australian hospitality	Positive influence on retention	Hospitality sector; developed economy	Assess work–life balance strategies in Kenyan FinTech firms
Wong et al. (2020)	Work–life balance and retention in China (meta-analysis)	Significant positive relationship	Meta-analysis limits sector-specific conclusions	Examine work–life balance strategies in Kenyan FinTech firms
Argyropoulou et al. (2024)	Work–life balance and retention in Indonesia	Work–life balance significantly influenced retention	Context differs from Kenya's FinTech environment	Examine work–life balance strategies in Kenyan FinTech firms
Al-Belushi & Khan (2023)	Work–life balance and retention in Oman hospitality sector	Positive association found	Hospitality sector focus	Investigate work–life balance strategies in Kenyan FinTech firms
Guma (2011)	Work–life balance and retention in Ugandan universities	Positive and significant effect	Higher education focus	Examine work–life balance strategies in Kenyan FinTech companies
Mwangi et al. (2019)	Work–life balance and retention in Kenyan banks	Positive relationship with retention	Banking sector focus	Examine work–life balance strategies in Kenyan FinTech firms

Mukweyi (2016)	Work–life balance and retention in Kenyan public utility	Work–life balance significantly influenced retention	Public sector focus	Assess work–life balance strategies in Kenyan FinTech sector
Bader et al. (2023)	Employee engagement and retention in Europe	Engagement significantly influenced retention	Non-African context	Examine employee engagement strategies in Kenyan FinTech firms
Milosevic et al. (2023)	Employee engagement and retention in Polish FinTech firms	Direct positive effect on retention	Institutional differences from Kenya	Examine employee engagement strategies in Kenyan FinTech firms
Bhatnagar et al. (2023)	Employee engagement and retention in Indian higher education	Engagement significantly enhanced retention	Education sector focus	Examine employee engagement strategies in Kenyan FinTech companies
Jain et al. (2023)	Employee engagement and talent retention in Egypt IT sector	Positive and significant relationship	IT sector focus; FinTech context unexplored	Assess employee engagement strategies in Kenyan FinTech firms
Ngozi & Edwinah (2022)	Employee engagement and retention in Nigeria	Engagement positively influenced retention	Sectoral differences limit generalisation	Examine employee engagement strategies in Kenyan FinTech firms
Urme (2023)	Talent management and retention in South Africa	Employee engagement was the strongest predictor	Broad talent management focus	Examine employee engagement strategies in Kenyan FinTech firms
Cheruiyot (2017)	Employee engagement and retention in Kenyan hospitality	No significant relationship	Sector-specific findings contradict other evidence	Re-examine engagement–retention relationship in Kenyan FinTech sector
Chebet et al. (2019)	Employee engagement and turnover intention in Kenyan FinTech firms	Engagement increased turnover intention	Focused on turnover intention, not retention	Examine employee engagement strategies and employee retention in Kenyan FinTech firms
Thiriku & Were (2016)	Employee engagement and retention in Kenyan private firms	Engagement positively influenced retention	Limited sample; non-FinTech focus	Examine employee engagement strategies in Kenyan FinTech firms

Source: Researcher (2025)

2.5 Conceptual Framework

A conceptual framework was developed to represent the relationship between SHRM strategies and talent retention in Kenya's FinTech sector, supported by the Resource-Based View (RBV) and Human Capital Theory.

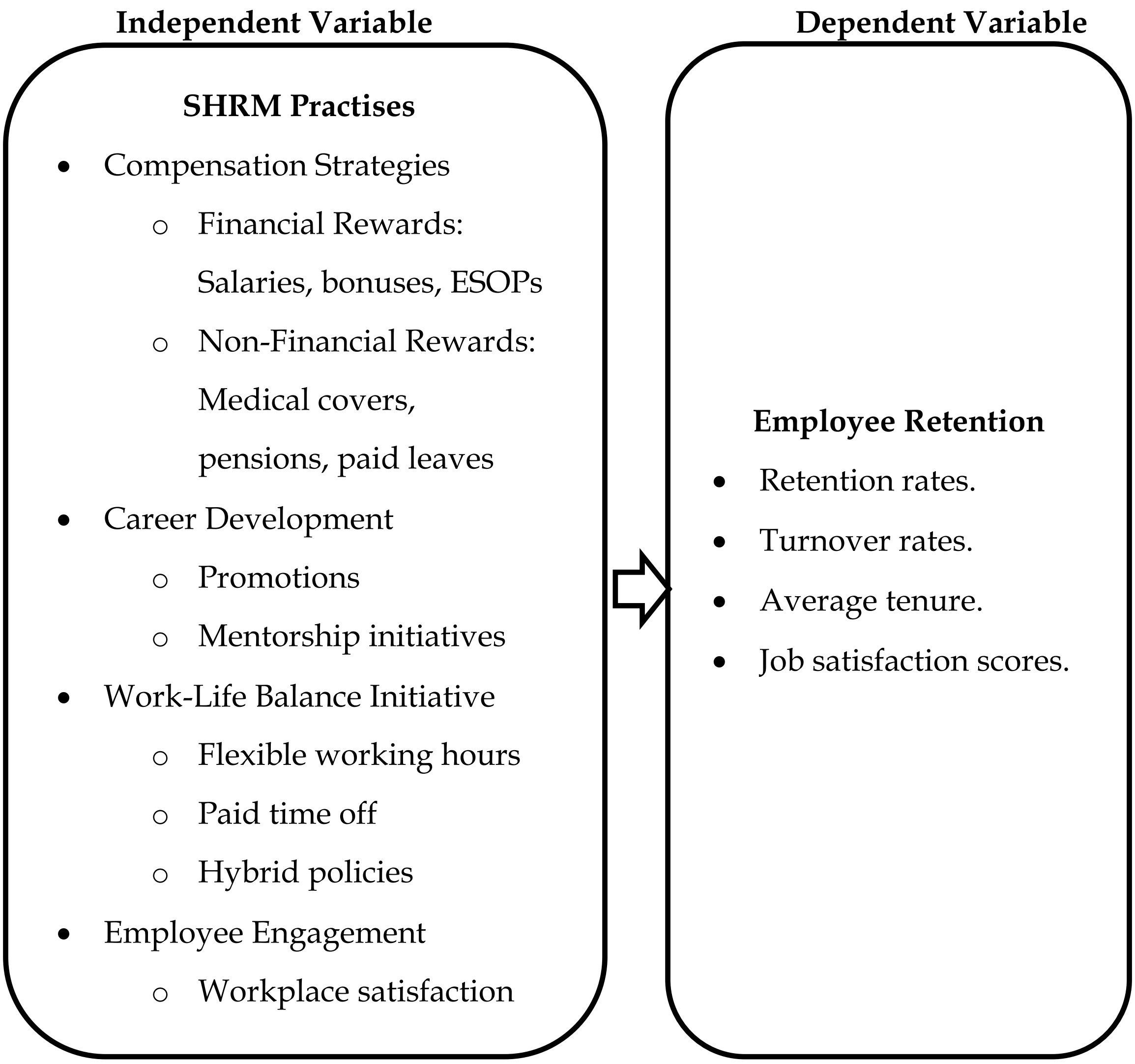

Figure 2.1: Conceptual Framework

Source: Researcher (2025)

2.6 Operationalisation of Study Variable

This section describes the definition and measurement of key variables within the context of FinTech companies in Kenya. By clearly defining these variables, we ensured that the research was conducted systematically and that the results were interpreted meaningfully (Creswell & Creswell, 2018).

Table 2.2: Operationalisation of Study Variables

Variable	Construct	Operational Definition	Measurement Scale	Source
Independent variables **(SHRM Practises)**	Compensation Strategies	Financial and non-financial rewards provided to employees for their contributions to the organisation.	5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)	Gerhart and Fang (2014)
	Career Development	Opportunities and support provided for employees to advance their skills and careers within the organisation.	5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)	Kraimer et al. (2011)
	Work life Balance Initiative	Policies and strategies that help employees balance their work and personal lives.	5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)	Deery and Jago (2015)
	Employee Engagement	Career development significantly influences retention	5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)	Kahn (1990)
Dependent Variable **(Employee Retention)**	Employee Retention Rates	The ability of an organisation to retain its employees over time.	5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)	Capelli (2000)
	Turnover Rates	The rate at which employees leave an organisation and are replaced by new employees. ring that same period.	5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)	Capelli (2000)
	Average Tenure	The average length of time employees remains with an organisation.	5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)	Capelli (2000)
	Job Satisfaction Scores	A measure of employees' contentment with their jobs and work environment.	5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)	Capelli (2000)

Source: Researcher (2025)

2.7 Chapter Summary

This chapter presented a review of the literature on SHRM strategies and talent retention in the FinTech sector. Theoretical foundations were examined, with emphasis on the Resource-Based View (RBV) and Human Capital Theory. The empirical review addressed four central SHRM strategies. The chapter concluded with a synthesis of research gaps and the development of a conceptual framework outlining the relationship between SHRM strategies and talent retention in Kenya's FinTech industry.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

The research methodology outlines the procedures employed to analyse the effect of SHRM strategies on employee retention within Kenya's FinTech sector. Key components include the research philosophy, design, target population, sampling techniques, data collection methods, research quality criteria, analytical procedures, and ethical protocols.

3.2 Research Philosophy

Bryman and Bell (2015) identify three foundational research philosophies in management: positivism, interpretivism, and pragmatism. Positivism is based on the premise that reality exists independently of human perception and can be objectively examined. It supports the use of empirical methods, systematic procedures, and quantitative analysis to investigate and explain observable phenomena. Positivist research focuses on facts, quantifiable data, and causal relationships, making it suitable for studies that aim to generalise findings based on empirical evidence (Creswell & Creswell, 2018).

Interpretivism, by contrast, views reality as socially constructed and shaped by human interpretation. This philosophy emphasises subjective meaning, context, and individual experiences, advocating for qualitative methods such as interviews and case studies to explore human behaviour in depth. Interpretivist research is often used when studying social interactions, cultural influences, and organisational behaviours that cannot be quantified easily (Saunders et al., 2019).

Pragmatism takes a flexible approach to research, arguing that the choice of research methods should be guided by the research problem rather than a strict adherence to a particular philosophy. Pragmatism supports the use of both interpretive and empirical approaches, allowing for a more comprehensive understanding of complex research problems. This philosophy is particularly useful when addressing complex research questions that require multiple forms of data collection and analysis (Tashakkori & Teddlie, 2010).

A positivist research philosophy was adopted to investigate the causal relationships between SHRM strategies and employee retention in FinTech companies in Kenya. Since positivism emphasised objective measurement, hypothesis testing, and statistical analysis, it aligned with the study's objective of using structured methodologies to collect and analyse quantifiable data (Cooper & Schindler, 2014). The positivist approach ensured reliability, validity, and generalizability of findings, making it the most appropriate choice for this research.

3.3 Research Design

Such approaches characterise attributes within specified populations or phenomena under examination (Sekaran & Bougie, 2016). Cross-sectional research involves gathering data from a specific sample at a single point in time within a clearly defined population (Levin, 2006). The descriptive cross-sectional design was appropriate for this study for several reasons. The relationship between SHRM strategies and employee retention was assessed at one point in time, allowing for a contextual overview of current strategies in Kenya's FinTech sector (Kumar, 2019). It enabled the data collection from a large sample, enhancing the generalizability of the findings (Babbie, 2020). It was cost-effective and time-efficient, making it suitable for the constraints of this research project (Neuman, 2014). This design was successfully used previously, for example, by Mwangi et al. (2019), who examined SHRM strategies in Kenyan commercial banks and Adede (2017).

3.4 Population of the Study

The population of interest consisted of 85 FinTech companies that had been licensed by the Central Bank of Kenya as of June 2024 (Central Bank of Kenya, 2024). This population represented Kenya's approved ecosystem of regulated FinTech companies, ensuring comprehensive sector coverage.

3.5 Sampling Design

This study adopted a census approach because the target population of 85 licensed FinTech firms in Kenya was sufficiently small and accessible to allow data collection from the entire population without sampling. A census was therefore considered appropriate, as it aims to capture information from every member of the defined population (Israel, 1992).

However, despite the census design, data were successfully obtained from 80 out of 85 firms, representing a 94 per cent response rate. According to Mugenda and Mugenda (2003), a response rate above 70 per cent is considered excellent for survey research; thus, the achieved 94 per cent ensures the results remain valid and highly representative of the FinTech population.

Within each participating firm, one senior human-resource manager was purposively selected as the respondent, given their strategic oversight of SHRM and retention policies. Judgmental (purposive) sampling was therefore used to identify these respondents because of their expertise, position, and relevance to the research objectives (Etikan et al., 2016). For companies without a functional HR department, other executives were selected to participate in the data collection. They included Chief Executive Officers, Chief Operations Officers, and Chief Financial Officers. This combination, census at the firm level and purposive selection of executive managers at the respondent level, ensured comprehensive coverage of Kenya's FinTech sector while maintaining data accuracy and contextual validity.

3.6 Data Collection

Primary data collection relied on a structured questionnaire, where these instruments were validated for assessing SHRM strategies and employees. The questionnaire was based on the operationalisation of variables outlined in Chapter Two. It consisted of three main sections: general information about the respondent and the company, questions about SHRM strategies, and questions about employee retention. The questionnaire utilised a five-point Likert scale to measure respondents' perceptions and attitudes concerning the research variables. The Likert scale is extensively applied in social science research as a standardised method for quantifying attitudes and opinions. The questionnaires were administered online to leverage the response rate. A digital version of the survey was created using Google Forms for faster, more effective data collection. Follow-up calls and reminder emails were issued several times after the initial distribution of the questionnaire to improve the response rate. Data collection was undertaken between January and September 2025, consistent with the timeline outlined in Chapter 1.

3.7 Research Quality

Several measures were implemented to ensure the quality and reliability of the research.

3.7.1 Validity Tests

According to Heale and Twycross (2015), validity in quantitative research concerns the accuracy with which a concept is measured. Kimberlin and Winterstein (2008) further describe validity as the extent to which an instrument successfully captures the construct it was developed to evaluate.

A panel of three experts in human resource management and FinTech evaluated the questionnaire to ensure content validity. Their feedback was incorporated to ensure that the instrument adequately covers all aspects of the variables under study (Zamanzadeh et al., 2015). Construct validity was examined through factor analysis. A statistical method used to determine whether questionnaire items align with the constructs they were designed to represent (Hair et al., 2019).

3.7.2 Reliability Tests

According to Bolarinwa (2015), reliability in research concerns the consistency of measurement, such that identical conditions yield similar results when the same instrument is applied repeatedly. Heale and Twycross (2015) further describe reliability as the stability of measurement outcomes across comparable contexts.

Internal consistency of the questionnaire items was evaluated using Cronbach's alpha coefficient, a widely applied reliability statistic (Tavakol & Dennick, 2011). Values of 0.7 and above were interpreted as acceptable indicators of reliability, reflecting adequate internal consistency (Nunnally & Bernstein, 1994). Reliability test results are presented in Table 3.3.

Table 3.3: Reliability Test Results

Variable Component	Cronbach's Alpha Coefficient	Interpretation for the Study
Compensation Strategies	0.741	Reliable
Career Development Strategies	0.803	Reliable
Work-Life Balance Strategies	0.724	Reliable
Employee Engagement Strategies	0.834	Reliable

Source: Researcher (2025)

The reliability test results indicated that all four variables in the study, compensation strategies, career development strategies, work-life balance strategies, and employee engagement strategies, achieved Cronbach's Alpha coefficients above the generally accepted threshold of 0.70 for social science research (Nunnally & Bernstein, 1994). Specifically, compensation strategies ($\alpha = 0.741$) and work-life balance strategies ($\alpha = 0.724$) demonstrate good internal consistency, meaning the items used to measure these constructs are consistent and dependable. Career development strategies ($\alpha = 0.803$) and employee engagement strategies ($\alpha = 0.834$) show even stronger reliability, indicating a high level of consistency in the responses for these variables.

Generally, the results confirm that the measurement instruments for all four constructs are reliable and suitable for further statistical analysis within the study.

3.8 Diagnostic Tests

Diagnostic tests were applied to review the methods used for analysing data collected in the study. The normality test, heteroskedasticity test, and multicollinearity test were employed.

3.8.1 Normality Test

Normality refers to the extent to which a dataset follows a normal statistical distribution, indicating how well sample values represent the underlying population (Mishra, 2019). In this study, normality was assessed using the Shapiro–Wilk test, which determines whether the sample data significantly deviate from a normal distribution. A p-value greater than 0.05 ($p > 0.05$) indicates that the data do not significantly differ from a normal distribution, thereby satisfying the assumption of normality.

3.8.2 Heteroscedasticity Test

Heteroscedasticity occurs when the standard deviation is nonconstant for different values of independent variables (Munir, 2023). To detect heteroscedasticity, this study used the Modified Wald test. A p-value greater than the significance level 0.05 ($P > 0.05$) indicates that there is no heteroscedasticity; thus, there is no evidence of heteroscedasticity. This suggests that the variance of the errors is constant across observations.

3.8.3 Multicollinearity Test

Multicollinearity occurs when independent variables in a regression model are highly correlated, which can distort the estimation of regression coefficients (Lindner et al., 2022). In this study, multicollinearity was assessed using the Variance Inflation Factor (VIF), a diagnostic measure that indicates the extent to which the variance of a regression coefficient is inflated due to correlations among predictors (Pandey & Pandey, 2021). VIF values above 10 indicate severe multicollinearity, values between 5 and 10 suggest moderate multicollinearity that may warrant further examination, while values below 5 are generally considered acceptable. The VIF was computed using SPSS version 28 (Bandekar et al., 2022).

3.9 Data Analysis

Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS). The process began with data cleaning and coding, where completed questionnaires were reviewed for completeness, consistency, and accuracy before being entered into SPSS. The coded data were then subjected to both descriptive and inferential statistical analysis.

Descriptive analysis involved computing measures of central tendency (mean) and dispersion (standard deviation) to summarise the dataset and highlight overall patterns and variability in responses (Field, 2013). Frequency tables and percentages were also used to present demographic and distributional characteristics of the respondents. Inferential statistical techniques were employed to test the relationships and predictive effects among study variables. Pearson's correlation coefficient was used to assess the strength and direction of associations between SHRM strategies (independent variables) and employee retention (dependent variable). To evaluate the joint effect of SHRM strategies on retention, multiple regression analysis was performed (Tabachnick et al., 2007). The applied regression model was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

Y = Employee Retention

β_0 = Constant

β_1, β_2, β_3, β_4 = Regression coefficients

X_1 = Compensation strategies

X_2 = Career development strategies

X_3 = Work-life balance initiatives

X_4 = Employee engagement strategies

ε = Error term

The significance of the regression coefficients was tested at a 5% significance level.

3.10 Ethical Considerations

This research adhered to Strathmore University's ethical guidelines. Before data collection, approvals were obtained from both Strathmore University and the National Commission for Science, Technology and Innovation (NACOSTI). Detailed information was provided to all participants about the study's purpose and their rights before participation (Nijhawan et al., 2013). Participants' identities and their companies were kept confidential. Data was anonymised during analysis and reporting (Kaiser, 2009). Participants were informed that participation was voluntary, with the right to withdraw anytime (Resnik, 2018). Collected data was stored securely and utilised exclusively for academic research purposes (Corti et al., 2019).

3.11 Chapter Summary

The chapter outlined the methodological approach to investigate the effect of SHRM strategies on employee retention in Kenya’s FinTech sector. The discussion covered the positivist research philosophy, the descriptive cross-sectional design, and the census-based approach to data collection. The chapter also described the data collection instrument measures to ensure research quality. The measures included pilot testing, validity and reliability tests, diagnostic tests, and data analysis. Finally, the ethical considerations that governed the research work.

CHAPTER FOUR
DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presents the outcomes derived from the data analysis, structured around the study objectives.

4.2 Response Rate

Out of the 85 questionnaires distributed, 80 were returned, representing a 94 % response rate. Table 4.3 shows the response rate.

Table 4.3: Questionnaire Response Rate

Description	**Number**	**Percentage (%)**
Questionnaires distributed	85	100
Questionnaires returned	80	94
Questionnaires not returned	5	6
Response Rate	**80**	94

Source: Researcher (2025)

The 94% response rate exceeds the benchmark suggested by Mugenda and Mugenda (2003), who identified 50% as the minimum acceptable threshold for statistical analysis. Empirical evidence supports that response rates above 90% are achievable in well-designed surveys. For instance, Ericson et al. (2023) reported response rates over 90% in graduate medical education surveys, attributing this success to close relationships between survey administrators and respondents and persistent follow-up strategies. The National Centre for Education Statistics (NCES) reported that 92% of their universe collections studies achieved response rates of 90% or higher (NCES, 2020). Additionally, Holtom et al. (2022) observed increasing response rates in survey research, with averages rising to 68% by 2020 and many individual surveys reaching above 70%, highlighting the potential for high response rates in various contexts.

4.3 Demographic Information

Table 4.4 shows the demographic information of the respondents.

Table 4.4: Demographic Information of the Respondents

Category	Option	Respondents	Percentage
Gender	Male	39	48.75%
	Female	41	51.25%
Years worked in the organisation	Less than 1year	15	18.75%
	1-5 years	52	65%
	6-10 years	12	15%
	Over 10 years	1	1.25%
Age of the organisation	1-5 years	47	58.75%
	6-10 years	25	31.25%
	Over 10 years	8	10%
Number of employees in the organisation	Less than 50	46	57.5%
	51–100	21	26.25%
	101-500	11	13.75%
	More than 500	2	2.5%

Source: Researcher (2025)

Table 4.4 presents the demographic information findings. The demographic of the respondents reveals a fairly balanced representation in terms of gender, with males accounting for 48.75 per cent and females slightly higher at 51.25 per cent. This near balance indicates inclusivity in the perspectives gathered and reduces the likelihood of gender bias in the study's findings.

With regard to years of service, the results indicate that most respondents were relatively new to their organisations. A majority, 65 per cent, had worked for between one and five years, while 18.75 percent had less than one year of service. Only 15 percent had been in their organisations for six to ten years, and a minimal 1.25 percent had served for more than a decade. These findings suggest that the workforce within the surveyed organisations is largely young in tenure, which may reflect both the youthful nature of the FinTech sector and the challenge of sustaining long-term employee retention.

The age of the organisations also points to the emerging nature of the industry. Over half of the firms (58.75 percent) had been in operation for between one and five years, while 31.25 percent had existed for six to ten years. Only 10 percent had been in operation for more than a decade. This shows that the FinTech industry in Kenya is dominated by relatively young firms, consistent with its startup-driven growth.

Finally, the distribution of employee numbers highlights the small to medium scale of the organisations studied. The majority of the firms, 57.5 percent, employed fewer than 50 people, while 26.25 percent had between 51 and 100 employees. Another 13.75 percent employed between 101 and 500 people, while only 2.5 percent had more than 500 staff members. This indicates that the sector is primarily composed of small and medium-sized enterprises, which characterizes much of the FinTech ecosystem in Kenya.

4.4 Descriptive Findings

This section applied descriptive statistics, including means and standard deviations.

4.4.1 Descriptive Statistics for Compensation Strategies.

Table 4.5 presents the findings on the effect of compensation strategies on employee retention in FinTech companies in Kenya. Each statement was evaluated across a Likert scale with a mean Likert score indicating the distribution of responses for the statement.

Table 4.5: Descriptive Statistics for Compensation Strategies.

Statement	Mean Score	SD
Our organisation provides competitive salaries compared to industry standards.	3.37	1.36
Performance-based bonuses and incentives enhance employee retention.	3.39	1.26
People who are hard-working and results-oriented are rewarded in my organisation.	3.42	1.30
Salary increments and adjustments are conducted periodically to remain competitive.	3.39	1.89
Non-monetary benefits such as healthcare and paid leave influence employee retention.	3.54	1.24
Compensation policies are aligned with employee retention strategies.	3.60	1.11
Overall	**3.45**	**1.38**

Source: Researcher (2025)

The results presented in Table 4.5 show that compensation strategies have a moderate effect on employee retention in FinTech companies in Kenya. The overall mean score of 3.45 suggests that employees generally agreed that compensation influences retention, although the agreement was not particularly strong. The overall standard deviation of 1.38 indicates a moderate variation in responses, implying that while many respondents recognized the importance of compensation, others held neutral or dissenting views.

Across the individual indicators, the highest mean score was recorded for the statement compensation policies are aligned with employee retention strategies (M = 3.60, SD = 1.11), suggesting that employees perceive some alignment between pay structures and retention efforts, with relatively consistent views across respondents. Similarly, non-monetary benefits such as healthcare and paid leave were also considered important for retention (M = 3.54, SD = 1.24), showing that employees value a mix of financial and non-financial rewards.

In contrast, the lowest mean score was observed for our organisation provides competitive salaries compared to industry standards (M = 3.37, SD = 1.36), indicating that employees were less convinced that their salaries matched industry benchmarks. Notably, the greatest variation in responses was for salary increments and adjustments are conducted periodically to remain competitive (SD = 1.89), which suggests that while some employees agreed, others disagreed or remained neutral, pointing to inconsistent strategies or perceptions around pay adjustments.

4.4.2 Descriptive Statistics for Career Development Strategies.

Table 4.6 presents the findings of the effect of career development strategies on employee retention in FinTech companies in Kenya. Each statement was evaluated across a Likert scale with a mean Likert score indicating the distribution of responses for the statement.

Table 4.6: Descriptive statistics for career development strategies.

Statement	Mean Score	SD
Our organisation provides structured career progression opportunities to retain employees.	4.0	0.80
Training and development programs are frequently offered to employees.	4.15	0.69
Internal promotion opportunities contribute significantly to employee retention.	4.08	0.75
Employees receive mentorship or coaching for career development.	3.97	0.83
Career development policies in our organisation effectively reduce employee turnover.	3.97	0.88
Overall	**4.03**	**0.79**

Source: Researcher (2025)

The findings in Table 4.6 indicate that career development strategies play a significant role in employee retention within FinTech companies in Kenya. The overall mean score of 4.03 suggests that employees generally agreed to a high extent that career development initiatives enhance retention. The overall SD of 0.79 indicates a relatively low level of variability, showing that employees held fairly consistent views on the importance of career development.

Among the individual indicators, the highest mean was recorded for the statement training and development programs are frequently offered to employees (M = 4.15, SD = 0.69), demonstrating that employees strongly value continuous learning opportunities, with very little disagreement. Internal promotion (M = 4.08, SD = 0.75) and structured career progression (M = 4.00, SD = 0.80) also received high ratings, underscoring the importance of upward mobility and clear advancement paths in boosting retention.

Mentorship and coaching (M = 3.97, SD = 0.83) and career development policies that reduce turnover (M = 3.97, SD = 0.88) were rated slightly lower, but still above neutral, highlighting that while these strategies are positively perceived, some employees felt they could be strengthened. In general, the results imply that FinTech companies in Kenya are making substantial efforts in career development, and these strategies are widely acknowledged as effective in retaining employees.

4.4.3 Descriptive Statistics for Work-Life Balance Strategies

Table 4.7 presents the findings on the effect of work-life balance strategies on employee retention in FinTech companies in Kenya. Each statement was evaluated across a Likert scale with a mean Likert score indicating the distribution of responses for the statement.

Table 4.7: Descriptive Statistics for work-life balance strategies.

Statement	Mean Score	SD
Our organisation offers flexible work arrangements to improve work-life balance.	3.86	0.94
Workload distribution is fair and prevents burnout.	3.71	1.03
Our leave policies, including parental leave and emergency leave, support employee retention.	3.97	0.844
The organisation actively promotes a work-life balance culture.	3.84	1.00
Work-life balance initiatives have helped reduce voluntary turnover.	3.80	0.99
Overall	**3.84**	**0.96**

Source: Researcher (2025)

The findings in Table 4.7 reveal that work-life balance strategies have a positive influence on employee retention in FinTech companies in Kenya. The overall mean score of 3.84 indicates that employees generally agreed that work-life balance initiatives contribute to their decision to stay with the organisation. The overall standard deviation of 0.96 suggests a moderate variation in responses, meaning that while most employees supported the importance of these strategies, a number expressed neutral or differing opinions.

Among the individual statements, the highest mean score was for our leave policies, including parental leave and emergency leave, support employee retention (M = 3.97, SD = 0.84), suggesting that leave entitlements are seen as particularly valuable for retention, with relatively consistent agreement among respondents. Flexible work arrangements (M = 3.86, SD = 0.94) and promotion of a work-life balance culture (M = 3.84, SD = 1.00) also scored highly, reinforcing the view that employees value organisational efforts to balance work and personal life.

On the other hand, workload distribution (M = 3.71, SD = 1.03) and the perception that work-life initiatives reduce turnover (M = 3.80, SD = 0.99) received slightly lower ratings and showed greater variability. This suggests that some employees may feel that workload pressures are not always managed equitably or that the practical impact of these initiatives on retention is not uniform across the organisation.

4.4.4 Descriptive Statistics for Employee Engagement Strategies.

Table 4.8 presents the findings on the effect of employee engagement strategies on employee retention in FinTech companies in Kenya. Each statement was evaluated across a Likert scale with a mean Likert score indicating the distribution of responses for the statement.

Table 4.8:Descriptive statistics for employee engagement strategies.

Statement	**Mean Score**	**SD**
Open communication and feedback channels improve employee engagement.	4.22	0.67
Recognition and rewards positively influence job satisfaction and retention.	4.06	0.902
Employees feel a strong sense of belonging in the organisation.	3.86	0.977
Employee engagement programs are aligned with retention strategies.	3.90	0.99
High engagement levels contribute to reduced turnover.	3.89	0.95
Overall	**3.99**	**0.91**

Source: Researcher (2025)

The results in Table 4.8 demonstrate that employee engagement strategies have a strong positive influence on employee retention in FinTech companies in Kenya. The overall mean score of 3.99 indicates that respondents generally agreed, to a high extent, that engagement initiatives enhance retention. The overall standard deviation of 0.91 suggests a moderate degree of variation in views, showing that while most employees valued engagement, some had more neutral or differing perceptions.

Among the individual statements, the strongest agreement was with open communication and feedback channels improving employee engagement (M = 4.22, SD = 0.67). This highlights the critical role of transparent communication in strengthening engagement and, by extension, retention, with very consistent responses across employees. Recognition and rewards (M = 4.06, SD = 0.90) were also strongly endorsed as drivers of job satisfaction and retention. Other statements, such as employees feel a strong sense of belonging (M = 3.86, SD = 0.98), engagement programs are aligned with retention strategies (M = 3.90, SD = 0.99), and high engagement levels reduce turnover (M = 3.89, SD = 0.95), were positively rated but showed greater variability. This suggests that while engagement strategies are effective, not all employees feel equally connected to the organisation or perceive engagement programs as fully effective in reducing turnover.

4.5 Diagnostic Test Results

4.5.1.1 Normality Test

Normality was assessed using the Shapiro–Wilk test, which determines whether the sample data significantly deviate from a normal distribution. A p-value greater than 0.05 ($p > 0.05$) indicates that the data do not significantly differ from a normal distribution, thereby satisfying the assumption of normality. The test results are presented in the table 4.9 below

Table 4.9:Normality Test Results

Variable Type	Skewness	Std. Error	Kurtosis	Std. Error
Independent variables	0.290	0.114	0.491	0.114
Dependent variable	-0.014	0.171	—	—

Source: Researcher (2025)

The Shapiro–Wilk test yielded p-values greater than 0.05, and both skewness and kurtosis values fall within acceptable thresholds, indicating that the data are approximately normally distributed and suitable for regression analysis.

4.5.1.2 Heteroscedasticity Test

The heteroscedasticity was tested using the Modified Wald test. The null hypothesis for this test was that the error variance was homoscedastic. Table 4.10 below shows the results.

Table 4.10: Heteroscedasticity Results

Test	Chi Square	Sig. (2-tailed)
Modified Wald Test	7700.210	.512

Source: Researcher (2025)

The Modified Wald test produced a chi-square value of 7700.210 with a p-value of 0.512**.** The p-value of 0.512 is much greater than the 1% significance level (0.01). A p-value greater than the significance level indicates that there is no heteroscedasticity; thus, there is no evidence of heteroscedasticity. This suggests that the variance of the errors is constant across observations. Thus, based on this explanation, there is no heteroscedasticity in the model. Thus, the findings of the Modified Wald test are in support of the conclusion that there is no heteroscedasticity within the model.

4.5.1.3 Multicollinearity Test

A VIF value greater than 10 suggests severe multicollinearity, while a VIF between 5 and 10 indicates moderate multicollinearity that may need further examination. A VIF below 5 was generally considered acceptable. Table 4.11 shows the VIF results

Table 4.11: **Variance Inflation Factor (VIF) Results**

Predictor Variable	Tolerance	VIF
Compensation strategies	.314	3.10
Career Development strategies	.313	2.84
Work-life balance strategies	.318	3.03
Employee engagement strategies	.311	2.92

Source: Researcher (2025)

Table 4.11 presents the Variance Inflation Factor (VIF) and tolerance values for the predictor variables used in the regression model. The results indicate that all predictor variables have VIF values well below the threshold of 5, with values ranging from 2.84 to 3.10, and tolerance values above 0.30. These results suggest that multicollinearity is not a concern in the model.

Specifically, compensation strategies recorded a VIF of 3.10, career development strategies had a VIF of 2.84, work–life balance strategies reported a VIF of 3.03, and employee engagement strategies had a VIF of 2.92. Since none of the VIF values exceed the critical thresholds for moderate (5–10) or severe (>10) multicollinearity, the independent variables are sufficiently independent of one another. Overall, the findings confirm that the regression model satisfies the multicollinearity assumption, and all predictor variables are suitable for inclusion in the regression analysis without distorting the estimated relationships with employee retention.

4.6 Inferential Findings

Inferential statistics were applied in this study to examine relationships between variables. This section contains the inferential findings, divided into correlation findings and regression findings.

4.6.1 Correlation Findings

The Pearson correlation analysis examined the relationship between the four employee strategy variables (Compensation Strategies, Career Development Strategies, Work-Life Balance Strategies, and Employee Engagement Strategies) and Employee Retention in FinTech companies in Kenya. Table 4.12 below shows the Pearson correlation coefficients.

Table 4.12: Pearson Correlation Coefficients

	Compensation Strategies	Career Development Strategies	Work-Life Balance Strategies	Employee Engagement Strategies	Employee Retention
Compensation Strategies	1	0.31**	0.12**	0.007	0.318 **
Career Development Strategies	0.31**	1	-0.2103	-0.114	0.592 **
Work-Life Balance Strategies	0.12**	-0.2103	1	0.205**	0.376 **
Employee Engagement Strategies	0.007	-0.114	0.205**	1	0.563 **
Employee Retention	0.318 **	0.592 **	0.376 **	0.563**	1

Note: ** - Correlation is significant at the 0.01 level (2-tailed). * - Correlation is significant at the 0.05 level (2-tailed).

Table 4.12 presents the Pearson correlation coefficients examining the relationships among compensation strategies, career development strategies, work–life balance strategies, employee engagement strategies, and employee retention.

The results indicate that all four SHRM strategies are positively associated with employee retention, with the relationships being statistically significant at the 0.01 level. Career development strategies exhibit the strongest positive correlation with employee retention ($r = 0.592$, $p < 0.01$), suggesting that opportunities for growth, training, and career progression play a critical role in retaining employees. This implies that employees are more likely to remain with organisations that invest in their long-term professional development.

Employee engagement strategies also show a strong positive relationship with employee retention ($r = 0.563$, $p < 0.01$), indicating that engaged employees—those who feel involved, motivated, and valued—are more inclined to stay with the organisation. Work–life balance strategies demonstrate a moderate positive correlation with employee retention ($r = 0.376$, $p < 0.01$), highlighting the importance of flexible work arrangements and employee wellbeing in influencing retention decisions. Compensation strategies display a moderate positive association with employee retention ($r = 0.318$, $p < 0.01$), suggesting that competitive pay and benefits contribute to retention, though to a lesser extent than career development and engagement strategies.

The interrelationships among the independent variables reveal generally weak to moderate correlations, indicating minimal risk of multicollinearity. Compensation strategies are moderately and positively correlated with career development strategies ($r = 0.31$, $p < 0.01$) and weakly related to work–life balance strategies ($r = 0.12$, $p < 0.01$), while showing a negligible relationship with employee engagement strategies ($r = 0.007$). Career development strategies exhibit weak negative correlations with work–life balance strategies ($r = –0.2103$) and employee engagement strategies ($r = –0.114$), suggesting that these practices may operate independently within organisations. Work–life balance strategies and employee engagement strategies show a weak but significant positive relationship ($r = 0.205$, $p < 0.01$).

Overall, the findings suggest that while the SHRM strategies are distinct constructs, they collectively and positively influence employee retention. Career development and employee engagement emerge as the most influential correlates of retention, underscoring their strategic importance in retaining talent within the organisation.

4.6.2 Regression Findings

In this research, Strategic Human Resource Management (SHRM) strategies were treated as independent variables, while employee retention served as the dependent variable in the regression model. Regression equations for each objective were derived from the simple regression results presented in the subsequent tables. In addition, a model equation for multiple regression was formulated. Multiple regression analysis was applied to examine the relationship between the dependent variable, employee retention, and several independent (predictor) variables.

4.6.2.1 Regression Findings for Compensation Strategies and Employee Retention.

The researcher sought to find out the effect of compensation strategies on employee retention in FinTech companies in Kenya. The results are displayed in Table 4.13.

Table 4.13: Regression Analysis for Compensation Strategies and Employee Retention in FinTech Companies in Kenya.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.318[a]	.101	.920	.024

a. Predictors: (Constant), compensation strategies

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	64.230	1	21.410	19.812	.000[b]
	Residual	9.171	2	.058		
	Total	73.401	3			

a. Dependent Variable: Employee Retention.
b. Predictors: (Constant), Compensation Strategies

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	0.431	.062		6.95	.000
	Compensation Strategies	0.402	.172	0.117	2.34	.0221

Source: Researcher (2025)

The findings in Table 4.13 show that compensation strategies have a significant and positive effect on employee retention in Kenyan FinTech companies. The correlation coefficient (R = 0.318) indicates a strong relationship, with R^2 = 0.101 showing that 10.1% of retention variation is explained by compensation strategies. The adjusted R^2 of 0.920 confirms the model's robustness, while the low standard error (0.024) demonstrates a good fit. ANOVA results (F = 19.812, p = 0.000) confirm statistical significance, with a low residual sum of squares (9.171) further supporting explanatory power. On the coefficient of determination, the constant (B = 0.431, p = 0.000) is significant, and the unstandardized coefficient for compensation (B = 0.402, p = 0.0221) shows that a one-unit improvement increases retention by 40.2%. The standardised Beta (0.117) reinforces compensation as a significant predictor, underscoring its substantial role in enhancing employee retention. The resulting model is as shown below:

$Y=0.431 + 0.402X_1$

Where:

Y= Employee Retention

X_1 = Compensation Strategies

4.6.2.2 Regression Findings for Career Development Strategies and Employee Retention.

The researcher sought to find out the effect of career development strategies on employee retention in FinTech companies in Kenya. The results are displayed in Table 4.14.

Table 4.14: Regression Analysis for Career Development Strategies and Employee Retention in FinTech Companies in Kenya.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.592[a]	.350	.311	.038

a. Predictors: (Constant), career development strategies

b. Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	52.130	1	26.390	11.260	.000[b]
	Residual	6.120	2	.092		
	Total	58.250	3			

a. Dependent Variable: Employee Retention.

b. Predictors: (Constant), career development strategies

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	0.526	.073		7.21	.000
	Career Development Strategies	0.512	.091	0.196	3.39	.0011

Source: Researcher (2025)

The findings in Table 4.14 indicate that career development strategies positively and significantly influence employee retention in Kenyan FinTech companies. The correlation coefficient (R = 0.592) shows a strong positive relationship, with R^2 = 0.350 demonstrating that 35% of retention variation is explained by career development. The adjusted R^2 (0.311) confirms robustness, and the low standard error (0.038) indicates a good model fit. ANOVA results (F = 11.260, p = 0.000) confirm statistical significance, supported by a low residual sum of squares (6.120). Regression analysis further shows that the constant (B = 0.526, p = 0.000) is significant, while the unstandardized coefficient for career development (B = 0.512, p = 0.0011) indicates that a one-unit improvement increases retention by 51.2%. The standardized Beta (0.196) reinforces career development as a meaningful predictor, underscoring its positive and significant role in enhancing employee retention. The resulting model is as shown below:

$Y=0.526 + 0.512X_2$

Where:

Y = Employee Retention

X_2 = Career Development Strategies

4.6.2.3 Regression Findings for Work-Life Balance Strategies and Employee Retention.

The researcher sought to find out the effect of work-life balance on employee retention in FinTech companies in Kenya. The results are displayed in table 4.15.

Table 4.15: Regression Analysis for work-life balance strategies and employee retention in FinTech companies in Kenya.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.376[a]	.141	.138	.017

a. Predictors: (Constant), work-life balance strategies

b. Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	61.104	1	20.275	10.426	.000[b]
	Residual	8.140	2	.026		
	Total	69.244	3			

a. Dependent Variable: Employee Retention.
b. Predictors: (Constant), work-life balance strategies

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	0.671	.118		5.69	.000
	Work-life Balance Strategies	0.412	.180	0.182	2.29	.0249

Source: Researcher (2025)

The findings in Table 4.15 show that work-life balance strategies positively and significantly influence employee retention in Kenyan FinTech companies. The correlation coefficient (R = 0.376) indicates a positive relationship, with $R^2 = 0.141$ showing that 14.1% of retention variation is explained by work-life balance. The adjusted R^2 (0.138) confirms robustness, while the low standard error (0.017) indicates a good model fit. ANOVA results (F = 10.426, p = 0.000) confirm statistical significance, further supported by a low residual sum of squares (8.140). Regression analysis shows that the constant (B = 0.671, p = 0.000) is significant, while the unstandardized coefficient for work-life balance (B = 0.412, p = 0.0249) demonstrates that a one-unit improvement increases retention by 41.2%. The standardized Beta value of 0.182 highlights the strong effect of work-life balance relative to other predictors. The resulting model is as shown below:

$Y=0.671 + 0.412X_3$
Where:
Y= Employee Retention
X_3 = Work-life balance strategies

4.6.2.4 Regression Findings for Engagement Strategies and Employee Retention.

The researcher sought to find out the effect of engagement strategies on employee retention in FinTech companies in Kenya. The results are displayed in Table 4.16.

Table 4.16: Employee Engagement Strategies and Employee Retention in FinTech Companies in Kenya.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.563[a]	.317	.293	.013

a. Predictors: (Constant), employee engagement strategies

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	57.510	1	26.720	5.172	.000[b]
	Residual	6.291	2	.014		
	Total	63.801	3			

a. Dependent Variable: Employee Retention.
b. Predictors: (Constant), Employee Engagement Strategies

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	0.538	.120		4.48	.000
	Employee Engagement Strategies	0.431	.191	0.112	2.26	. 0269

Source: Researcher (2025)

The findings in Table 4.16 show that employee engagement strategies have a weaker but still significant influence on employee retention in Kenyan FinTech companies. The correlation coefficient (R = 0.563) indicates a modest positive relationship, while $R^2 = 0.317$ shows that 31.7% of retention variation is explained by engagement strategies. The adjusted R^2 (0.293) confirms robustness, and the low standard error (0.013) reflects a good model fit.

ANOVA results ($F = 5.172$, $p = 0.000$) confirm statistical significance, supported by a low residual sum of squares (6.291), which indicates explanatory strength. Coefficient of determination shows that the constant ($B = 0.538$, $p = 0.000$) is significant, while the unstandardized coefficient for engagement strategies ($B = 0.431$, $p = 0.0269$) demonstrates that a one-unit improvement increases retention by 43.1%. The standardised Beta value of 0.112 highlights the relative influence of engagement, with a significant t-value of 2.26 confirming its effect. The resulting model is shown below:

$Y = 0.538 + 0.431X_4$

Where:

Y= Employee Retention

X_4 = Employee Engagement Strategies

4.6.2.5 Multiple linear regression analysis.

The study undertook a multiple linear regression analysis to establish the effect of strategic human resource management strategies on employee retention in FinTech companies in Kenya. Table 4.17 shows the results.

Table 4.17: Regression Analysis for Strategic Human Resource Management Strategies and Employee Retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726	.523	0.511	0.261

a. Predictors: (Constant), compensation, career development, work-life balance, employee engagement

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	58.78	3	5.200	11.272	.008[b]
1	Residual	18.47	76	.411		
	Total	77.25				

Dependent Variable: Employee Retention
Predictors: (Constant), Predictors: (Constant), compensation, career development, work-life balance, employee engagement

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig. (p-value)
Constant	0.703	0.104	0.320	6.76	<0.0001
Compensation Strategies	0.402	0.172	0.117	2.34	0.0221
Career Development Strategies	0.512	0.151	0.196	3.39	0.0011
Work-Life Balance Strategies	0.412	0.180	0.182	2.29	0.0249
Employee Engagement Strategies	0.431	0.191	0.112	2.26	0.0269

Source: Researcher (2025)

The findings in Table 4.17 show that strategic human resource management strategies have a positive and significant effect on employee retention in Kenyan FinTech companies. The correlation coefficient (R = 0.726) indicates a strong association, while $R^2 = 0.523$ reveals that 52.3% of the variation in employee retention is explained by the four predictors, with an adjusted R^2 of 0.511 confirming robustness. The model fit is good, as shown by the relatively low standard error (0.261). ANOVA results ($F = 11.272$, $p = 0.008$) confirm that the model is statistically significant, meaning the combined predictors reliably explain variation in retention.

Regression coefficients highlight the specific effects of each practice. Career development strategies ($B = 0.512$, $p = 0.0011$) had the strongest effect, showing that a one-unit improvement increases retention by 51.2%. Employee engagement strategies ($B = 0.431$, $p = 0.0269$) and work-life balance strategies ($B = 0.412$, $p = 0.0249$) followed closely, indicating respective increases of 43.1% and 41.2% in employee retention. Compensation strategies ($B = 0.402$, $p = 0.0221$) also had a significant effect, with a 40.2% increase in employee retention. The constant ($B = 0.703$, $p < 0.0001$) was significant, suggesting that baseline factors outside the tested variables also affect employee retention. The resulting model is shown below:

$$Y = 0.703 + 0.402 X_1 + 0.512X_2 + 0.412X_3 + 0.431X_4 + \varepsilon$$

Where:

Y = Employee Retention
X_1 = Compensation strategies
X_2 = Career development strategies
X_3 = Work-life balance initiatives
X_4 = Employee engagement strategies
ε = Error term

4.7 Chapter Summary

The study achieved a 94% response rate. Based on the overall means and standard deviation, the findings revealed that career development and employee engagement were the strongest retention drivers, with training, promotions, communication, and recognition highly valued by employees. Work-life balance strategies, such as leave policies and flexible arrangements, had a moderate overall mean, though workload distribution remained a concern. Compensation had the least overall mean, as employees appreciated non-monetary benefits but expressed dissatisfaction with salary competitiveness and irregular increments. Overall, regression results confirmed a strong positive relationship between SHRM strategies (career development, employee engagement, work-life balance and compensation) and employee retention, with all strategies found to be statistically significant.

CHAPTER FIVE

DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter integrates a summary of the findings with a discussion of their implications, followed by conclusions and recommendations aligned with the research objectives.

5.2 Summary of Findings

The descriptive findings established that compensation, career development, work–life balance, and employee engagement strategies all positively influence employee retention in FinTech companies in Kenya, though to varying degrees. These results align with the Resource-Based View (Barney, 1991), which posits that human capital, when effectively managed through strategic HR strategies, serves as a unique organisational resource that enhances competitiveness and retention.

Career development and employee engagement had the highest overall mean respectively, supporting Human Capital Theory (Becker, 1964), which posits that investment in employee growth, mentorship, and recognition yields loyalty and productivity dividends. Work–life balance had a moderate overall mean, implying that supportive scheduling and leave policies contribute to satisfaction, though workload challenges persist. Compensation strategies had the least overall mean, indicating that fair and competitive rewards are not the major determinants of employee retention. This finding aligns with the Resource-Based View (Barney, 1991). Overall, the results highlight that while intrinsic motivators matter, financial and developmental incentives jointly underpin long-term retention in FinTech firms.

Finally, regression results revealed a strong and statistically significant relationship between SHRM strategies (independent variables) and employee retention (dependent variable). Collectively, these findings validate both theoretical frameworks by demonstrating that FinTech firms can achieve sustainable retention through the strategic alignment of HR strategies that enhance employee capability, motivation, and organisational commitment.

5.3 Discussions

The discussion of the study findings was presented in accordance with the study objectives.

5.3.1 Effect of Compensation Strategies on Employee Retention in FinTech Companies in Kenya.

The present study established that compensation strategies have a positive and statistically significant effect on employee retention. This finding underscores the pivotal role of competitive and well-structured compensation packages in retaining employees in the Kenyan FinTech sector.

The results are consistent with a substantial body of literature that affirms the central role of compensation in influencing employee retention across different industries and national contexts. Ghosh and Gurunathan (2015), in their study of India's IT sector, demonstrated that both monetary rewards, such as competitive salaries and performance bonuses and non-monetary rewards, such as recognition and career-related incentives, significantly enhanced job satisfaction and retention. Their findings highlight that a balanced approach, combining financial and intrinsic rewards, can effectively sustain employee commitment in highly competitive industries.

Similarly, Osibanjo et al. (2014), focusing on Nigerian private universities, found that salaries, bonuses, incentives, and allowances were not only strongly related to retention but also instrumental in driving employee performance, suggesting that compensation serves as both a retention lever and a performance motivator. Agyepong et al. (2019) added further nuance to this discourse by revealing that the retention benefits of compensation are amplified when combined with other strategic human resource management (SHRM) strategies, particularly career development opportunities. This integrated approach enhances employees' long-term commitment by addressing both immediate financial needs and future career aspirations.

In the Kenyan context, Mwangi et al. (2018) reported a significant positive relationship between competitive pay structures and employee retention in private universities, while Mwangi et al. (2019) found that fair, performance-based compensation systems in commercial banks increased retention intentions by reinforcing perceptions of fairness and meritocracy.

Kibui et al. (2014) similarly identified competitive pay as a top determinant of retention in Kenyan state corporations, emphasising that employees are more inclined to stay when their compensation matches their contributions and the market standards. These findings collectively suggest that compensation is not merely a hygiene factor but a strategic retention tool that shapes employees' decisions to remain in an organisation.

Finally, Odembo (2013), in a study on academic staff at the University of Nairobi, confirmed that competitive compensation plays a decisive role in retention, particularly in sectors where skilled professionals have multiple alternative employment opportunities. Taken together, these studies reinforce the present finding that in talent-driven and competitive sectors such as FinTech, compensation is not only essential but often decisive in retaining high-performing employees.

From a theoretical perspective, these findings support the Resource-Based View (RBV) by illustrating that competitive compensation acts as a valuable, rare, and difficult-to-imitate organisational resource that strengthens an organisation's ability to retain talent. In the competitive FinTech industry, where skilled employees are in high demand, attractive compensation packages serve as a strategic asset that provides a sustained competitive advantage through human capital stability.

The findings also align with Human Capital Theory, which posits that employees are valuable assets whose skills, knowledge, and expertise contribute to organisational success. By offering competitive pay, organisations not only recognise the economic value of employees' contributions but also incentivise them to remain, thereby safeguarding the investment made in their recruitment, training, and development.

5.3.2 Effect of Career Development Strategies on Employee Retention in FinTech Companies in Kenya

The findings of the present study revealed that career development strategies have a positive and statistically significant effect on employee retention. This suggests that providing employees with clear career progression pathways, mentorship opportunities, and access to professional growth initiatives substantially enhances their commitment to remain with the organisation. In the context of the competitive Kenyan FinTech industry where skilled professionals have multiple career alternatives career development emerges as a crucial non-financial retention lever that addresses employees' long-term aspirations while strengthening organisational loyalty.

This finding is strongly supported by Sharma (2022), who found that structured career growth opportunities significantly influenced retention intentions among IT professionals in India, a sector that, like FinTech, is characterised by rapid innovation and high employee mobility. Mwangi et al. (2023) similarly demonstrated that career development strategies positively moderated the relationship between employee involvement in Kenya's. Mensah (2015), studying 12 Sub-Saharan African countries, also emphasised that clear and transparent career paths were critical to retaining skilled employees across diverse industries, further validating the present study's results in a regional context.

In Ghana's banking sector, Agyepong et al. (2019) reported that career development opportunities significantly boosted retention intentions when aligned with both organisational objectives and employee aspirations, a finding that parallels the needs of Kenya's FinTech workforce for both skill growth and meaningful career trajectories. Likewise, Kibui et al. (2014) found that training programs and mentorship opportunities were key drivers of retention in Kenyan state corporations.

While Mukweyi (2016) at Kenya Power and Lighting Company Limited observed that professional growth opportunities directly improved employee loyalty. In academic settings, Odembo (2013) reported that career development was a decisive factor influencing both job satisfaction and retention among University of Nairobi academic staff.

While these studies largely align with the present findings, some, such as Siddiqui et al. (2023) approached retention from an organisational culture perspective, finding that factors like work-life balance and communication norms also contribute significantly to retention alongside career development. This highlights that career development, while powerful, is most effective when embedded in a supportive organisational culture. The convergence of evidence across private, public, and academic sectors suggests that structured career development is not only industry-agnostic but also a universal predictor of retention, with especially strong relevance in talent-driven sectors such as FinTech.

The findings correspond with the Resource-Based View (RBV), illustrating that workforce skills, expertise, and developmental capacity function as internal resources that organisations can leverage to sustain competitive advantage. Career development programs enhance the value, rarity, and inimitability of the workforce, thereby reducing the likelihood of replication by competitors.

Similarly, the results support Human Capital Theory, which posits that employees are assets whose value increases with investment in their education, training, and career progression. By committing to long-term skill development, FinTech firms not only improve retention but also maximise returns on the investments made in their employees' human capital, creating a mutually reinforcing cycle of growth and loyalty.

5.3.3 Effect of Work-Life Balance Strategies on Employee Retention in FinTech Companies in Kenya.

The findings of the present study revealed that work-life Balance Strategies had a positive and significant effect on employee retention. The findings are consistent with prior research that highlights the importance of work–life balance strategies in enhancing employee retention across diverse industries and contexts. Deery and Jago (2015) demonstrated in Australia's hospitality industry that flexible working arrangements and family-friendly policies substantially reduced turnover intentions by fostering supportive organisational cultures.

Wong et al. (2020), through a meta-analysis of 58 studies, reinforced this by showing that work-life balance strategies enhance employee retention alongside other performance indicators such as organisational commitment, productivity, and recruitment outcomes. Similarly, Siddiqui et al. (2023) found that, in Pakistan's pharmaceutical industry, work-life balance initiatives significantly boosted job satisfaction, ultimately strengthening employee retention.

In the African context, Guma (2011) confirmed in Ugandan universities that flexible working hours positively influenced academic staff retention, while Mwangi et al. (2019) revealed that wellness programs and family-friendly policies in Kenyan commercial banks improved talent retention rates. Al-Belushi and Khan (2023) in Oman's hospitality sector and Mukweyi (2016) in Kenya's energy sector both reported that enabling employees to balance professional and personal responsibilities is a decisive factor in retaining skilled professionals.

Collectively, these studies affirm that when organisations invest in practical and adaptive work-life balance strategies whether through flexible hours, wellness initiatives, or family-oriented policies they not only reduce turnover but also cultivate loyalty and long-term engagement among employees. From a theoretical standpoint, the results strongly support the Resource-Based View (RBV), as effective work-life balance initiatives represent valuable, rare, and hard-to-imitate HR resources that contribute to sustained competitive advantage through talent retention.

They also reinforce Human Capital Theory, which posits that investing in employees' well-being and life quality improves their productivity and organisational commitment, ultimately safeguarding the organisation's human capital. The convergence between the current findings, established literature, and these theoretical perspectives underscores the strategic necessity of embedding robust work-life balance strategies in FinTech companies to retain top talent.

5.3.4 Effect of Employee Engagement Strategies on Employee Retention in FinTech Companies in Kenya.

The findings established that employee Engagement Strategies had a positive and statistically significant effect on Employee Retention. The results align with a broad spectrum of literature affirming the role of engagement as a catalyst for retention. Bader et al. (2023) demonstrated that in knowledge-intensive industries, the integration of HRM, knowledge and change management strategies fosters higher engagement, which subsequently reduces turnover intention.

Jain et al. (2023) provided further evidence by showing that engagement partially mediates the link between employer branding and retention, illustrating that even attractive organisational brands require active engagement strategies to translate into long-term employee commitment. Similarly, Bhatnagar et al. (2023) in the Indian higher education sector emphasised that an engaging work environment not only boosts faculty motivation and performance but also directly enhances retention outcomes.

Furthermore, Milosevic et al. (2023) confirmed that flexible work arrangements positively affect retention, with engagement acting as a partial mediator—highlighting that policy alone is insufficient unless employees feel genuinely connected and valued. In the Philippine BPO industry, Wijaya et al. (2023) identified engagement, alongside rewards, recognition, and job satisfaction, as a central pillar in sustaining talent. Taken together, these studies illustrate that while engagement can be influenced by a variety of organisational strategies, its consistent effect on retention remains robust across sectors and geographical contexts.

From a theoretical perspective, these findings reinforce the Resource-Based View (RBV), as employee engagement represents an intangible but strategically valuable organisational resource that is rare, difficult to imitate, and capable of generating sustained competitive advantage through workforce stability. In addition, the Human Capital Theory provides a complementary lens, suggesting that by enhancing engagement, organisations are protecting and maximising the returns on their investments in human capital. Engaged employees contribute more productively, demonstrate higher organisational citizenship behaviours, and display stronger loyalty, thereby safeguarding the firm from the high costs of turnover and talent replacement.

5.4 Conclusion

The study made the following conclusions regarding the objectives:

Compensation strategies demonstrated the least influence on employee retention. Non-monetary benefits were more appreciated than salary competitiveness and increments.

Career development initiatives were found to exert a strong influence on retention within Kenya’s FinTech sector. Training opportunities, promotions, and structured career progression pathways emerged as particularly effective.

Work–life balance measures contributed moderately to employee retention in Kenyan FinTech companies. Leave entitlements and flexible work options were valued, although challenges related to workload distribution persisted.

Employee engagement strategies also played a vital role in retention outcomes. Open communication, recognition, and fostering a sense of belonging were identified as critical mechanisms for enhancing engagement and reducing turnover.

5.5 Recommendation

5.5.1 Policy Recommendations

The study recommended that FinTech companies develop competitive salary structures complemented by regular salary reviews to remain attractive in the labour market. The study recommended that organisations institutionalise clear career development policies, with structured progression paths and regular upskilling programs. The study recommended that companies adopt flexible work arrangements and embed a strong organisational culture that values work-life integration. The study recommended that organisations formalise engagement policies that promote open communication, regular recognition, and inclusive workplace cultures.

5.5.2 Recommendation for Theory

The study recommended that future research and practice in SHRM continue to apply the Resource-Based View (RBV) to explain how internal capabilities, such as employee skills, engagement, and retention strategies, can serve as a key asset in maintaining a sustainable competitive advantage.

The study recommended that the Human Capital Theory be further tested in FinTech and similar fast-paced sectors to assess how investments in career development, engagement, and work-life balance translate into long-term retention outcomes.

5.5.3 Recommendation for Practice

The study recommended that HR managers prioritise, given that career development strategies had the strongest influence on retention. Organisations should strengthen structured career progression, continuous training, and mentorship programmes to enhance employee growth and long-term commitment. Additionally, the study recommended that HR managers institutionalised employee engagement strategies with emphasis on open communication, recognition, and inclusive decision-making to foster a sense of belonging and reduce turnover.

Considering the moderate influence of work–life balance, the study recommended that HR managers should improve workload management and expand flexible work arrangements to minimise burnout and enhance employee wellbeing. Lastly, although compensation strategies had the least influence, the study recommended that HR managers should still maintain fair and competitive pay structures while complementing them with non-monetary benefits such as recognition and development opportunities.

5.5.4 Recommendations for Further Research

The study recommended that future studies should explore additional factors beyond SHRM strategies, such as organisational culture, leadership styles, and technology adoption, that may influence employee retention in FinTech companies or similar sectors. Additionally, further studies should undertake longitudinal research design to establish how SHRM strategies influence employee retention overtime.

5.6 Limitations of the Study

Focusing exclusively on Kenyan FinTech companies limited the applicability of the results to broader sectors or different geographic settings. The use of self-reported questionnaires also created the potential for bias due to socially desirable responses. Moreover, the descriptive cross-sectional design prevented strong causal inferences regarding the relationship between SHRM strategies and employee retention.

REFERENCES

Adam, A. K. (2020). Modern challenges of human resource management practice in job placement and recruitment within organisations in the African continent. *Journal of Human Resource Management*, *8*(2), 69-75.

Agbaeze, K. E., Monyei, E. F., & Agu, O. A. (2017). Impact of talent management strategies on organizational performance in selected deposit money banks in Lagos State, Nigeria. *International Research Journal of Management, IT and Social Sciences*, *4*(2), 135-151.

Aguinis, H. (2013). *Performance management (3rd ed.). Pearson.*

Al-Belushi, F., & Khan, F. R. (2023). Work-life balance and its influence on employee career development and retention: A study of luxury hotels in Muscat, Oman. *International Journal of Hospitality & Tourism Administration, 24(2), 254–275.*

Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010). Retaining talent: Replacing misconceptions with evidence-based strategies. *Academy of Management Perspectives, 24(2), 48–64.*

Armstrong, M., & Taylor, S. (2014). Armstrong's handbook of human resource management practice (13th ed.). *Kogan Page.*

Argyropoulou, M., Sungkono, K. Y., Argyropoulou, R., & Tzavara, D. (2024). The Effect of Facilitating Work-Life Balance on Employee Retention: A Case Study in CV Shalom. *International Journal of Business & Economic Sciences Applied Research*, *17*(1).

Babbie, E. R. (2020). The practice of social research (15th ed.). *Cengage Learning.*

Bader, A. K., Froese, F. J., & Kraeh, A. (2023). Explaining talent retention in knowledge-intensive firms: The role of human resource management, knowledge management, and change management. *Human Resource Management, 62(1), 47–65.*

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management, 17(1), 99–120.*

Becker, G. S. (1964). Human capital: A theoretical and empirical analysis, with special reference to education. *University of Chicago Press.*

Bhatnagar, S., Bhatnagar, V., & Nandan, S. (2023). Employee engagement in higher education institutions in India: A study of faculty engagement and motivation in colleges and universities. *International Journal of Human Resource Management and Research, 13(1), 1–14.*

Bidisha, L. D. (2013). Employee retention: A review of literature. *Journal of Business and Management, 14(2), 8–16.*

Blair, M. M. (2011). An economic perspective on the notion of 'human capital'. In A. Burton-Jones & J. C. *Spender (Eds.), The Oxford handbook of human capital (pp.* 49–70). *Oxford University Press.*

Bolarinwa, O. A. (2015). Principles and methods of validity and reliability testing of questionnaires used in social and health science researches. *Nigerian Postgraduate Medical Journal, 22(4), 195–201.*

Boon, C., Den Hartog, D. N., & Lepak, D. P. (2022). A systematic review of human resource management systems and firm performance. *Journal of Management, 48(2), 577–606.*

Bowles, S., & Gintis, H. (1975). The problem with human capital theory—A Marxian critique. *The American Economic Review, 65(2), 74–82.*

Bratton, J., & Gold, J. (2009). Human resource management: Theory and practice (4th ed.). Palgrave Macmillan.

Breusch, T. S., & Pagan, A. R. (1979). A simple test for heteroscedasticity and random coefficient variation. Econometrica, 47(5), 1287–1294...

Brewster, C. (2004). European perspectives on human resource management. *Human Resource Management Review, 14(4), 365–382.*

Brewster, C., Wood, G., & Brookes, M. (2008). Similarity, isomorphism or duality? Recent survey evidence on the human resource management policies of multinational corporations. *British Journal of Management*, *19*(4), 320-342.

Bryman, A., & Bell, E. (2015). Business research methods (4th ed.). *Oxford University Press.*

Capelli, P. (2000). A market-driven approach to retaining talent. *Harvard Business Review, 78(1), 103–111.*

Central Bank of Kenya. (2024). Annual report on FinTech companies in Kenya. Central Bank of Kenya.

Cheptoo Kilika, J. (2021). Employee retention strategies and organizational performance: A review of literature. *International Journal of Business and Management, 16(3), 1–15.*

Cheruiyot, J. K. (2017). *Effects Of Employee Engagement Factors On Staff Turnover In The Hospitality Industry: A Survey Of Rated Hotels In Uasin Gishu County* (Doctoral dissertation, Kisii University).

Chironga, M., Dahl, J., Goland, T., Pinshaw, G., & Sonnekus, M. (2018). Roaring to life: Growth and innovation in African retail banking. McKinsey & Company.

Chironga, M., De Grandis, H., & Zouaoui, Y. (2017). Mobile financial services in Africa: Winning the battle for the customer. McKinsey & Company.

Chugh, R., Dharmaratne, I., & Agarwal, R. (2021). Digital talent management: Retaining and developing talent in the era of FinTech. *Human Resource Management Review, 31(4), 100845.*

Coff, R., & Kryscynski, D. (2011). Drilling for micro-foundations of human capital-based competitive advantages. *Journal of Management, 37(5), 1429–1443.*

Cooke, F. L., Saini, D. S., & Wang, J. (2014). Talent management in China and India: A comparison of management perceptions and human resource strategies. *Journal of World Business, 49(2), 225–235.*

Cooper, D. R., & Schindler, P. S. (2014). Business research methods (12th ed.). *McGraw-Hill Irwin.*

Corti, L., Van den Eynden, V., Bishop, L., & Woollard, M. (2019). Managing and sharing research data: A guide to good practice (2nd ed.). *SAGE Publications.*

Colson, T. L., & Satterfield, C. (2018). The effects of strategic compensation on teacher retention. *Power and Education*, *10*(1), 92-104.

Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches (5th ed.). SAGE Publications.*

Crook, T. R., Todd, S. Y., Combs, J. G., Woehr, D. J., & Ketchen Jr, D. J. (2011). Does human capital matter? A meta-analysis of the relationship between human capital and firm performance. *Journal of Applied Psychology, 96(3), 443–456.*

Deery, M., & Jago, L. (2015). Revisiting talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management, 27(3), 453–472.*

Delery, J. E., & Roumpi, D. (2017). *Strategic human resource management, human capital and competitive advantage: Is the field going in circles? Human Resource Management Journal, 27(1), 1–21.*

Demirgüç-Kunt, A., Klapper, L., Singer, D., Ansar, S., & Hess, J. (2018). The Global Findex Database 2017: Measuring financial inclusion and the FinTech revolution. World Bank.

Disrupt Africa. (2021). African Tech Startups Funding Report 2020. Disrupt Africa.

Disrupt Africa. (2023). African Tech Startups Funding Report 2022. Disrupt Africa.

Duan, Y., Edwards, J. S., & Dwivedi, Y. K. (2021). Artificial intelligence for decision making in the era of Big Data–Evolution, challenges, and research agenda. *International Journal of Information Management, 57, 102297.*

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organisational support. *Journal of Applied Psychology, 71(3), 500–507.*

Ericson, A., Brown, M., & Chen, L. (2023). Achieving high response rates in graduate medical education surveys: Lessons from program evaluation. *Journal of Graduate Medical Education, 15(3), 412–420.* https://doi.org/10.4300/JGME-D-22-00452.1.

Fahim, M. G. A. (2019). Strategic human resource management and public employee retention. *Review of Economics and Political Science, 4(3), 192–208.*

Farndale, E., Scullion, H., & Sparrow, P. (2010). The role of the corporate HR function in global talent management. *Journal of World Business, 45(2), 161–168.*

Field, A. (2013). Discovering statistics using IBM SPSS statistics (4th ed.). *SAGE Publications.*

Frimayasa, A. (2021). Effect of compensation, career development and work environment on employee retention (Study on Employees of PT Telkom Witel Tangerang BSD). *Journal of Research in Business, Economics, and Education*, *3*(1), 1715-1730.

Gerhart, B., & Fang, M. (2014). Pay for (individual) performance: Issues, claims, evidence and the role of sorting effects. *Human Resource Management Review, 24(1), 41–52.*

Ghosh, P., & Gurunathan, L. (2015). Job embeddedness and employee retention: A study in India's IT industry. *Global Business Review, 16(5), 856–866.*

Githu, K. (2023). Regulatory framework for FinTech operations in Kenya. *Journal of Financial Regulation and Compliance, 31(2), 190–205.*

Gomber, P., Koch, J. A., & Siering, M. (2018). Digital finance and FinTech: Current research and future research directions. *Journal of Business Economics, 87(5), 537–580.*

Guma, P. K. (2011). *Organisational factors impacting on employee retention: A case of the University of Zambia. African Journal of Business Management, 5(30), 12088–12095.*

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). Multivariate data analysis (8th ed.). *Cengage Learning.*

Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology, 87(2), 268–279.*

Heale, R., & Twycross, A. (2015). Validity and reliability in quantitative studies. Evidence-Based Nursing, 18(3), 66–67.

Holtom, B. C., Mitchell, T. R., & Lee, T. W. (2022). Trends in employee survey research: Response rates, retention, and engagement. *Organizational Research Methods, 25(2), 235–248.*

Huselid, M. A. (1995). The impact of human resource management strategies on turnover, productivity, and corporate financial performance. *Academy of Management Journal, 38(3), 635–672.*

Israel, G. D. (1992). Determining sample size. *University of Florida Cooperative Extension Service, Institute of Food and Agriculture Sciences, EDIS.*

Jackson, S. E., Schuler, R. S., & Jiang, K. (2014). An aspirational framework for strategic human resource management. *Academy of Management Annals, 8(1), 1–56.*

Jain, N. K., Panda, A., & Chadha, N. K. (2023). Employer branding and talent retention: Examining the mediating role of employee engagement. *Journal of Organizational Effectiveness: People and Performance, 10(1), 107–126.*

Kamoche, K. (2011). Contemporary developments in the management of human resources in Africa. *Journal of World Business*, 46(1), 1-4.

Kaffenberger, M., Totolo, E., & Soursourian, M. (2018). A digital credit revolution: Insights from borrowers in Kenya and Tanzania (CGAP Working Paper).

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal, 33(4), 692–724.*

Kaiser, K. (2009). Protecting respondent confidentiality in qualitative research. *Qualitative Health Research, 19(11), 1632–1641.*

Kaushik, M., & Guleria, N. (2020). Workforce challenges and opportunities in the FinTech industry: A review and future research directions. *Journal of Organizational Behavior, 41(3), 125–140.*

Kibui, A. W., Gachunga, H., & Namusonge, G. S. (2014). Role of talent management on employees retention in Kenya: A survey of state corporations in Kenya: Empirical review. *International Journal of Science and Research, 3(2), 414–424.*

Kimberlin, C. L., & Winterstein, A. G. (2008). Validity and reliability of measurement instruments used in research. *American Journal of Health-System Pharmacy, 65(23), 2276–2284.*

Kossivi, B., Xu, M., & Kalgora, B. (2016). Study on determining factors of employee retention. *Open Journal of Social Sciences, 4(5), 261–268...*

Kothari, C. R. (2004). *Research methodology: Methods and techniques (2nd ed.).* New Age International.

Kraaijenbrink, J., Spender, J. C., & Groen, A. J. (2010). The resource-based view: A review and assessment of its critiques. *Journal of Management, 36(1), 349–372.*

Kraimer, M. L., Seibert, S. E., Wayne, S. J., Liden, R. C., & Bravo, J. (2011). Antecedents and outcomes of organisational support for development: The critical role of career opportunities. *Journal of Applied Psychology, 96(3), 485–500.*

Kumar, R. (2019). *Research methodology: A step-by-step guide for beginners (5th ed.). SAGE Publications.*

Lee, I., & Shin, Y. J. (2018). FinTech: Ecosystem, business models, investment decisions, and challenges. Business Horizons, 61(1), 35–46.

Levin, K. A. (2006). Study design III: Cross-sectional studies. Evidence-Based Dentistry, 7(1), 24–25.

Lewis, R. E., & Heckman, R. J. (2006). Talent management: A critical review. *Human Resource Management Review, 16(2), 139–154.*

Li, X., Wang, J., & He, W. (2023). Exploring retention challenges in digital finance companies: The role of HRM strategies and workplace culture. *Journal of Financial Services Marketing, 28(2), 75–92.*

Likert, R. (1932). A technique for the measurement of attitudes. Archives of Psychology, 22(140), 5–55.

Mbiti, I., & Weil, D. N. (2016). Mobile banking: The impact of M-Pesa in Kenya. In S. Edwards, S. Johnson, & D. N. Weil (Eds.), African successes, volume III: Modernization and development (pp. 247–293). *University of Chicago Press.*

Melinu, I. (2020). Career Development and Employment Branding: a study on Japanese studies students' job expectations in Europe.

Mensah, J. K. (2015). A "coalesced framework" of talent management and employee performance: For further research and practice. *International Journal of Productivity and Performance Management, 64(4), 544–566.*

Merry, A. (2019). InsurTech: A new era for the insurance industry. *Journal of Insurance Regulation, 38(1), 1–16.*

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organisational commitment. *Human Resource Management Review, 1(1), 61–89.*

Milosevic, I., Knezevic, G., & Milosavljevic, M. (2023). Flexible working arrangements and turnover intentions: The mediating role of employee engagement. Sustainability, 15(5), 4339.

Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablynski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal, 44(6), 1102–1121.*

Muchiri, M. K. (2023). The role of FinTech in driving financial inclusion in Kenya. *Journal of Financial Services Marketing, 28(1), 53–67.*

Mukweyi, A. I. (2016). Influence of strategic human resource management strategies on employee retention in Kenya Power and Lighting Company Limited. *International Journal of Business Administration, 7(6), 1–10.*

Musamali, R. A., Mutua, J. M., & Ngugi, P. K. (2023). Regulatory challenges and opportunities for FinTech innovation in Kenya. *Journal of Financial Regulation and Compliance, 31(2), 206–221.*

Muthomi, R. K., & Wamalwa, F. W. (2019). Mobile money and financial inclusion in Kenya: The case of M-Pesa. *Journal of Information Technology & Economic Development, 10(1), 1–15.*

Mwangi, J. M. (2019). *Influence of Strategic Human Resource Management Practices on Performance of State Corporations in Kenya* (Doctoral dissertation, JKUAT-COHRED).

Mwangi, J. K., Njuguna, R. G., & Achoki, G. (2019). Talent retention and organizational performance: A competitive advantage perspective. *International Journal of Research in Business and Social Science, 8(6), 190–200.*

Mwangi, L. W., Boinett, C. C., Tumwet, E., & Bowen, D. (2018). Effects of human resource management strategies on employee retention in public universities in Kenya. *Journal of Human Resource and Leadership, 3(2), 1–20.*

Mwangi, P. K., Kihoro, J. M., & Kinyua, G. (2023). Moderating role of career development strategies on the relationship between employee retention strategies and organizational citizenship behaviour in environmental agencies in Kenya. *International Journal of Research in Business and Social Science, 12(4), 1–12.*

Naim, M. F., & Lenka, U. (2018). Development and retention of Generation Y employees: A conceptual framework. Employee Relations, 40(2), 433–455.

National Center for Education Statistics (NCES). (2020). Response rates in universe collections. U.S. *Department of Education.* https://nces.ed.gov/statprog/2020/

Ndung'u, N. (2019). Digital technology and state capacity in Kenya (Policy Paper No. 154). Center for Global Development.

Ndung'u, N. (2021). A digital financial services revolution in Kenya: The M-Pesa case study. *African Economic Research Consortium.*

Neuman, W. L. (2014). Social research methods: Qualitative and quantitative approaches (7th ed.). *Pearson.*

Ng'ethe, J. M., Iravo, M. E., & Namusonge, G. S. (2012). Determinants of academic staff retention in public universities in Kenya: Empirical review. *International Journal of Humanities and Social Science, 2(13), 205–212.*

Ngugi, B. (2023). Challenges in talent retention within Kenya's FinTech sector. *Journal of African Business, 24(2), 231–247.*

Ngozi, D., & Edwinah, A. (2022). Employee engagement and talent retention: a review. *South Asian Research Journal of Biology and Applied Biosciences*, *4*(5), 188-197.

Nurabdi, M. (2022) Factors that influence employee's retention rate in financial technology startups in Indonesia. *Priviet Social Sciences Journal*.

Obeidat, B. Y., Al-Bashabsheh, A., & Tarhini, A. (2019). The effect of strategic human resource management on organizational performance: The mediating role of talent management. *Business Process Management Journal, 25(6), 1410–1432.*

Park, C., McQuaid, R., Lee, J., Kim, S., & Lee, I. (2019). The impact of job retention on continuous growth of engineering and informational technology SMEs in South Korea. *Sustainability,* 11(18), 5005.

Presbitero, A., Roxas, B., & Chadee, D. (2016). Looking beyond HRM strategies in enhancing employee retention in BPOs: Focus on employee–organisation value fit. *The International Journal of Human Resource Management, 27(6), 635–652.*

Raja, R., Salimath, M., & Dhir, S. (2022). The war for talent in digital startups: Investigating talent retention challenges. *Strategic HR Review, 21(2), 89–103.*

Rothwell, W. J. (2010). Effective succession planning: Ensuring leadership continuity and building talent from within (4th ed.). *AMACOM.*

Rodríguez-Sánchez, J. L., González-Torres, T., Montero-Navarro, A., & Gallego-Losada, R. (2020). Investing time and resources for work–life balance: The effect on talent retention. *International journal of environmental research and public health*, *17*(6), 1920.

Schueffel, P. (2016). Taming the Beast: A scientific definition of FinTech. *Journal of Innovation Management, 4(4), 32–54.* human resource management. *Journal of Management, 18(2), 295–320.*

Thiriku, M., & Were, S. (2016). Effect of talent management strategies on employee retention among private firms in Kenya: A case of Data Centre Ltd–Kenya. *International Academic Journal of Human Resource and Business Administration*, *2*(2), 145-157.

Thwin, N. P. Z., Janarthanan, M., & Bhaumik, A. (2023). Impact of career advancement on employee retention. *International Journal of Latest Engineering and Management Research*, *8*(1), 106-109.

Wamba, S. F., Gunasekaran, A., & Dubey, R. (2022). The role of big data analytics in human resource management: A literature review. *Journal of Business Research, 140, 162–177.*

Wright, P. M., & McMahan, G. C. (1992). Theoretical perspectives for strategic

APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Ole Sangale Rd, Madaraka Estate,
P.O Box 59857 00200,Nairobi, Kenya.
Cell: +254 703 414/6/7, Twitter: @SBSKenya
Email: info@sbs.ac.ke or visit **www.sbs.strathmore.edu**

Strathmore UNIVERSITY BUSINESS SCHOOL

24th January 2025

To Whom It May Concern,

RE: FACILITATION OF RESEARCH – NJOROGE, JULIA

This is to introduce Njoroge, Julia who is a Master of Commerce (MCOM) Student at Strathmore University Business School, admission number MCOM/170509. As part of our MCOM Programme, Julia is expected to do applied research and undertake a project. This is in partial fulfilment of the requirements of the MCOM course. To this effect, Julia would like to request appropriate data from your organization.

Julia is undertaking a research paper on "**THE EFFECT OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE RETENTION. A CASE OF FINTECH COMPANIES IN KENYA.**" The information obtained shall be treated confidentially and shall be used for academic purposes only.

Our MCOM Programme seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share our findings with you after the research, and we trust that you will find them of great interest and of practical value to your organization.

We appreciate your support and shall be willing to provide any further information if required.

Yours sincerely,

Njoki Kiagiri
Manager – Graduate Programmes
Strathmore University Business School.

Strathmore Business School is a Proud member of:

Association of African Business Schools AABS EFMD AACSB

APPENDIX II: NACOSTI

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR
SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **175335** Date of Issue: **26/March/2025**

RESEARCH LICENSE

This is to Certify that Ms.. Julia Njeri Njoroge of Strathmore University, 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: Effect of strategic human resource management practices on employee retention in Fintech companies in Kenya. for the period ending : 26/March/2026.

License No: **NACOSTI/P/25/417342**

175335
Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE,TECHNOLOGY &
INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document,
Scan the QR Code using QR scanner application.

See overleaf for conditions

APPENDIX III : SIMILARITY REPORT

ORIGINALITY REPORT

14%	12%	8%	5%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	ir-library.ku.ac.ke Internet Source	2%
2	su-plus.strathmore.edu Internet Source	1%
3	erepository.uonbi.ac.ke Internet Source	1%
4	ir.jkuat.ac.ke Internet Source	1%
5	Submitted to KCA University Student Paper	<1%
6	usir.salford.ac.uk Internet Source	<1%
7	Submitted to Kenyatta University Student Paper	<1%
8	Harold Andrew Patrick, Ravichandran Krishnamoorthy. "Applied Research for Growth, Innovation and Sustainable Impact", Routledge, 2025 Publication	<1%
9	meral.edu.mm Internet Source	<1%
10	core.ac.uk Internet Source	<1%
11	www.researchgate.net Internet Source	<1%

APPENDIX IV : QUESTIONNAIRE

Section A: Demographic Information

1. Gender:

   [ ] Male

   [ ] Female

2. How long have you worked in this organisation?

   [ ] Less than 1 year

   [ ] 1-5 years

   [ ] 6-10 years

   [ ] Over 10 years

3. What is the age of the organisation?

   [ ] 1-5 years

   [ ] 6-10 years

   [ ] Over 10 years

4. How many employees does your organisation have?

   [ ] Less than 50

   [ ] 51–100

   [ ] 101–500

   [ ] More than 500

Section B: Employee Compensation and Employee Retention.

5. Please indicate your level of agreement with the following statements on employee compensation using the scale: 5-Strongly Agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree

Statement	**5**	**4**	**3**	**2**	**1**
Our organisation provides competitive salaries compared to industry standards.	[ ]	[ ]	[ ]	[ ]	[ ]
Performance-based bonuses and incentives enhance employee retention.	[ ]	[ ]	[ ]	[ ]	[ ]

People who are hard-working and results-oriented are rewarded in my organisation.	[ ]	[ ]	[ ]	[ ]	[ ]
Salary increments and adjustments are conducted periodically to remain competitive.	[ ]	[ ]	[ ]	[ ]	[ ]
Non-monetary benefits such as healthcare and paid leave influence employee retention.	[ ]	[ ]	[ ]	[ ]	[ ]
Compensation policies are aligned with employee retention strategies.	[ ]	[ ]	[ ]	[ ]	[ ]

Section C: Career Development Strategies and Employee Retention

6. Please indicate your level of agreement with the following statements on career management strategies using the scale: 5-Strongly Agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree

Statement	**5**	**4**	**3**	**2**	**1**
Our organisation provides structured career progression opportunities to retain employees.	[ ]	[ ]	[ ]	[ ]	[ ]
Training and development programs are frequently offered to employees.	[ ]	[ ]	[ ]	[ ]	[ ]
Internal promotion opportunities contribute significantly to employee retention.	[ ]	[ ]	[ ]	[ ]	[ ]
Employees receive mentorship or coaching for career development.	[ ]	[ ]	[ ]	[ ]	[ ]
Career development policies in our organisation effectively reduce employee turnover.	[ ]	[ ]	[ ]	[ ]	[ ]

Section D: Employee Work-Life Balance and Employee Retention

7. Please indicate your level of agreement with the following statements on employee work-life balance using the scale: 5-Strongly Agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree

Statement	**5**	**4**	**3**	**2**	**1**
Our organisation offers flexible work arrangements to improve work-life balance.	[ ]	[ ]	[ ]	[ ]	[ ]
Workload distribution is fair and prevents burnout.	[ ]	[ ]	[ ]	[ ]	[ ]
Our leave policies, including parental leave and emergency leave, support employee retention.	[ ]	[ ]	[ ]	[ ]	[ ]
The organisation actively promotes a work-life balance culture.	[ ]	[ ]	[ ]	[ ]	[ ]
Work-life balance initiatives have helped reduce voluntary turnover.	[ ]	[ ]	[ ]	[ ]	[ ]

Section E: Employee Engagement and Employee Retention

8. Please indicate your level of agreement with the following statements on employee engagement using the scale: 5-Strongly Agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree

Statement	**5**	**4**	**3**	**2**	**1**
Open communication and feedback channels improve employee engagement.	[ ]	[ ]	[ ]	[ ]	[ ]
Recognition and rewards positively influence job satisfaction and retention.	[ ]	[ ]	[ ]	[ ]	[ ]

Employees feel a strong sense of belonging in the organisation.	[ ]	[ ]	[ ]	[ ]	[ ]
Employee engagement programs are aligned with retention strategies.	[ ]	[ ]	[ ]	[ ]	[ ]
High engagement levels contribute to reduced turnover.	[ ]	[ ]	[ ]	[ ]	[ ]

Section F: Employee Retention (Dependent Variable)

9. Please indicate your level of agreement with the following statements on employee retention in your organisation using the scale: 5-Strongly Agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree

Statement	**5**	**4**	**3**	**2**	**1**
Our organisation has a well-defined employee retention strategy.	[ ]	[ ]	[ ]	[ ]	[ ]
Our employee turnover rates are lower than industry averages.	[ ]	[ ]	[ ]	[ ]	[ ]
Retention strategies in our organisation have been successful in reducing turnover.	[ ]	[ ]	[ ]	[ ]	[ ]
Employees perceive the organisation as a desirable long-term workplace.	[ ]	[ ]	[ ]	[ ]	[ ]
Organisational culture and policies support long-term employee retention.	[ ]	[ ]	[ ]	[ ]	[ ]

Thank you for your time and cooperation.

APPENDIX V: LIST OF COMPANIES

	CENTRAL BANK OF KENYA DIRECTORY OF DIGITAL CREDIT PROVIDERS UPDATED ON SEPTEMBER 30, 2024
1.	**Ambush Capital Limited trading under FlashPesa** Postal Address: P.O. Box 52800, Nairobi Telephone: +254769159474 Email: support@flashpesa.co.ke Physical Address: Unit 1302, 13th Floor, Applewood Adams, Ngong Road, Nairobi
2.	**Anjoy Credit Limited** Postal Address: P.O. Box 40583 – 00100, Nairobi Telephone: +254769984360 Email: info@anjoycredit.com Physical Address: Transnational House 1st Floor, Mama Ngina Street, Nairobi
3.	**Asante FS East Africa Limited** Postal Address: P.O. Box 13796 - 00800, Nairobi Telephone: +254111017500 Email: info@asantefinancegroup.com Physical Address: Delta Corner Towers, 3rd Floor, Waiyaki Way, Westlands, Nairobi

4.	**Autochek Limited** Postal Address: P.O. Box 66249-00800, Nairobi Telephone: +254111034300 Email: autochekkenya@autochek.africa Physical Address: West Park Towers, 4th Floor, Suite 407, Mpesi Lane, off Muthithi Road, Nairobi
5.	**Azura Credit Limited** Postal Address: P.O. Box 30834 – 00100, Nairobi Telephone: +254705903265 Email: azurakenyacredit@gmail.com Physical Address: Top Plaza, Kilimani Street, Kindaruma Lane, Westlands, Nairobi
6.	**Bytech Credit Limited** Postal Address: P.O. Box 3250 - 00200, Nairobi Telephone: +254781646440 Email: bytechcreditltd@gmail.com Physical Address: Suite B7, 42 Chania Avenue, Kilimani, Nairobi
7.	**Ceres Tech Limited** Postal Address: P.O. Box 50047 – 00100, GPO, Nairobi Telephone: +254702038679 Email: cerestechltdke@gmail.com Physical Address: Victoria Court, Abacus Lane, Ruaraka, Nairobi

8.	**Chapeo Capital Limited** Postal Address: P.O. Box 14363 – 00800, Nairobi Telephone: +254725235235/ +25473828000 Email: info@chapeo.club Physical Address: 33 Spring Valley Road, Nairobi
9.	**Chime Capital Limited** Postal Address: P.O. Box 7255 Eastleigh, Nairobi Telephone: +254720990601 Official Email: accounts@chime.llc Physical Address: Agip House, Harambee Avenue, Nairobi
10.	**Colkos Enterprises Limited** Postal Address: P.O. Box 22813 – 00505, Ngong Road, Nairobi Telephone: +254722253228 / +254741129129 Email: info@colkos.com Physical Address: Amani Court, Near Adams Arcade, Nairobi

11.	**Creditarea Capital Limited** Postal Address: P.O. Box 7640-00600, Nairobi Telephone: +254709462700 Email: help@kashbean.co.ke

	Physical Address: Baba Dogo, Business Park, Eastlands, Off Outering Road, Spect Godown No.3, Nairobi
12.	**Decimal Capital Limited** Postal Address: P.O. Box 5077-00100, Nairobi Telephone: +254721858774 Email: decimalcapital@gmail.com Physical Address: Nachu Plaza, 9th Floor, Kiambere Road, Upperhill, Nairobi
13.	**Dexintec Kenya Limited** Postal Address: P. O. Box. 103818 – 00100, Nairobi Telephone: +254727620547 Email: info@ke.dexintec.com Physical Address: Cardinal Otunga Plaza, Koinange Road, Starehe District, Nairobi
14.	**Dime Credit Limited** Postal Address: P.O. Box 8628-00100, Nairobi Telephone: +254722217215 Email: dimecredit@gmail.com Physical Address: Two Rivers Mall, 2nd Floor, South Tower, Limuru Road, Nairobi
15.	**Dreamlife Technology Limited** Postal Address: P.O. Box 29980 - 00100, Nairobi Telephone: +254115263074

	Email: dreamlifetechnologyltd@gmail.com Physical Address: Tetezi Towers, Ground Floor, off Ngong Road, George Padmore Road, Nairobi
16.	**ED Partners Africa Limited** Postal Address: P. O. Box. 1063 - 00100, Nairobi Telephone: +254722462044 Email: edpa01893@gmail.com Physical Address: Haven Court, Parkfield Place, Waiyaki Way, Nairobi
17.	**EDOMX Limited** Postal Address: P.O. Box 797-00606, Nairobi Telephone: +254701220220 Email: legal@edomx.com Physical Address: The Address, 16th Floor, Muthangari Drive, Westlands, Nairobi
18.	**Ellegant Credit Limited** Postal Address: P.O. Box 57639-00200, Nairobi Telephone: +254746851679 Email: info@ellegantcredit.com Physical Address: Lonak Business Centre, 1st Floor, Suite B11, Kasarani, Nairobi

19.	**Extend Money Services Limited** Postal Address: P.O. Box 21735 – 00100, Nairobi Telephone: +254 709503 000 Email: info@extendmoney.co.ke Physical Address: 4th Floor, Suite 6G, Vision Plaza, Mombasa Road, Nairobi
20.	**Factorhouse Limited** Postal Address: P. O. Box 70- 00618, Nairobi Telephone: +254726770992 Email: mwangi@factorhouseltd.com Physical Address: 5th Floor, Liberty Plaza, Mombasa Road, Nairobi
21.	**Fahari Point Capital Limited** Postal Address: P.O. Box 100707-00101, Nairobi Telephone: +254721457267/+254710 232072 Email: Faharipointcapital@gmail.com, Info@faharipointcapital.com Physical Address: Kalson Towers 7th Floor, Parklands, Nairobi

22.	**Fezotech Kenya Limited** Postal Address: P. O. Box 21188 00100 - GPO, Nairobi Telephone: +254111753435 Email: fezotechkenya@gmail.com /fezotechk@gmail.com

	Physical Address: The Arch Place Building, Kilimani Road, Westlands District, Nairobi
23.	**Fincorp Credit Limited** Postal Address: P.O. Box 12626-00400, Nairobi Telephone: +254706355355 Email: info@fincorpcredit.co.ke Physical Address: Ecobank Towers, 11th Floor, Muindi Mbingu Street, Nairobi
24.	**Fortune Credit Limited** Postal Address: P.O. Box 4237 00506, Nairobi Telephone: +254722982474 Email: info@fortunecredit.co.ke Physical Address: Enwealth Business Centre, Ngong Lane, Nairobi
25.	**Fourth Generation Capital Limited** Postal Address: P.O. Box 287- 00502, Karen, Nairobi Telephone: +254113862239 Email: compliance@4g-capital.com / legal@4g-capital.com Physical Address: Africa Reit Lane, Africa Reit House, Nairobi

26.	**Getcash Capital Limited** Postal Address: P.O. Box 15682 - 00503, Mbagathi, Nairobi Telephone: +254736276000 Email: info@getcashcapital.co.ke Physical Address: Devcon House, 2nd Floor, Lunga Lunga, Nairobi
27.	**Giando Africa Limited** **(Trading as Flash Credit** **Africa)** Postal Address: P.O. Box 0706934558 - 00100 Sarit Centre Telephone: +254713948254 Email: hello@flashcreditafrica.com Physical Address: Krishna Center, Woodvale Groove, Nairobi
28.	**Hela Capital Limited** Postal Address: P.O. Box 19619-00100, Nairobi Telephone: +254 (20) 776 6666 Email: md@helacapitals.com Physical Address: Thindigua, Kiambu Road, Feruzi Towers, 4th Floor, Wing A, Kiambu.
29.	**Inventure Mobile Limited** **(Trading as Tala)** Postal Address: P.O. Box 35523 – 00100, Nairobi Telephone: 0800720597 (toll free) Email: hellokenya@talamobile.com

	Physical Address: The Oval, 6th Floor, Wing A, Ring Road, Westlands, Nairobi

30.	**Inspire Credit Limited** Postal Address: P.O. Box 10499 – 00400, Nairobi Telephone: +254758555333 / +254748111555 Email: info@inspirecredit.co.ke Physical Address: Muthaiga Square, Thika Superhighway, Nairobi
31.	**Ismuk Credit Limited** Postal Address: P.O. Box 60973 – 00200, Nairobi Telephone: +254768654598 Email: ismukventures@gmail.com Physical Address: Delta House 4th Floor, Room 421, University Way, Nairobi
32.	**Jijenge Credit Limited** Postal Address: P.O. Box 9578 – 00200, Nairobi Telephone: +254722843770 / +254 717282727 / +254 711282727 Email: petermacharia@jijengecredit.com Physical Address: 6th Floor Suites 604/605, Town House, Kaunda Street, Nairobi
33.	**Jumo Kenya Limited**

	Postal Address: P.O. Box 10643 - 00100, Nairobi Telephone: +254787777771 Email: contact@jumo.world Physical Address: Ikigai Nairobi, Merchant Square, Riverside Drive, Nairobi
34.	**Kweli Smart Solutions Limited** Postal Address: P.O. Box 53431-00200, Nairobi Telephone: +254791578693 Email: sema@ksmart.tech Physical Address: 2nd Floor, Eaton Place, UN Crescent Avenue, Nairobi
35.	**Lenana Innovative Solutions Limited** Postal Address: P.O. Box 899 - 00618, Nairobi Telephone: +254110010394 Email: info@lenana.com Physical Address: Garden Estate, Garden Court Drive, Nairobi
36.	**Letshego Kenya Ltd** Postal Address: P.O. Box 52926 – 00200, Nairobi Telephone: +254730687000 Email: kenya@letshego.com Physical Address: 316 Upper Hill Chambers, 7th Floor, 2nd Ngong Avenue, Nairobi

37.	**Lipa Later Limited** Postal Address: P.O. Box 43537 – 00100, Nairobi Telephone: +254709684000 Email: info@lipalater.com Physical Address: Lipa Later HQ, Lavington, next to Mawara Gardens, Off Olenguruone Avenue, Nairobi
38.	**Little Pesa Limited** Postal Address: P.O. Box 39886 – 00623, Nairobi Telephone: +254746510778/+254710490126/+254746510781 Email: Info@littlepesa.com Physical Address: Reliable Towers, Mogotio Road, Westlands, Nairobi
39.	**Lobelitec Credit Limited** Postal address: P. O. Box 51191 00100, Nairobi Telephone No: +254740006073 Email: lobeliteccredit@gmail.com Physical address: 5th Floor, Galana Plaza, Galana Rd, Nairobi
40.	**LockBx Limited** Postal address: P.O. Box 2580-00603, Nairobi Telephone No: +254726210997 Email: info@lockbx.co.ke Physical address: Sifa Towers, 6th Floor, 6A, Nairobi

41.	**Maralal Ledger Limited** Postal Address: P.O. Box 104949-00101

	Telephone: +254724055813 Email: info@maralalledger.com Physical Address: Feruzi Towers, Fourth Floor, Wing B, Kiambu Road
42.	**Marble Capital Solutions Limited** Postal Address: P.O. Box 818 – 00511, Ongata Rongai Telephone: +254729141295 Email: marblecapitalsolutions@gmail.com Physical Address: 2nd Floor, Maasai Mall, Ongata Rongai
43.	**MCF 2 Kenya Limited** Postal Address: P.O. Box 6711 GPO, Nairobi Telephone: +254707136044 Email: info@medicalcreditfund.org Physical Address: 52 EL Molo Drive Lavington, Off Naushad Merali Drive, Nairobi
44.	**Mint Credit Limited** Postal Address: P.O Box 2417- 00606, Sarit Centre Telephone: +254799555333 Email: info@mintcredit.co.ke Physical Address: Trance Towers 7th floor, South B, Tsavo Road, Nairobi

45.	**MFS Technologies Limited** Postal Address: P.O. Box 43250-00100, Nairobi Telephone: +254709184000 Email: info@mfs.co.ke Physical Address: Capital West, 5th Floor, Lantana Road (Off Rhapta Road), Nairobi

46.	**MKM Capital Limited** Postal address: P.O Box 22715-00505, Nairobi Telephone: +254707039513 Email: info@mkmcapitalglobal.co.ke Physical address: Western Heights, 4th Floor, Suite 10, Nairobi
47.	**M-Kopa Loan Kenya Limited** Postal Address: P.O. Box 51866 – 00100, Nairobi Telephone: +254707333222 Email: legal@m-kopa.com Physical Address: Riverside Paddocks, M-Kopa House, Nairobi
48.	**Mogo Auto Limited** Postal Address: P.O. Box 9979- 00100 Telephone: +254768469112 Email: info@mogo.co.ke Physical Address: Pine Tree Plaza, Kaburu Drive- Off Ngong Road, Nairobi

49.	**Momentum Credit Limited** Postal Address: P.O. Box 29175-00100, Nairobi Telephone: +254709434900 Email: info@momentumcredit.co.ke & cx@momentumcredit.co.ke Physical Address: International House, 9th Floor, Mama Ngina Street, Nairobi
50.	**Mwanzo Credit Limited** Postal Address: P.O. Box 33 – 00100, Nairobi Telephone: +254729670100 Email: infomwanzocreditltd@gmail.com Physical Address: Newton House, 3rd Floor, Deliverance Road, Nairobi-Namanga.
51.	**Mycredit Limited** Postal Address: P.O. Box 21798 – 00100, Nairobi Telephone: +254711349805 Email: info@mycredit.co.ke Physical Address: ABSA Towers, 11th Floor, Loita Street, Nairobi
52.	**MyWagepay Limited** Postal Address: P.O. Box 43844-00200, Nairobi Telephone: +254727062060 Email: ceo@mywagepay.com; Physical Address: Thika Road, Room 503C, Astrol Building (Opp Garden City), Nairobi

53.	**Natal Tech Limited** Postal Address: P.O. Box 306 – 00241, Kitengela Telephone: +254722100213 /+254(02)114612792 Email: nataltech2022@gmail.com Physical Address: Jarju House, Namanga Road, Kitengela
54.	**Ngao Credit Limited** Postal Address: P.O. Box 60776 – 00200, Nairobi Telephone: +254709650000 Email: info@ngaocredit.com Physical Address: 4th Floor, Morning Side Office Park, Ngong Rd, Nairobi
55.	**ODI Credit Limited** Postal Address: P.O. Box 16758 – 00620, Nairobi Telephone: +254709183808/+254788 180355 Email: info@hazini.com Physical Address: Kalson Towers, 7th Floor (left wing), Crescent Road, Nairobi

56.	**Okolea International Limited** Postal Address: P.O Box 1316 - 00100, Nairobi Telephone: +254742532281

	Email: info@okolea-international.com Physical Address:1st Floor, Venus Complex, Office No. 4111, Nairobi
57.	**Opal Quick Limited** Postal Address: P.O Box 671-60400, Chuka Telephone: +254722790234 / +254115990652 Email: support@opalquick.co.ke Physical Address: Twin Plaza Building, Opposite Magunas Supermarket, Meru Town
58.	**Payablu Credit Limited** Postal Address: P.O. Box 610-00518, Nairobi Telephone: +254742066421 Email: payablucreditlimited@gmail.com Physical Address: 1st Floor, NBK Building, Harambee Avenue
59.	**Pesaglow Capital Limited** Postal Address: P.O. Box 73740 - 00200 Telephone: +254717522512 Email: pesaglowcapital@gmail.com Physical Address: Kitengela, Derrick House, 2nd floor, D1, Nairobi

60.	**Pesakuu Credit Limited** Postal Address: P.O. Box 30784 – 00100, Nairobi Telephone: +254112020926 Email: iziloan1@gmail.com Physical Address: The Address, 7th Floor, Westlands, off Waiyaki Way, Muthangari Drive, Nairobi
61.	**Pezesha Africa Limited** Postal Address: P.O. Box 22986 – 00505, Nairobi Telephone: +254755768547 Email: hello@pezesha.com Physical Address: House Number 37, Kayahwe Road, Kilimani, Nairobi
62.	**Phoenix Capital Limited** Postal Address: P.O. Box 26801-00100, Nairobi Telephone: +254722490824 Email: Kentes2000@yahoo.com Physical Address: The Arch Place 8th Floor, Nyangumi Road, Nairobi
63.	**Pi Capital Limited** Postal Address: P.O. Box 54489, City Square, Nairobi Telephone: +254759808086 Email: info@bayes.co.ke Physical Address: 5th Floor, Mitsumi Business Park, Muthithi Road, Westlands, Nairobi

64.	**Premier Credit Limited** Postal Address: P.O. Box 21256 - 00100, Nairobi Telephone: +254730812000/+254709 176 000 Email: info@premiergroup.co.ke Physical Address: Nginyo Towers 5th Floor, Koinange Street, Nairobi
65.	**Puphik Credit Limited** Postal Address: P.O. Box 1238 – 20400, Kericho Telephone: +254714262211 Email: info@puphikcredit.com; puphikcredit@gmail.com Physical Address: Kosal Plaza, 2nd Floor, Kipchamba Street, Bomet
66.	**Progressive Credit Limited** Postal Address: P.O. Box 64036-00620 Telephone: +254710810810 Email: info@progressivecr.com Physical Location: 7th Floor, Flamingo Towers, Mara Road, Nairobi
67.	**Radi Credit Limited** Postal Address: P.O. Box 51191, GPO, Nairobi Telephone: +254727640811 Email: creditjawabu@gmail.com

	Physical Address: Plot No. Two Zero Nine, Commodore Offices, Ngong Road, Kindaruma Lane, Nairobi
68.	**Rewot Ciro Limited** Postal Address: P.O. Box 15073 – 00400, Tom Mboya Street, Nairobi Telephone: +254715464554 Email: info@rewotciro.co.ke / rewotafrica@gmail.com Physical Address: Keekorok Building, Keekorok Road, Nairobi
69.	**Risine Credit Limited** Postal Address: P.O. Box 25347 – 00603, GPO, Nairobi Telephone: +254793362676 Email: risinecredit@gmail.com Physical Address: Ukigai office Ninety JGO, James Gichuru Road, Nairobi
70.	**Senti Capital Limited** Postal Address: P.O. Box 1145-00606, Nairobi Telephone: +254111021113 Email: info@senti.co.ke Physical Address: Stellato Complex, 4th Floor, Muthithi Road, Westlands, Nairobi

71.	**Sevi Innovation Limited** Postal Address: P.O. Box 41987 – 00100, Nairobi Telephone: +254111560376 Email: partner@sevi.io Physical Address: L.R. No. 10119/4, Trio Complex, Room 311, Off Exit 7, Thika Road, Nairobi
72.	**Simplepay Capital Limited** Postal Address: P.O. Box 39324 – 00623, Nairobi Telephone: +254700467730 Email: info@simplepay.capital Physical Address: Office 902, 9th floor, Website Tower, Lower Kabete Road, Nairobi

73.	**Siti Mobility Technologies Limited** Postal Address: P.O. Box 34850 – 00100, Nairobi Telephone: +254720384396 Email: info@sitimobility.com Physical Address: Keystone Park, 95 Riverside Drive, Westlands, Nairobi
74.	**Sokohela Limited** Postal Address: P.O. Box 34-00502, Nairobi Telephone: +254728915511 Email: business@sokohela.com

	Physical Address: Rivona House, 2nd Floor, Naivasha Road, Nairobi
75.	**Sure Cred Capital Limited** Postal Address: P.O. Box 1466 - 00618 Telephone: +254708233824 Email: surecredltd@gmail.com Physical Address: Aztec Business Park, Baba Dogo Road, Ruaraka, Nairobi
76.	**Stride Credit Limited** Postal Address: P. O. Box. 1604-60200, Meru Telephone: +254715982342 Email: stridecreditltd@gmail.com Physical Address: Twin Plaza, Ghana Street, Meru Town
77.	**Tanir Credit & Accounting Services Limited** Postal Address: P.O. Box 1255-00232, Ruiru Telephone: +254723585651 Email: tanirltd@gmail.com, info@tanirltd.co.ke Physical Address: Kenversity Sacco Plaza, 4th Floor, Suite 4B, Off-Thika Superhighway, Kahawa Sukari Area, Ruiru
78.	**Tenakata Enterprises Limited** Postal Address: P.O. Box 21605 – 00505,

	Nairobi Telephone: +254728888863 Email: info@tenakata.com Physical Address: 3rd Floor, Utumishi House, Mamlaka Road, Nairobi
79.	**Tip-Point Capital Limited** Postal Address: P.O. Box 1050 – 00520, Nairobi Telephone: +254700050010/+254711 019700 Email: info@tippointcapital.com Physical Address: Sifa Towers, 2nd Floor 2C, Nairobi
80.	**Treasure Store Limited** Postal Address: P.O. Box 69983 – 00400, Nairobi Telephone: +254724256039 / +254114405337 Email: customercare@sot.co.ke Physical Address: Nanak House, 2nd Floor, Room 202, Nairobi
81.	**UbaPesa Limited** Postal Address: P. O. Box 22745 – 00100, Nairobi Telephone: +254709693000 Email: info@upabesa.com /ubapesa.ke@gmail.com Physical Address: Golf View Office Suites – Wambui Road, Muthaiga, Nairobi

82.	**Umoja Fanisi Limited** Postal Address: P.O. Box 44165 – 00100, Nairobi Telephone: +254796250881 Email: info@umojafanisilimited.com Physical Address: Fanisi House, Mbaazi Road, Off Kingara Road, Lavington, Nairobi
83.	**Zanifu Limited** Postal Address: P.O. Box 66877- 00800, Nairobi Telephone: +254713023159 Email: legal@zanifu.com Physical Address: Kenrail Towers, 4th Floor, Mkungu Close, Nairobi
84.	**Zenka Digital Limited** Postal Address: P.O. Box 29107, 00100 - Nairobi Telephone: +254112480254 /+254 20 7650878 Email: info@zenka.co.ke Physical Address: Mirage Tower, Tower 2, 12th Floor, Waiyaki Way, Westlands, Nairobi
85.	**Zillions Credit Limited** Postal Address: P.O. Box. 7640-00600, Nairobi Telephone: +254 709462300

	Email: info@zashloan.com Physical Address: Spectrum Business Park, Baba Dogo, Nairobi

Source: (CBK, 2024)