INFLUENCE OF KEY ACCOUNT MANAGEMENT ORIENTATION ON PERFORMANCE OF COMMERCIAL BANKS IN KENYA

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RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, UNIVERSITY OF NAIROBI

DECLARATION

Declaration

I hereby declare that this research project is my original work and has not been submitted to any other university for the award of a degree.

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This research project has been submitted with my approval as the University Supervisor.

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ABBREVIATIONS AND ACRONYMS

SPSS	-	Statistical Package for Social Sciences
SET	-	Social Exchange Theory
MFI	-	Micro Finance Institutions
KAMO	-	Key Account Management Orientation
KAM	-	Key Account Management
CBK	-	Commercial Bank of Kenya
CBK	-	Central Bank of Kenya
CAR	-	Capital Adequacy Ratio

ABSTRACT

In Kenya the performance of the commercial banks is strongly steered by the board and senior management decisions. the level to which practices of KAM are embraced in the institution affects performance both in non-financial and financial terms. Performance of banks' takes into account real results or output of the firms as evaluated vis a vis its predefined objectives, goals or outputs. The objective of this research is to establish the influence of key account management orientation on performance of commercial banks in Kenya. The research was anchored on two theories which include social exchange theory and resource-based theory and applied a cross sectional survey design was implemented. The study considered as all the 42 commercial banks in Kenya regulated and licensed by the Kenyan Government through its Central bank as the unit of analysis in the population. With primary data collection method was preferred for this study. The data was evaluated by employing statistics which entailed both inferential (Pearson's Correlation Analysis and multiple regression analysis) and descriptive (standard deviation and arithmetic means). The independent variables constituted product knowledge, management commitment, internal alignment and customer trust. From the outcome of the study. Correlation findings indicated that all the independent variables (product knowledge, management commitment, internal alignment and customer trust) were positively associated to firm performance of Kenyan commercial banks. Furthermore, regression findings indicated that all the independent variables (product knowledge, management commitment, internal alignment and customer trust) had a positive relationship and were statistically significant to firm performance. The researcher recommends that banks' management should make use of these research findings in assessing the how better to come up with innovative approaches and maintain the existing ones in the conduct of their business so as reach more clients with their products and services.

CHAPTER ONE

INTRODUCTION

1.1   Background to the Study

Creating lasting associations between selling and buying businesses is imperative and has extensively been acknowledged in numerous researches (Marcos-Cuevas *et al.*, 2014). Key Account Management (KAM) involves a predetermined and an intentional marketing effort targeted at coming up with associations with a devoted aand committed clients in markets for business. Key accounts are explained to be those clients who are identified and are perceived to be of strategic importance to a specific business. KAM entails marking accounts which are deemed vital and offering them with exceptional handling through administration and marketing (Woodburn & Wilson, 2014). Ryals and Davies (2014) reports an optimistic link amid practices of performance and key account management of organizations. As a constituent of orientation of Key Account Management (KAMO) capabilities of sensing markets have been empirically found to affect the link amid practices of management of key accounts and performance of institutions (Ndambuki, 2018).

Tsempelikos and Gounaris (2014) are of the view that the practice of KAMO in a positive way leads to better performance either non-financially or financially. The researchers postulate that they find evidence which imply that where customer orientation has been established then this does influence firms to tailor their products to meet the wants of their clients' which ultimately encourages performance in terms financial measures. In the same way, suipport by the management and and how it provides direction in relation to KAM similarly leads to a positive influence on the results from associations linked with KAM. As a result, the firm's total performance is predicted by elements which include financial performance, return of investment (ROI), market share and sales, is possibly likely to lead to be better when an institution implements KAMO (Ryals, & Davies 2014).

This research is based on two theories which include the social exchange theory and the resource-based theory. The resource-based theory postulates that organizations apply their existing resources capabilities to last and endure in existing surroundings (Ngari & Muiruri 2016). Resource based theory sheds light on the link amidst an

organization's available resources, its competitive advantage and how they lead to better performance. The theory of social exchange provides information how human beings conduct themselves in a way that they repeat actions which they positively esteem and evade those which they negatively esteem (Woodburn & Wilson, 2014). The theory sets out to shed light that institutions ought to attend to the main key account customers by applying quality product offerings with superior value. Consequently, the outcome of this enhances earnings for instance sales revenue, loyalty of brands, development and nurturing of trust, reduction of purchase conflicts and enhanced sharing of information (Makkonen *et al.*, 2014).

The Kenyan sector involved in banking contributes majorly strategically in the nation's development and growth of the economy (Cherotich, Mutungu, Shisia & Sang, 2015). Kabue (2016) postulates that the Kenyan financial sector has recently had measure aimed at coming up with the best approaches of growing their base for clients, retain the current clients/customers and enhancing value for the clients. The commercial banks monitor the accounts by utilizing customer relationship management, monitoring their data and feedback and handling complaints in a better way. Through customer relationship management the industry has established and maintained rapport with customers. It has increased and sharpened how customer service is carried out. This understanding of customer wants/needs and their anticipations has led to identifying and relating with their main clients (Kabue, 2016).

1.1.1   Key Account Management

Management of key accounts is a business concept in management of marketing that began in the United States (Woodburn & Wilson 2014). Numerous research has been carried out sincce 1970 to 1985; Posner & Shapiro,1976; Page & Stevenson, 1979) provided background on the conceptual underpinnings for KAM, which is intensely founded in the research of personal selling (Wyman & Shapiro, 1981). Inconsistencies in the concept became moree and more evident as a result of specialization and disintegration of research in KAM (Pressey *et al.,* 2014) and has thus been a hindrance to researchers from incorporating their research outcomes and concepts into a context of relationship marketing (Storbacka, 2012).

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Due to the fact that relationship marketing entails both relationship purchasing and selling (Jackson, 1985), the approach on how KAM varies is more and more stressed in defining links in businesses (Macneil, 1978) and transforms KAM from a modest approach of selling to an approach entailing addition of value in marketing (Guesalaga, 2014). Consequently, KAM has been viewed as a program to be applied in relationship marketing concentrating on one client. Carrying out KAM is the outcome of decisions of senior management in marketing coupled with substantial internal firm's values (Ryals and Davies, 2013).

KAM takes into account an approach made use of by organizations to enhance its links with clients deemed as key to the growth and sustenance of its business. (Gounaris & Tzempelikos , 2015). How positioning is in terms of supplier-client alignment is critical for the founding of lasting associations amidst the players. In the main associstions and relationships (key accounts), organizations come up with solutions that are tailor-made with a lasting approach (Storbacka & Guenzi, 2015). KAM supports identifying, categorizing and keeping main clients strategically by giving them quality and superior services (Hakanen, 2014). Despite the fact that management of key account's has been a topic drawing focus to research and instituions working in the business-to business market for above two decades, the rudimentary approaches have been in utilization by institutions fora peiriod that is much longer.

For KAM program to be a success many key drivers are required. This includes new and consistent practices of institutional management, structure, strategy, systems values,staff, skills, and style (Storbacka 2012). Top level management carries out the greatest and imperative role in the management of key accounts program. They develop and ensure implementation of processes, goals and decisions of strategic nature aiding in enhancing the functions the middle level management (Ryals & Davies, 2013). In addition, management at the top level helps to minimize resistance which may be internal in the organization in relation to projects associated with KAM (Marcos-Cuevas *et al.*, 2014). A number of researchers postulate that it is only the engagement of top level management could enable the assurance of everybody else's commitment, therefore eliminating the hindrances to the management of key accounts (Woodburn & Wilson, 2014).

1.1.2 Key Account Management Orientation

Gounaris and Tzempelikos (2015) points out the need for a structured plan including elements that enable organizations manage effective lasting associations with key account clients. An observation from various studies (Jones & Richards, 2009; Zupancic, 2008) and interviews which were in depth with top level management from institutions involved in sales postulate that orientation of key account management (KAMO) is a concept which is multidimensional and brings together clients' values which are attitude-associated to orientation, commitment of top level management and coordination on inter-functional issues and the values related to behavior and capacity to meeting clients' specific needs, involvement of management at the top level and support on inter-functional issues in the organization (Gounaris & Tzempelikos, 2015).

To effectively manage key accounts' associations KAM argues that firms need to have the ideal behavior and attitude in relation to this concept. Operational links on the management of key accounts are founded on qualities that come from the behavior of the firm (Ryals & Davies, 2013). Clients classify and assess an institution's behavior founded on what they can observe and perceive. Therefore, there is a difference amidst behaviors and attitudes in the concept of KAMO. The six approaches might not therefore be the only KAMO components. As a matter of fact, literature has acknowledged numerous approaches of KAM that sellers have to bear in mind so as to come up with relationships of KAM which are effective (Marcos-Cuevas *et al.*, 2014).

In KAM, alignment of clients predicts the organization's direction in fulfilling the specific wants for the key account by way of offering value that is superior (Beverland, 2012). Orientation of clients concentrates on requirements of the respective key account, its relationship in terms of value addition and how successful the delivery is anticipated to be. (Woodburn & Wilson, 2014). In addition, commitment of top level management is a vital approach which implies the support of the management in regard the imperativeness of management of key accounts (Storbacka & Guenzi, 2015). As indicated that KAM is a matter of strategic nature for the organization, higher level management ought to introduce, assess and monitor its execution. In addition, the management is required to assure the imperativeness of the program of KAM as a key strategic alignment for the firm. Commitment of high-level management is as well key so as to evade disputes in different departments within a firm (Hakanen, 2014).

The status quo of the organization is often changed by the KAM function. (Beverland, 2012). Top management should therefore exercise it's communication mandate to the entire institution and clearly advise that management of key accounts ought not to be handled in a competitive way by other functions institution. Instead, every of its functions ought to add on to management of key accounts. In conclusion, coordination of inter-functions is in addition an imperative component that the organizations ought to develop. Coordination of inter-functions in a n institution involves coordinated utilization of available resources and capabilities in coming up with high value for clients. Centralized actions in purchasing need a correspondingly coordinated methodology from different sections and areas of the organization (Guesalaga, 2014).

Specific and continuous actions towards KAM programs require to be taken by the firm. The actions works towards meeting, satisfying and even exceeding needs of key account (Ryals & Davies, 2013). The organization ought in addition, to create a set of values which are related to behavior. An initial element in this value-set is having in place timely and reliable support on inter-functions for the program on management of key accounts. This support denotes to the extent other roles/functions in the organization offer the needed support and aid to managers of key accounts in that organization. This type of support is critical to facilitate different activities for instance, logistics and coming up with new offerings and could thus be utilized to address the needs for key accounts' (Gounaris & Tzempelikos, 2015).

Another element which is linked to behavior of orientation of key account management is the capacity to tailor-make needs and requirements of the clients (Storbacka & Guenzi, 2015). The capacity to tailor-make denotes to the institution's ability to translate to accounts that are deemed as key, a group of actions that are special so as to create a tighter link with the holders of account keys (Zupancic, 2008). Literature on management of key accounts and has seen the identification of a string of customized actions that organizations give to their clients. These comprises of; terms that are characterized by special pricing, assisting in easening client's work and customized logistics and offerings that enhance value to the clients (Beverland, 2012).

Customization of customer's needs requires a firms resources in terms of money, time, personnel and effort. In addition, inter-functional support from the rest of the firm is needed. These requirements calls for proactive involvement of top level management

with the institution's programs of key account management, the third value which is related to behavior that the institution has to come up with. Involvement of top level management is entails the "level to which senior management actively participates and involves general staff in KAM program" (Guesalaga, 2014). Since an example of an initiative of key account manage met comprises numerous units of functions, the role of management at top level ought not be constrained only to the description of the function of KAM but ought also to take into account actions that shall aid in more progression of the association. In specific, management at top level ought to allocate the required time, money and personnel capacities/resources for the function of management of key accounts and in addition motivate responsiveness in all areas that are found in the organization (Hakanen, 2014).

1.1.3 Firm Performance

When looked at from the perspective of organizations, performance is explained to be the capacity to arrive the preset objectives of an institution by applying its capabilities and resources in the most effective way (Oyman, 2009). As postulated by Akal (2005), it is viewed as the assessment of energies applied to attain goals and objectives of the business. As long as the link amidst performance and management of strategies is looked into, it ought to be stated that management of the system is executed through a way of a procedure entailing the data elements, screening and analysis (Büyük, 2009). Management of an institution's performance ought to comprise the identification of strategic objectives by way of assessing the present business situation of the organization. Furthermore, coming up with plans relies on the objectives and the provision of required resources in line with the objectives so as to attain them is likewise imperative (Akgemci & Güleş, 2010).

As posited by Pincus (2009), approaches deemed as appropriate for performance are viewed as those which aid organizations to steer their actions in line with the course of achieving their goals and aims. Performance is examined against standards which are either subjective or objective. Views for those standards which are deemed subjective comprise of procedures for collection of performance evidence of organizations and with reliance on the facts coming from dispersions in accounting techniques as utilized by institutions. Lee *et al*., (2008c) postulated that, standards which are deemed as

objective performance include parameters and elements like growth in profitability, profit levels, return on capital employed and growth in earnings.

Viswesvaran (2006) suggests other measures which can be applied as proxies for financial performance to include financial reliability, worth of non-current assets, and use of the assets of the organization. Standards for performance deemed to be not financial comprise; accountability of the environment, quality of services and/or products, invention, attraction capacity, growing, and maintaining able employees and quality of management (Viswesvaran, 2006). As postulated by Alkhatib (2012) performance takes into account three particular areas of organizational results: (a) financial performance; return on investment, profits, return on assets (b) performance of product market; share of the market, sales and (c) returns of the shareholders; economic value added, total returns for the shareholders (Alkhatib, 2012).

1.1.4 Commercial Banks in Kenya

In Kenya, regulation of commercial banks is carried out by the Central Bank of Kenya Act (Cap, 491), the Banking Act, (Cap, 488) the and Companies Act (Cap, 486) the different regulations deemed prudential and given by the Central Bank of Kenya (Kanyore, Kingi & Ali, 2017). The CBK has the oversight authority over all the Commercial banks in Kenya. It's also mandated to formulate and implement monetary policy. It fosters the liquidity, solvency and supervises to ensure appropriate operations of the Kenyan banking industry. The creation of policy and its implementation in addition comprises management of risk from a financial angle and its performance in the context of Kenyan commercial banks (Mwangi & Auka, 2015).

According to CBK (2018) the sector involved in banking has forty-two (42) banks which are commercial, one financial mortgage firm and ten microfinance deposit taking firms. From the forty two commercial banks, thirty are owned locally, and twelve are owned by foreign partners. Those commercial banks that are owned locally banks include 3 with substantial Government shareholding and by Corporations of the State. The Central Bank (CBK) bears a role for oversight, supervision and regulation of the banking institutions and Kenyan microfinance firms (CBK, 2018).

The Central Bank revises its acts several times. These acts in addition to the prudential directives/guidelines are created to guarantee suitable oversight function by CBK

(Mwangi & Auka, 2015). The Act regulating banking in Kenya provides additional powers legally to the regulatory institution. It enlarges the Central Bank scope in terms of roles and permits for further coverage of organizations which are in the Kenyan banking industry. The Bankers Association of Kenya which helps them to negotiate for their interest, and those of its members. The Microfinance Act of 2006 came into effect in 2008 (CBK, 2015). The Act enhances every licensed institutions that is a microfinance involved in deposit taking to pool savings from the general population which triggers rivalry (Githemo, 2014).

1.2   Research Problem

In Kenya the performance of the commercial banks is strongly steered by the board and senior management decisions. As keenly observed by Ongore and Kusa (2013), these decisions comprise of attributes of management of key accounts. As postulated by Tsempelikos and Gounaris (2013), the level to which practices of KAM are embraced in the institution affects performance both in non-financial and financial terms. Previous studies have established various potential benefits of non-economic nature as an outcome of an effective association of management of key accounts. These benefits include; internal communication enhancement, development of know-how, value of reference, and enhancement of efficiency of business processes (Snehota & Corsaro, 2015). Performance of banks' takes into account real results or output of the firms as evaluated vis a vis its predefined objectives, goals or outputs (Gicheru, 2018).

Numerous research works have been performed on performance of firms and the orientation of management of key account. Ryals and Davies (2014) provide evidence on a positive link amid key account management practices and firm performance. Tsempelikos and Gounaris (2013) did a research on management of key accounts and performance and particularly assessed the direct association amidst practices of key account management practices and firm performance. Locally, Kithinji (2017) performed a research on management of key accounts and performance of brands in institutions involved in microfinance. In a different research study, Ndambuki (2018) assessed practices of key account management, capabilities of sensing markets, features of an organization and their association to Kenyan commercial banks' performance.

Nevertheless, even if the research studies made huge and significant contributions in where they were carried out and in the environment within which they operated in, they applied different factors which led to gaps and minimal literature in the area, as they were not focusing on orientation of key account management practices and firm performance of banking firms in Kenya. Additionally, the cited research works did not utilize internal alignment, management commitment, product knowledge and customer trust, as predictor factors representing orientation of key account management but they relatively utilized different variables as proxies for the same. The present research addresses this by attempting to look at orientation of key account management practices and firm performance of Kenyan commercial banks.

1.3   Objective of the Study

The objective of this research is to establish the influence of key account management orientation on performance of commercial banks in Kenya

1.4   Value of the Study

The top level management in addition to the banks' board of management shall be in a position to value the outcomes of these findings on performance and the effect of orientation of key account management in the institutions. Through the Central Bank of Kenya, the government and other makers of policy shall be in a position to implement proposals for recommendations from the research. These suggestion ought to allow guidance to new ways in coming up and applying policies that may promote better regulations in the Kenyan sector involved in banking. In addition, the research shall pursue to acknowledge gaps in policy which could be applied to development of new policies to the advantage of in the banking institutions' management. Scholars and researchers in the field of administration and management shall be in a position to get this research from the public domains and repositories like online academic sites, libraries, journals, magazines as soon as its outcomes of the results published. They shall be in a position to increase value on the research gaps suggested by the current research.

CHAPTER TWO

LITERATURE REVIEW

2.1   Introduction

This section of the research summaries the context in theory as done in the study. The section analyses previous works carried out by various researchers on factors determining orientation of key account management and performance of organizations. A review of the studies, a framework for theories, predictors of commercial banks' performance and empirical research has been clearly outlined.

2.2   Theoretical Framework

This part introduces and describes the theories that were used as the foundation of the research. It describes the correlation between determinants of orientation of key account management and the performance of commercial banks of Kenya. The research was founded on two theories which include social exchange theory and resource-based theory.

2.2.1   Social Exchange Theory

The theory was crafted with intentions to appreciate how different parties interact and behave while undertaking economic transactions (Homans,1958). The belief behind social exchange theory suggests that individuals in business transactions tend to have a behavior of repeating or increasing outcomes they perceive to be favorable to them and reduce or stop outcomes they perceive as unfavorable (Rodriguez & Wilson, 2002). The social exchange theory is founded on three key element namely; outcome, comparison level and comparison level of alternatives (Thibaut & Kelley, 1959).

Firms strive to give their high profile customers with utmost excellence by serving them with well. In addition, the firm procures the best customer relationship management system and encourages inter functional cooperation within the firm. The main target for such investment is to boost the firm's revenue. This in return leads to building trust with customers, employee commitment to excellent customer relations, insightful information, and minimum firm's conflicts. When organizations acquire these benefits from Key account programs they are more enthusiastic to engage in more meaningful

social exchange since they have justification for the budget, energy time and all resources spent (Noor & Ahmmed, 2013).

The economic exchange relationship between key account customers and the firm is regarded by the Social exchange theory activities by one party subject on rewarding responses from the other party (Blau, 1964). It denotes that customer satisfaction level is highly impacted by KAM performance. Regular orders from Key Account customer to the firm shows customer satisfaction. Such frequent orders from key account customers are critical to the firm since they maintain the association (Ahmad & Noor, 2014). When a firm believes in the key account customer then there is business continuation intentions. When key account customers justify these believes by acting as anticipated in form of repeat order, the reciprocity behavior is likely to build and establish a social exchange between the two. Otherwise, lack of support from each party shall be perceived as a social breach and has high chances to lead to zero social exchanges in the future amid the two (Blau, 1964).

2.2.2 Resource Based Theory

The theory attempts to give an understanding on the competitive advantage of a firm and how it influences attainment of a firm's objective (Wernerfelt, 1984). The theory expounds that every firm is endowed with various resources and special abilities. It's therefore the responsibility of the firm to strategically use these resources and abilities to acquire a unique competitive advantage against their key competitors. (Nath & Yu, Ramanathan 2014). As per the theory, good customer relationships is perceived as crucial asset in the market. With this kind of assets, an organization can effectively use it to acquire competitive advantage against its competitors (Kozlenkova, Palmatier & Samaha, 2014).

Great relations with clients is paramount to a firm. The relationship is considered as one of the resources that is social and complex. It's costly to duplicate and therefore demands to be founded on strong values of trust and reliance. Despite the extensive use of the resource based theory by marketing and strategy studies it is unexpectedly limited in KAM researches (Barney, 2014). The implementation of KAM programs by organization could results in immense benefits as; increase in customers trust, improvement of the account manager's performance, creation of value, customer

retention and great returns in revenue. (Ryals & Davies 2014). The participation of KAM programs by an organization highly favors it since it allows the firm to involve clients in partnerships and coming up with new approaches for minimization of costs in projects. With such advantages an organization can easily develop barricades against their competitors (Murphy & Li, 2015).

A firm must succeed in attainment of its set goal and objectives. For this to happen, it must have unique capabilities in terms of skills and resources that are hard for competitors to duplicate (Hungeling & Gruber, Heinemann, Brettel, 2010). For KAM program capabilities and resources includes key account specialists, excellent relations skills, open communication, and customer feedback system (Barney, 2014).

2.3 Determinants of Performance of Commercial Banks

Many elements both internal and external have been outlined as factors determining performance of commercial banks. The factors could be classified as internal or external. Internal factors are controllable and within the reach of the bank. On the other hand, external factors are outside the reach or control of the bank (macroeconomic) elements (Loh, 2017). For this specific research, capital adequacy, asset quality, management efficiency and liquidity management have been reviewed as factors that determine the performance of commercial banks. This are classified as internal factors.

2.3.1 Management Efficiency

Management Efficiency is represented by different financial ratios like total asset growth, loan growth rate and earnings growth rate. Yet, it is one of the complexes subject to capture with financial ratios (Dietrich & Wanzenried, 2014). Moreover, operational efficiency in managing the operating expenses is another dimension for management quality. The performance of management is often expressed qualitatively through subjective evaluation of management systems, organizational discipline, control systems, quality of staff, and others. Yet, some financial ratios of the financial statements act as a proxy for management efficiency (Bougatef, 2017).

2.3.2 Quality of Assets

Another internal bank specific variable that influences bank performance and profitability is its asset. A bank asset comprises many items which includes; current asset, credit portfolio, fixed asset, and other investments. Often a growing asset (size) related to the age of the bank (Francis, 2013). For most banks, its loans is the main asset that produces the biggest piece of the bank's income. Loans are the cash cow for the commercial bank since it's their largest source of income in their line of business. Loans are so important to the commercial banks to a point where a bank's loan portfolio will influence the profits of the bank. A bank profitability is directly affected by its loan portfolio quality. The greatest risk likely to be faced by a bank is loan defaulting (Loh, 2017). Therefore default loans are best placed to be used as substitutions for asset quality. Various scholars use devise financial ratios to research on the performances of banks. One of the major hurdles that commercial banks have to deal with is ensuring minimum or reduced loan defaults. The profitability of the commercial banks is higgly affected by default loans. Therefore, reduced default loans is an indication of a robust bank portfolio. A good performancing commercial bank has lower default ratio (Ihnatov & Bogdan, 2014).

2.3.3 Liquidity Management

Liquidity is another factor that determines the level of bank performance. Liquidity refers to the ability of the bank to fulfill its obligations, mainly of depositors. According to Saona (2016) adequate level of liquidity is positively related with bank profitability. The most common financial ratios that reflect the liquidity position of a bank according to the above author are customer deposit to total asset and total loan to customer deposits. Other scholars use different financial ratio to measure liquidity (Garcia & Guerreiro, 2016).

2.3.4 Capital Adequacy

The level of bank profitability is influenced by its capital availability. This refers to the amount of own money that the bank can easily access to fund the bank's business need and act as a buffer during tough economics seasons. (Berhanu & Okoth, 2013). Capital in the financial institutions makes easy flow with bank money since its other source of funds being depositors can be fragile and unreliable. Capital adequacy minimizes the

banks risks like operational, credit and systematic risks (Pathneja, 2016). According to Pathneja (2016), the adequacy of capital is judged on the basis of capital adequacy ratio (CAR).The banks internal stuminus to overcome hard and breaking economic times can easily be determined by looking at its capital adequacy ratio. Capital adequacy ratio equal to the amount of pressure and resilience the bank can tolerate in instances of crisis. In addition, this a direct link on the banks' profitability defining its growth to profitable businesses which are however characterized by significant risk (Sharma & Singh, 2016).

2.4   Empirical Review

Various research works have been done on determinants of key account management orientation. Tzempelikos and Gounaris (2014) carried out an examination of key account management orientation and its implications.   The study entailed personal interview to different participants. The total number of interviewees was 304. examine the impact of key account management orientation (KAMO), a set of values that reflect supplier's attitude and behavior towards KAM, on supplier's performance. The results of this interviews confirmed an association that was positive in relation to the orientation of KAMO and performance, whether non-financial or financial.

In addition, another research work was done by Ahmad and Noor (2014) to assess the relationship between key account management performance and repeat orders outcome. The study utilized a census of 112 clothe making firms which exclusively exported all their products. ¡The study empirically tested hypotheses with the data collected through a self-administered survey from 112 garment companies with a 100% export-oriented business. The results indicated that key account management performance significantly influences the buyer's repeat order behaviour.

Kithinji (2017) did a research on management of key account and performance of brands of Kenyan institutions involved in microfinance by utilizing a research approach which was descriptive. The participants of the research included of representatives of client services and management at the middle level institutions involved in microfinance. The outcome of the results agreed and were consistent with other scholars and they postulated that management of key account influences performance of brands of Kenyan institutions involved in microfinance in a positive way.

In a different research, Ndambuki (2018) performed out a study on the practices of management of key account, capabilities sensing the market, institutional attributes and Kenyan commercial banks' performance. The outcome of the research findings indicated a link which was in statistical terms significant amidst practices of management of key accounts and performance (Sig=0.002; Adj. R2=0.243). The combined influence of the practices of management key account, capabilities sensing the market, institutional attributes and performance was evidenced to be significant in statistical terms.

Ojasalo (2013) studied key account management at company and individual levels in business-to-business relationships. The researcher demonstrated that successful KAM requires appropriate handling at both the organizational and the individual levels. The study further established a positive and statistically significant link of key account management and performance. In another study, Guesalaga, Gabrielssona, Rogers, Ryals and Cuevas (2018) carried out an investigation on resources and capabilities that underpin strategic key account management. Using a systematic approach, the authors reviewed the KAM literature to identify the critical resources and capabilities that underpin strategic KAM. The analysis synthesized and integrated previous research on KAM applying a resource-based lens to reveal that strategic KAM comprises complex portfolios of resources and capabilities that constitute a source of competitive advantage.

Tommi and Olavi (2014) looked into the factors affecting key account manager performance in Finland. The researchers obtained relevant literature to find common ground regarding Key Account Manager performance and reports the results of a survey of 180 Finnish Key Account Managers. From the research, it was established that key account management was indeed a significant positive predictor of organizational performance. In another research, Workman Homburg and Jensen (2013) did a research on intraorganizational determinants of key account management effectiveness. The researchers tested hypotheses with data from 385 firms using structural equation modeling and found that firms should seek to build esprit de corps among those involved in KAM as it significantly leads to better performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Introduction

This section of the study outlines the approaches used to carry out the research. It's a representation of the collected data and how it was analyzed. The section contains step by step approaches of data collection ways. In addition, it comprises of a summary of the techniques for collection of data utilized in the study. The analysis techniques of the data collected and its presentation is also outlined.

3.2   Research Design

The techniques used by scholars to test the relationship between independent and dependent variables are referred to as research design (Kothari, 2014). For this specific research a cross sectional survey design was implemented. The design is popular for gathering data so as to make interpretations about its subject of study at a particular time. Cross sectional survey is popularly termed as a snapshot of its subject of interest due to its ability to collect data by observing the population at one specific point in time. The variables in a cross sectional survey are not influenced or interfered with, instead, the researcher's task is to record available information in the population of interest. (Bougie & Serakan, 2010).

3.3   Population of the Study

Saunders, Lewis and Thornhill (2007) have defined population as the total collections of elements from which required information is gotten from and it refers to each possible element which is of significance in a study. The researcher considered as all the 42 commercial banks in Kenya regulated and licensed by the Kenyan Government through its Central bank as the unit of analysis in the population. Appendix 1 of the study shows that as at September 2019 Kenya had a total of 42 commercial banks under the umbrella of the Central Bank of Kenya. This study took a census approach since all the commercial banks in Kenya were taken in as part of the elements in the population.

3.4 Data Collection

Primary data collection method was preferred for this study. Questionnaires were used as a data collection tool. The questionnaires were directly issued to each respondent. A likert kind of questionnaire was administered so as to allow grouping of facts easily from each respondent. According to Mugenda & Mugenda 2003, questionnaires as a data collection tool is idea because of its merits which include privacy, correctness and time saving. In this study, the researcher designed the questionnaire in sections grouped into three which included; Section A (General information), Section B (Orientation of Key Account Management - product knowledge, management commitment, internal alignment and customer trust and how they affect performance of banks) and lastly Section C (Performance of the banks).

3.5 Reliability and Validity

Various scholars have attempted to define validity, nevertheless, (Mugenda and Mugenda (2003) suggests that validity is the exactness and relevance of understanding of the statements. Validity shows the degree at which results obtained from the observation of the statistics denotes understanding of the concepts being examined. A researcher can confidently claim achievement of validity when the raw information easily evaluates its initial intention. Validity is an indication that the data collection tool in use is clearly measuring as anticipated. (Creswell, 2003). To ensure ease understanding of the questionnaire by the participants the questionnaire it was pretested. Two participants were randomly picked to measure the validity proof of the questionnaire. The results from the pre testing was observed and improved so as to increase the questionnaire validity.

Reliability denotes the homogeneousness of elements in a study being examined (Hair, Bush & Ortinau, 2010). In research, consistency in measuring raw facts, or the degree to which a data collection tool evaluates in a similar manner every time it's used in an identical setting with same elements of study is paramount. This study implemented the top extent of internal reliability with the denotation of Cronbach's Alpha (α) and was assessed via version 21 of SPSS. It implies the extent to which a collection of population objects which are to be examined could be viewed as evaluation a sole underlying factor (Creswell, 2003). The globally recognized value of 0.7 was utilized

as a cutoff threshold of reliability. The student issued ten tools to random research participants and afterwards assessed the level of reliability. The partakers of the evaluation for reliability did not get to be included in the final research interpretations to avoid duplicity.

3.6 Data Analysis

The gathered raw facts were organized, grouped, coded and thereafter tabularized in excel to enable easier analysis. This data was evaluated by employing statistics which entailed both inferential and descriptive nature. After the raw facts were organized, grouped, coded and thereafter tabularized in excel, they were then input into SPSS and evaluated by way of analysis of regression, descriptive and correlation techniques. For descriptive results, the researcher applied standard deviation and mean. For statistics of inferential nature, the researcher utilized Pearson's Correlation Analysis and multiple regression analysis to find out the link amidst performance of bnanking institutions and the predictor factors: product knowledge, management commitment, internal alignment and customer trust.

Particularly, the following model for regression was utilized;

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

Where: Y = Bank's Performance
                     α = constant
                     X_4 = Management Commitment
                     X_3 = Product Knowledge
                     X_2 = Internal Alignment
                     X_1 = Customer Trust
                     e = error term

CHAPTER FOUR

PRESENTATION, FINDINGS AND DISCUSSION

4.1   Introduction

This section demonstrates findings, examined information as well as further argument. Expressive statistics outcomes were obtainable initially then association and reversion outcomes.

4.2   Descriptive Statistics

This segment demonstrates frequencies, Descriptive levels/ degree as well as findings on the model features and demographics.

4.2.1   Rate of Participant's Response

The reaction pace of 95.2% (40 participants out of conceivable 42) were gotten. Babbie (2004) attests which onset paces are worthy to explore as well as dispensing, sixty percent is inordinate while seventy percent is generally exceptional. An examination reaction degree was generally excellent as indicated by Babbie (2004) guidelines as introduced in Table 4.1.

Table 4.1 Rate of Participant's Response

Group	Participants	Participants degree (%)
Responses (Successful)	40	95.2
Unsuccessful	2	4.8
Total	**42**	**100**

Source: Study raw facts and figures (2019)

4.2.2   Participants' Gender Percentage

The analyst tried to discover the participants sexual orientation extent. The discoveries were exhibited in Figure 4.1. Majority were male and forty-seven represented women. It was inferred that the examination was completed in the male-ruled territory demonstrating that many firm staff comprises are men sexual orientation.
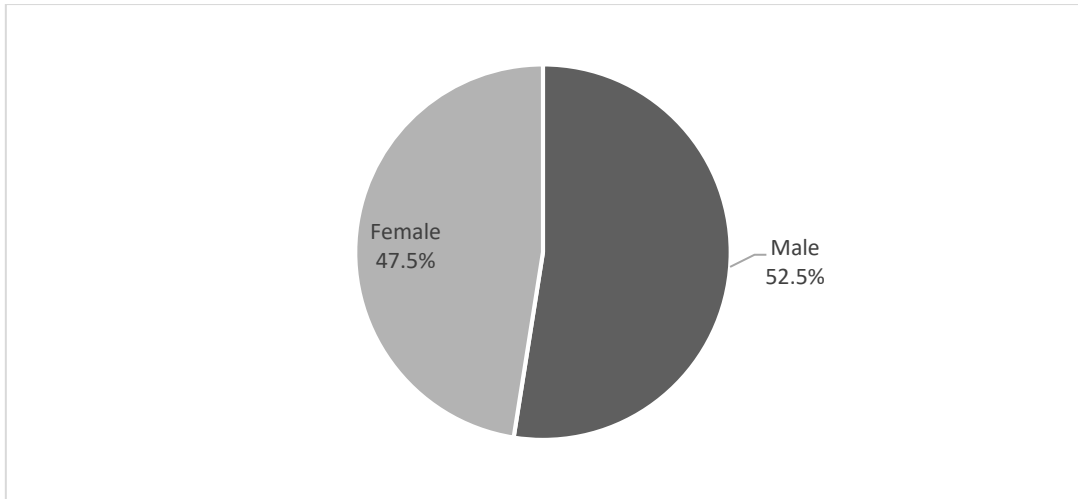
Figure 4.1: Participants' Gender Proportion

Source: Study Statistics (2019)

4.2.3   Participants' Age Level

Analyst finds out participants age classes. The discoveries were introduced in Figure 4.2. Around 52.5% of the participants were matured somewhere in the range of thirty-six and fifty years. 30% of the participants were above fifty years and fifteen percent were somewhere in the range of twenty to thirty-five years. Just two percent were under twenty years. The discoveries infer that were in their profession tops as they were moderately aged hence has an ability to guide the distinctive administration works the planned way.
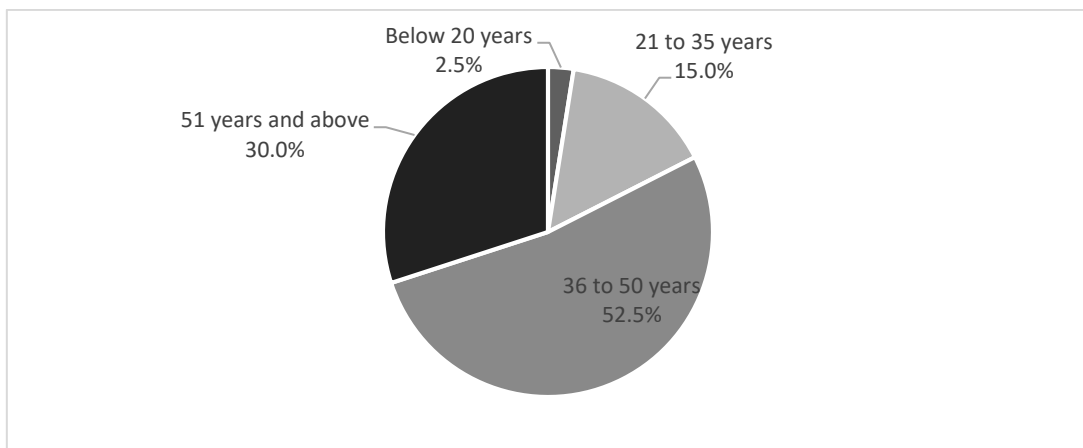
Figure 4.2: Age

Source: Study Facts (2019)

4.2.4 Participants' Level of Education

Investigator needed to assess a noteworthy accomplished degree of instruction of the participants. Figure 4.3 exhibits results of education level. About 43% participants had accomplished the four-year certification. About 42% of the participants had accomplished a graduate degree. Above 12% participants had accomplished the doctorate certificate. Around 3% of the participants had achieved confirmation. The discoveries show that the largest number of participants had accomplished significant training levels since the majority of them had the base capability of a college degree. Moreover, it appears to illustrate that the participants are reluctant individuals who have sought after self-advancement regarding examining to outfit themselves with significant abilities and information that would be utilized in their administration aptitudes and in their everyday activity in the work environment.
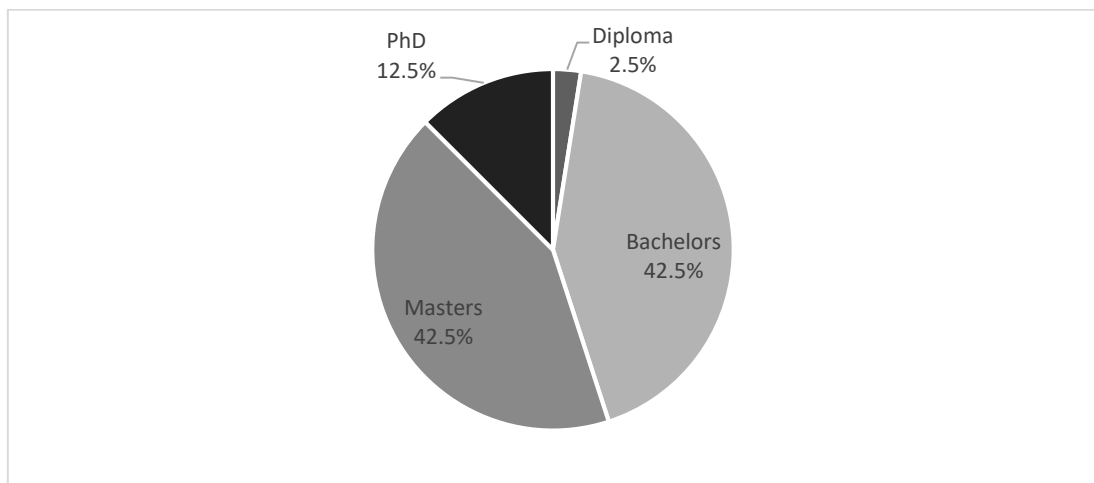
Figure 4.3: Level of Education

Source: Study Figures (2019)

4.2.5 Job Experience Level

Investigator needed to set up participants job involvement level after a while. Figure 4.4 displays the results. Fifty-two percent showed that participants had somewhere in the range of 4- and 7-years' understanding. About 37.5% of the participants showed that they had over 7 years' understanding. 10% of the participants showed that participants had under 3 years' job experience. The discoveries suggest that majority had broad experience as they had very propelled terms implying that they surely knew

the sort of condition their establishments were working in. Moreover, they were very much presented to elements and variations within financial business hence was appropriate for investigation.
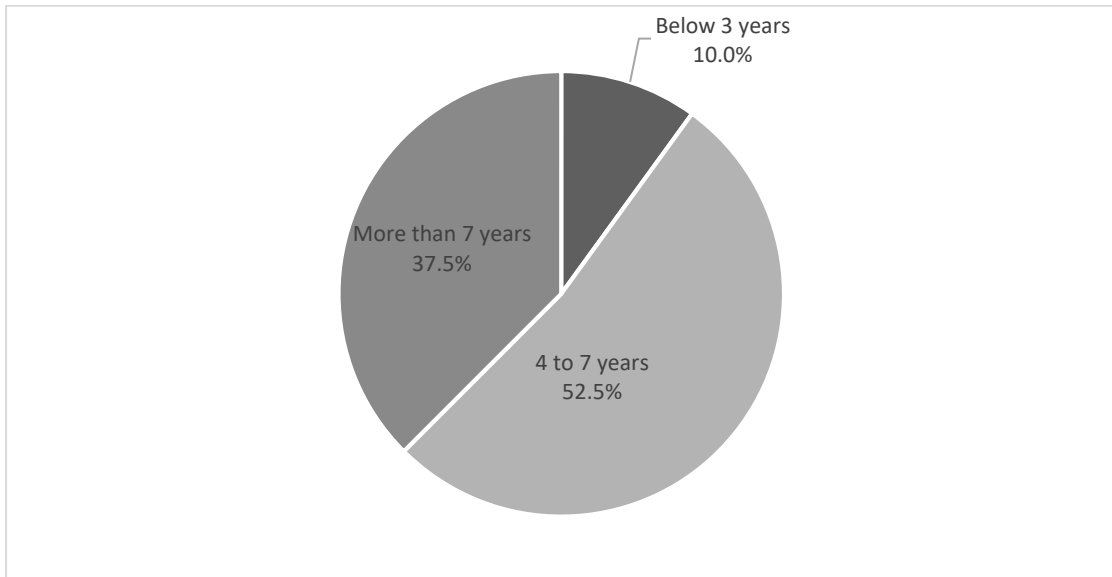
Figure 4.4: Job Experience Level

Source: Study Statistics (2019)

4.3 Performance of Banks and Orientation of Key Account Management

The segment illustrates spellbinding insights on a study variable that incorporate client trust, inward arrangement, topic information, the board duty as well as the corporation management.

4.3.1 Performance of Banks and Customer Trust

Specialist tried to discover client conviction impact on the business monetary management in the country. Table 4.2 shows the discoveries. 84% of the participants concurred that there was best holding in connection to key clients which has prompted higher dedication. The larger part of the participants concurred that there were improved long-haul connections as well as administrations progression and accessibility of the item. 84% of the participants concurred that altered satisfaction of client needs with required items or administrations because of put on KAMO had enhanced confidence. 90% of the participants concurred that product dedication had been progressively fortified because of utilizing KAMO. About 88% of the participants

(87.8%) concurred that there was more client contribution because of KAMO and this has prompted higher acknowledgement of the bank's items.

Table 4.2 Performance of Banks and Customer Trust

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
Improved holding with clients improving dedication	2.2%	4.4%	8.9%	54.4%	30.0%	4.2	0.77
Better long-haul networks	3.3%	10.0%	7.8%	43.3%	35.6%	4.1	0.87
Modified satisfaction of consumer needs	3.3%	5.6%	6.7%	50.0%	34.4%	4.3	0.81
Reinforced brand reliability	2.2%	3.3%	4.4%	55.6%	34.4%	4.3	0.71
client inclusion	1.1%	6.7%	4.4%	51.1%	36.7%	4.3	0.72
Average						**4.2**	**0.77**

Source: Study Facts (2019)

4.3.2 Performance of Banks and Internal Alignment

The specialist looked to find internal arrangement impact on exhibition of monetary business. Table 4.3 display interior arrangement results. 89% of the participants concurred which KAMO have facilitated monetary firm improved fulfil client needs. 92% of the participants concurred that a good customization existed because of the coordination of dealing with the particular needs of clients. The majority concurred that KAMO had empowered bank to satisfy customer requirements with separated items or administrations. Around 84.5% of the participants concurred that there was measures set up to hotspot for data from clients that empowered the bank to complete the inward arrangement. 68.8% of the participants concurred that arrangement was seen as a key objective intending to client requirements.

Table 4.3 Performance of Banks and Internal Alignment

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
Better meeting of customer demands	0.0%	6.7%	4.4%	57.8%	31.1%	4.2	0.73
Better customization of products	1.1%	3.3%	3.3%	62.2%	30.0%	4.3	0.61
Fulfillment of customer needs	0.0%	7.8%	3.3%	51.1%	37.8%	4.3	0.75
Sourcing for information for internal alignment	3.3%	6.7%	5.6%	26.7%	57.8%	4.4	1.10
Alignment is viewed as a goal in addressing customer needs	3.3%	18.9%	8.9%	44.4%	24.4%	4.0	0.90
Average						**4.2**	**0.82**

Source: Study Facts (2019)

4.3.3 Performance of Banks and Product Knowledge

The discoveries were exhibited in Table 4.4. 73% of the participants (73.3%) concurred that KAMO had upgraded consciousness of various items by clients. The larger part of the participants (86.7%) concurred that the utilization of KAMO had encouraged advancements prompting better execution. About 79% of the participants (78.9%) concurred that better-focused on criticism from clients on issues identifying with presented items because of KAMO. Lion's share of the participants (83.3%) concurred that clients were progressively mindful of standings and situations for explicit items. General deviation was 4.9 and standard deviation was1.12. These discoveries infer that product information as an intermediary inconstant was competent by the announcements utilized by specialist as shown through reactions gave. Additional, focus information as adjustable was able to be pragmatic as an intermediary KAMO variable in evaluating the impact on the presentation of Kenyan business firm.

Table 4.4 Performance of Banks and Product Knowledge

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
KAMO has improved familiarity with various items by clients	8.9%	11.1%	6.7%	42.2%	31.1%	4.0	1.03
Utilization of KAMO has encouraged advancements prompting better execution	4.4%	2.2%	6.7%	48.9%	37.8%	4.2	0.86
There has been improved understanding of how to access products by the customers	5.6%	7.8%	5.6%	44.4%	36.7%	4.2	0.99
There is better targeted feedback from customers on issues relating to offered products as a result of KAMO	8.9%	4.4%	7.8%	46.7%	32.2%	4.0	1.06
Clients are increasingly mindful of the terms and conditions for explicit items	4.4%	6.7%	5.6%	54.4%	28.9%	4.2	0.84
Average						**4.1**	**0.96**

Source: Study Facts (2019)

4.3.4   Performance of Banks and Management Commitment

The scientist looked to discover the impact of the board duty on the exhibition of business banks in Kenya. The discoveries were introduced in Table 4.5. Lion's share of the participants (78.8%) concurred that the administration gave guidance on how the KAMO procedure was to be done. 79% of the participants (78.9%) concurred that the

administration accentuated the significance of KAMO in the bank. Above 77% of the participants (77.8%) concurred that the administration offered support on specialized issues and difficulties experienced. 80%of the participants concurred that the administration gave budgetary and different assets on KAMO execution. Lion's share of the participants (77.8%) concurred that the administration had set up sufficient procedures to improve KAMO.

Table 4.5 Performance of Banks and Management Commitment

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
Heading on how KAMO procedure is done	3.4%	51.4%	5.7%	44.3%	34.2%	6.8	2.16
Accentuation on the significance of KAMO	5.6%	41.5%	6.4%	45.1%	33.9%	5.5	3.14
Backing on specialized matters and problems	7.6%	22.6%	4.2%	45.2%	32.1%	5.2	4.57
Currency related and different assets on KAMO performance	7.5%	13.6%	2.0%	43.6%	36.4%	4.9	1.12
Satisfactory procedures to improve how KAMO is finished	5.7%	7.7%	8.3%	40.9%	37.6%	4.9	0.91
Normal						**4.1**	**0.98**

Source: Study Facts (2019)

4.3.5 Performance of Banks

Specialist tried to evaluate how participants fingered out about firm accomplishment had been prejudiced through KAMO in monetary firm. The disclosure was displayed in Table 4.5. The predominant participants approved KAMO has incited an extended bit of the general business. 80% of the participants agreed that KAMO had overhauled brand tendency.78% of the participants concurred that KAMO had prompted improved consumer loyalty. 82% of the participants concurred that KAMO had prompted expanded bank stores. About 76% of the participants concurred that KAMO had prompted the decrease in expenses for overhauling/supporting customers. The general mean = 4.0 while std dev = 2.21.

Table 4.6 Performance of Banks

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
Expanded piece of the pie	7.7%	6.7%	11.1%	40.0%	35.6%	4.1	0.88
Upgraded brand inclination	1.2%	6.7%	11.1%	41.1%	38.9%	4.3	0.78
Improved consumer loyalty	7.9%	4.4%	7.8%	46.7%	32.2%	4.1	0.90
Expanded bank stores	3.2%	6.7%	8.9%	31.1%	51.1%	4.5	0.51
Decrease of expenses for adjusting customers	6.8%	8.9%	7.8%	36.7%	38.9%	4.1	0.90
Average						**4.2**	**0.79**

Source: Study Facts (2019)

4.4   Inferential Results

4.4.1   Pearson Association of Correlation

The bivariate association is the degree that elucidates the association among 2 variables. It varieties from one-to-one where 1 exhibits robust optimistic relationship and 1 shows the sturdy undesirable association. Closer association will as a rule zero the more

delicate it converts. Revelations on association examination was shown in Table 4.7. Association between client conviction and company execution of currency business was robust as well as constructive. Connection within inside the course of action and company execution of monetary business was subtle and constructive. The connection amidst product data and bank execution of business groups in Kenya was sturdy and optimistic (0.583). The association among organization obligation and firm execution of monetary business was strong and confident (0.684). Additionally, every free factor (client conviction, inside course of action, product data and the board obligation) were all accurately basic as completely has centrality equal to 0.234 which is not actually ordinary furthest reaches of 0.98. Disclosures propose that every pointer factor; client conviction, interior game plan, theme data and the board duty were firm execution main factors of monetary business.

Table 4.7 Pearson Association of Correlation

Variable		Firm Performance	Customer Trust	Internal Alignment	Product Knowledge	Management Commitment
Firm Performance	Pearson Correlation	1				
Customer Trust	Pearson Correlation	0.682	1			
	Sig.	0.000				
Internal Alignment	Pearson Correlation	0.472	0.548	1		
	Sig.	0.002	0.000			
Product Knowledge	Pearson Correlation	0.631	0.452	0.766	1	
	Sig.	0.000	0.003	0.000		
Management Commitment	Pearson Correlation	0.724	0.583	0.716	0.776	1
	Sig.	0.000	0.000	0.000	0.000	

Source: Study facts (2019)

4.4.2 Fitness of the Model

The discoveries on the model wellness of the general model were displayed in Table 4.8. The outcomes demonstrate that the factors; client trust, interior arrangement, subject information and the management responsibility were acceptably clarifying the firm execution of currency business in the country.

Table 4.8 Fitness of the Joint Model

Model	Coefficient
Std. Error of the Estimate	0.34292
R Square	0.690
R	0.830
Adjusted R Square	0.654

Source: Study Facts (2019)

4.4.3 Analysis of Variance (ANOVA)

ANOVA insights displayed in Table 4.9 demonstrate that a general classical was measurably critical. The announced p-esteem was not exactly the traditional likelihood of 1.05 immensity level and along these lines huge in the examination. These outcomes demonstrate that the autonomous factors; client trust, inside planning, product information and the board responsibility are great indicators of association execution of business firm in the country.

Table 4.9 Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.148	4	2.287	19.448	0.000
Residual	4.116	35	0.118		
Total	**13.264**	**39**			

Source: Study Facts (2019)

4.4.4 Coefficient's Regression

Constants result deterioration was displayed in Table 4.10. Results parade that there is confident connection among client conviction as well as corporate execution as

demonstrated by the of 0.651 coefficient. The discoveries imply that exists a affirmantive connection among the internal arrangement and bank execution as demonstrated by 0.284 beta factor. Results establishes the positive connection among focus information and association execution as demonstrated by a coefficient of 0.143. The discoveries show that there is an affirmative connection among the board responsibility and firm execution as demonstrated by 0.564 beta constant.

Discoveries suggest that the expansion in client conviction sources comparable increment in stable execution with 7.451 units. Moreover, the component increment in inward arrangement grounds proportional increment in association execution with 4.543 components. The unit increment in theme information foundations proportional increment in corporate execution with 0.552 components. At last, the element increment in the board duty grounds the proportional increment within the bank management by 0.452 components. The discoveries likewise suggest that all the indicator factors were factually noteworthy. The discoveries infer that every one of the factors was key indicators of bank execution of business banks in Kenya.

Table 4.10 Coefficient's Regression

Variable	Unstandardized Coefficients	Std. Error	t	Sig.
(Constant)	0.768	0.604	1.273	0.211
Internal Alignment	0.432	0.180	2.402	0.022
Customer Trust	0.651	0.167	3.900	0.000
Management Commitment	0.354	0.136	2.607	0.013
Product Knowledge	0.255	0.116	2.189	0.035

Source: Study Facts (2019)

The regression model was;

Performance of Banks = 0.768 + 0.651 Trust of Customers + 0.354 Management Commitment + 0.255 Product Knowledge + 0.432 Internal Alignment

CHAPTER FIVE

SUMMARY, CONCUSION AND RECOMMENDATIONS

5.1 Findings Summary

The target of the exploration was to build up the impact of main record the board direction on the exhibition of business banks in the country. The autonomous factors for the investigation comprised; client conviction, interior arrangement, focus information and the executive's responsibility while the needy variable was bank execution. The dominant part of the participants were chiefs by classification and majority of the participants are men. The dominant group was matured over 36 years. Most of them partaking achieved the four-year college education.

Client trust is an autonomous capricious competent to be utilized as an intermediary inconstant of KAMO in surveying the effect on the exhibition of country's business money banks. It was shown through greater part of participants who concurred that better holding connection was in place to main customers that have prompted advanced steadfastness, there was improved long-haul connections and progression of administrations and accessibility of item, tweaked satisfaction of client needs with required items or administrations because of put on KAMO have enhanced conviction, brand faithfulness had been progressively reinforced because of utilizing KAMO and that there was more client inclusion because of KAMO and have prompted advanced acknowledgement of monetary items. Connection discoveries showed a solid and confident relationship between client conviction and company execution. Additionally, relapse discoveries demonstrated a optimistic and measurably critical connection amid client trust and bank execution.

The inside arrangement as autonomous adjustable competent to be utilized in an intermediary variable of KAMO in surveying its effect on the exhibition of Kenyan business banks. This was demonstrated by dominant participants who concurred that KAMO had helped the bank better satisfy client needs, there was improved customization because of coordination of taking care of customers explicit requirements. KAMO have empowered the monetary sector to satisfy client requirements with separated items or administrations, there were quantifies set up to hotspot for data from clients that empowered the bank to complete inward arrangement

and that arrangement was seen as a key objective intending to client needs. Relationship discoveries showed a solid and positive relationship between inward arrangement and bank execution. Further, relapse discoveries showed a positive and factually critical connection between inside arrangement and bank execution.

Theme information as autonomous adjustable competent to be utilized in an intermediary KAMO capricious in evaluating effect on the exhibition of Kenyan business monetary. This was demonstrated by larger part of the participants who concurred that KAMO had upgraded consciousness of various items by clients, the utilization of KAMO had cultivated advancements prompting better execution, there had been enhanced comprehension of getting to items by clients, better-focused on input from clients on issues identifying with offered items because of KAMO and that clients was increasingly mindful of the rule and regulations for explicit items. Relationship discoveries showed a solid and optimistic relationship amid topic information and company execution. Additionally, relapse discoveries demonstrated a confident and measurably huge connection among theme information as well as association execution.

Management duty as the autonomous capricious competent to be utilized as an intermediary KAMO capricious in evaluating the effect on the presentation of Kenyan business sets. Demonstrated by dominant participants who concurred that administration gave guidance on how the KAMO procedure was to be done, the administration stressed on the significance of KAMO in the bank, the administration offered support on specialized issues and difficulties experienced, the administration gave monetarily and different assets on KAMO execution and the administration had set up sufficient measures to upgrade. Connection discoveries showed a solid as well as optimistic relationship among executives' responsibility and company execution. Additionally, relapse discoveries demonstrated a confident and measurably noteworthy connection among executive's responsibility and company execution.

5.2   Conclusion

From examination, it tends to be presumed that;

Business groups have set up procedures to construct client trust as a major aspect of main record the executives' direction. Further, client trust was demonstrated to be the

main determining factor of the corporate implementation of group business as shown by most of the participants. The discoveries show that client trust is decidedly related and is the main factor of the corporate management of group business. Strategies to manufacture inner arrangement as a major aspect of key record the executive's direction. Further, the inner arrangement was demonstrated to be the significant element of the bank execution of business banks in Kenya as shown by most of participants. The discoveries show that the inside arrangement is decidedly related and is the bank management key factor of business banks.

Business banks had set up procedures for focus information as a feature of main record the board direction. Additional, focus information was shown to be chief element of the association execution of business banks as demonstrated by most of the participants. The discoveries demonstrate that focus information is emphatically related and is the main factors of the association management of business banks in the country. Business banks in the country had set up measures the board responsibility trust as a major aspect of key record the executive's direction. Further, the board duty was demonstrated to be major factors of the association execution of bank business in Kenya as shown by most participants. Discoveries show that administration duty is decidedly partner and is major factor of the association execution of monetary business in the country

5.3   Further Study and Recommendations

The exploration is not thorough within setting, thusly, there is the requirement for additional exploration to be attempted for comparative examination utilizing an absolutely unique sort of bank factors execution to survey if the discoveries would be reliable and maintain the findings in the investigation. Alternative examination should be possible in the distinctive sub-part of banks like agribusiness, broadcast communications, cordiality, and so forth. This examination has been directed from a Kenyan viewpoint. Its setting can likewise be completed to another nation or land setting to survey whether in a particular sub-area will have comparable discoveries or there will be a difference on the equivalent.

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APPENDICES

Appendix I: Commercial Banks in Kenya

1. African Banking Corporation Limited
2. Bank of Africa Kenya Limited
3. Bank of Baroda (K) Limited
4. Bank of India
5. Barclays Bank of Kenya Limited
6. CfC Stanbic Bank Limited
7. Charterhouse Bank Limited (Under–Statutory Management)
8. Chase Bank (K) Limited (In Receivership)
9. Citibank N.A Kenya
10. Commercial Bank of Africa Limited
11. Consolidated Bank of Kenya Limited
12. Co-operative Bank of Kenya Limited
13. Credit Bank Limited
14. Development Bank of Kenya Limited
15. Diamond Trust Bank Kenya Limited
16. Ecobank Kenya Limited
17. Spire Bank Ltd
18. Equity Bank Kenya Limited
19. Family Bank Limited
20. Fidelity Commercial Bank Limited
21. First Community Bank Limited
22. Guaranty Trust Bank (K) Ltd
23. Giro Commercial Bank Limited
24. Guardian Bank Limited
25. Gulf African Bank Limited
26. Habib Bank A.G Zurich
27. Habib Bank Limited
28. Imperial Bank Limited (In Receivership)
29. I & M Bank Limited
30. Jamii Bora Bank Limited
31. KCB Bank Kenya Limited
32. Middle East Bank (K) Limited
33. National Bank of Kenya Limited
34. NIC Bank Limited
35. M-Oriental Bank Limited
36. Paramount Bank Limited
37. Prime Bank Limited
38. Sidian Bank Limited
39. Standard Chartered Bank Kenya Limited

40. Trans-National Bank Limited
41. UBA Kenya Bank Limited
42. Victoria Commercial Bank Limited

Source: CBK (2019)

Appendix II: Letter of Introduction

TO THE RESPONDENT

Dear Madam/Sir

REF: RESEARCH PROJECT

My name is Hannah Nyawirah, a post graduate scholar working for a Master of Business Administration at University of Nairobi. I am working an exploration thesis that is an obligation for the degree reward. The topic of my research is; **"Influence of Key Account Management Orientation on Performance of Commercial Banks in Kenya"**. I kindly appeal your help through availing spell to reply to the survey. The entirely facts and figures composed would be preserved in stringent self-assurance as well as utilized only for determination of the research work.

Thank you

 Yours faithfully

Hannah Nyawira   **Signature : …………………….**

appendix III: Questionnaire

SECTION A: General Information (Please tick as appropriate)
　1) Please indicate the name of your bank
……………………………………………………………………………………

　2) Please indicate your class

　　　a. Manager   [   ]
　　　b. Supervisor   [   ]

c. Staff   [   ]

3) Please indicate your gender

    1) Male   [   ]

    2) Female   [   ]

4) Please indicate your age bracket

    a. Below 20 yrs.   [   ]

    b. 21 to 35yrs   [   ]

    c. 36-50 years   [   ]

    d. 51 years and above   [   ]

5) Please indicate your highest attained level of education

    Diploma   [   ]

    Bachelors   [   ]

    Masters   [   ]

    PhD   [   ]

6) Please indicate your experience level

    Below 3 years   [   ]

    4 to 7 years   [   ]

    5- 7 years   [   ]

    More than 7 years   [   ]

SECTION B: BANK PERFORMANCE AND ORIENTATION OF KEY ACCOUNT MANAGEMENT

This section is concerned with assessing the independent variables and their influence on firm performance of commercial banks in Kenya.

Section B1: Customer Trust and Firm Performance

This subsection is concerned with assessing customer trust and its influence on firm performance. Please mark (x) in the box which best describes the extent to which you agree with each of the following statements.

Rate your response on a scale of 1 to 5;

(**1**= Strongly Disagree; **2**= Disagree; **3**= Neutral; **4**= Agree; **5**= Strongly Agree)

Statement	1	2	3	4	5
There is better bonding in relation to key customers which has led to higher loyalty					
There are better long-term relationships and continuity of services and availability of product					
Customized fulfilment of customer needs with required products or services as a result of applying KAMO has improved trust					
Brand loyalty has been more strengthened as a result of using KAMO					
There is more customer involvement as a result of KAMO and this has led to higher acceptance of the bank's products					

Section B2: Internal Alignment and Firm Performance

This subsection is concerned with assessing internal alignment and its influence on firm performance. Please mark (x) in the box which best describes the extent to which you agree with each of the following statements.

Rate your response on a scale of 1 to 5;

(**1**= Strongly Disagree; **2**= Disagree; **3**= Neutral; **4**= Agree; **5**= Strongly Agree)

Statement	1	2	3	4	5

Statement					
KAMO has helped the bank better meet customer demands					
There is better customization as a result of harmonization of handling specific needs of customers					
KAMO has enabled the bank fulfill customer needs with differentiated products or services					
There are gauges set up to hotspot for data from clients that empowers the bank to do an internal program					
The arrangement is seen as a key objective intending to client needs					

Section B3: Product Knowledge and Firm Performance

This subsection is concerned with assessing product knowledge and its influence on firm performance. Please mark (x) in the box which best describes the extent to which you agree with each of the following statements.

Rate your response on a scale of 1 to 5;

(**1**= Strongly Disagree; **2**= Disagree; **3**= Neutral; **4**= Agree; **5**= Strongly Agree)

Statement	1	2	3	4	5
KAMO has improved familiarity with various items by clients					
Utilization of KAMO has encouraged advancements prompting better execution					
There has been improved understanding of how to access products by the customers					
There is better targeted feedback from customers on issues relating to offered products as a result of KAMO					
Clients are increasingly mindful of the terms and conditions for explicit items					

Section B4: Management Commitment and Firm Performance

This subsection is concerned with assessing management commitment and its influence on firm performance. Please mark (x) in the box which best describes the extent to which you agree with each of the following statements.

Rate your response on a scale of 1 to 5;

(**1**= Strongly Disagree; **2**= Disagree; **3**= Neutral; **4**= Agree; **5**= Strongly Agree)

Statement	1	2	3	4	5
The management provides direction on how the KAMO process is to be carried out					
The management on the importance of KAMO in the bank					
The management offers support on technical issues and challenges encountered					
The management provides financial and other resources on KAMO implementation					
The management has put in place adequate measures to enhance how KAMO is done in the bank					

Section C: Firm Performance

This subsection is concerned with assessing key firm performance. Please mark (x) in the box which best describes the extent to which you believe KAMO has influenced firm performance.

Rate your response on a scale of 1 to 5;

(**1**= Strongly Disagree; **2**= Disagree; **3**= Neutral; **4**= Agree; **5**= Strongly Agree)

Statement	1	2	3	4	5
Expanded piece of the overall industry					
Improved brand inclination					
Improved consumer loyalty					
Expanded bank stores					
Decrease of expenses for overhauling/supporting customers					

THANK YOU