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ABSTRACT

The objective of the study was to examine the influence of personalization on performance of commercial banks in Kenya. As organizations seek to improve their operational effectiveness, enhance regulatory capacity and modernize systems and processes, they are driven by different needs and hence use diverse strategies to capture, develop, share and manage knowledge. For this reason organizations should seek to generate unique database of knowledge for effective delivery of their mandate. Personalization was identified as one of the strategies that an organization can employ to manage knowledge. In carrying out the study, it was observed that there was a shortage of documented empirical studies demonstrating the actual relationship between the strategy and performance of commercial banks in Kenya. A descriptive study of the 43 commercial banks in Kenya as at December 2017 was carried out. Qualitative as well as quantitative research design informed the study. For the purpose of the final report, a census of all the 43 banks constituted the target population. The unit of analysis comprised of 172 senior managers drawn from the Human Resource Department, Risk and Compliance, Credit and the Finance department. The sample size was 172 respondents drawn from the various departments. Data was collected from primary and secondary sources. Primary data was collected using self-administered semi-structured questionnaires and interviews. Binary logistic regression model was employed based on the dichotomy nature of the dependent variable. The study finding revealed a positive and significant relationship between personalization strategy and performance of commercial banks in Kenya. The study pointed out that commercial banks that adopted personalization strategy to manage knowledge have a higher probability of recording high performance compared to those without the strategy in place. Exploration, spatial / managerial cognition, practice based knowledge, symbiosis approach were found to be meaningful to banks that sought to improve overall performance. The study recommended commercial banks to adopt the strategy to enable employees gain insights and become more enlightened about the best practices. The findings pointed out that the odds of commercial banks that embraced personalization strategy were more than banks that operated without the strategy.

Keywords: Personalization, Knowledge, Management, Strategy, Performance

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INTRODUCTION

Organizations focus to achieve different objectives because they are driven by different needs and varied visions and hence use different types of knowledge to meet the varied needs. For this reason, they apply different strategies to capture, share and manage knowledge. In many organizations, knowledge management has become an overlapping theme as organizations seek to adapt with the changing nature of work (Anand, 2016). The banking environment is characterized by changing dynamics and challenges which require them to become active participants in knowledge management. Banks should seek to maintain a clear framework of their knowledge needs to create meaningful work and avoid copying knowledge of others blindly. The institutions should seek to discover new horizons in knowledge so as to discover and draw emerging knowledge in the global space.

To cope with needs of the global economy, countries apply different strategies to tap knowledge from different domains. In 2008, Korea established a Ministry for Knowledge Economy and other countries have articulated explicit knowledge-based development strategies and policies including Brazil, Finland, Ireland, Malaysia, and South Africa. Globally, banks are recognized as knowledge drivers and significant players of economic development. The World Bank is highly rated among global leaders in sharing and capturing of knowledge (Cader, Kathleen O'Neill, Blooshi, Bakheet Al Shouq, Hussain Mohamed Fadaaq, & Galal Ali, 2013). In the Arab Gulf Cooperation Council countries banks are a key determinant of economic growth and hence occupy a planetary space. Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and United Arab Emirates are driven by the objective of becoming knowledge-based economies and hence banks are considered to be a critical enabler in objective to achieve the objective (Al-Musali, & Ku Ismail, 2016). Bettiol, De Maria and Grandineti (2012) articulate that highly creative knowledge-intensive business services (KIBS) such as Bain, Boston Consulting Group, and

McKinsey underscore their success to the significance that they hold on personalization strategy in management of knowledge among other strategies. Firms such as EY (formerly Ernst & Young) emphasizes codification as a strategy to manage knowledge. In Ford, the idea is to examine the knowledge of others, learn from it, and modify such knowledge to fit the intended context.

Personalization (or human-oriented KM strategy) denotes the mobilization and transfer of knowledge in tacit form. Tacit knowledge is considered to be fairly intangible and may include individual expertise and know-how. The strategy is closely associated with the person who develops the knowledge. In an organization, the knowledge is commonly shared through direct employee-to-employee contacts (Ali, 2013). Such a practice gives an opportunity for people to gain more informal access to different experts through an interpersonal exchange of experiences and insights (Junni, 2011; Venkitachalam & Busch, 2012). Tacit state makes it more challenging to manage knowledge and incorporate it with processes and systems. When such knowledge is captured in operational manuals and processes, it becomes explicit thereby enhancing its ease of transfer; however, tacit knowledge is more elusive and is likely not to be captured yet it may be valuable to an organization (Wilson & Campbell, 2016).

Omotayo (2015) acknowledges that tacit knowledge is embrained knowledge and is at the ontological dimension in which exposition requires the use of metaphors and an extensive process of socialization. This knowledge is predominantly grounded on individual experiences, and therefore cannot be codified (Borges, 2012). Personalization aims at improving knowledge flows through networking and interactions (Bolisani, 2015). The aim of this strategy is to achieve the best informal transfer of tacit knowledge at the individual level in an organization. Personalization defines who knows what, and if someone needs some particular knowledge, he or she can contact the people possessing it and learn the knowledge. Methods

that can be used to share such knowledge with others include brainstorming, storytelling, peer assist and after-action review (Gitonga, 2015).

One of the techniques that can be used to share tacit knowledge includes exploration (high resource-augmenting modes). The approach requires the search for and experimentation of new resources, but the results are uncertain (Pla-Barber, Villar & León-Darder, 2014). According to Schiuma (2012), exploration-oriented activities are necessary for an organization to develop new knowledge and create capabilities necessary to ensure endurance and success in the long run. Such activities track the advancement of new knowledge and development of different products and services to meet diverse customer needs (Millan, 2016). Management can support the process of knowledge exploration by implementing a grouping of activities such as formal and informal meetings. Different organizations have successfully adopted knowledge management strategies which have enabled them to create an ecosystem necessary tap into different sources of knowledge needed survive in a complex environment in the contemporary world.

Toyota adopts a knowledge management strategy dubbed 'Yokoten' meaning 'across everywhere' which has enabled the company to tap critical knowledge from different sources (Milton, 2015). Yakowicz (2014) observes that Google has put in place a competitive peer-to-peer bonus system that empowers employees to express gratitude and as an incentive, the company rewards good behavior to encourage its continuity. The 'agent of the month' is an award by Southwest Airlines to employees who have effectively worked as a team to achieve the set goals. The award is given to encourage team cohesion and better results (Gavett, 2014). Embraer of Brazil is not only a principal manufacturer in the under-100 passenger region jet, but explores research and development (R&D) capabilities which is a necessary requisite in personalization (Farok, 2013).

In Italy, Eni is edged for its knowledge management strategy that creates an environment that facilitates knowledge exchanges between professionals at some local production site (Bolisani, 2015). In Italy and the United States of America, Eurotech has embarked on the acquisition of some innovative small organizations since 2001 and the initiative has led to an expansion of the knowledge owned by the company. De Toni and Fornasier (2012), posit that the objective is to ensure that the company sustains continuous improvement and maintenance of the knowledge base,

The quality and the intensity of innovative knowledge generated in Africa is likely to transform the developmental state of many countries in the Continent (Nkomo, 2011). In Nigeria, Olukpe (2012) points out that the knowledge management framework at the Central Bank of Nigeria (CBN) employs codification and personalization strategies. The South African banking environment heightens the creation, ownership, protection and use of difficult-to-imitate commercial and industrial knowledge assets for sustainable competitive advantage (Chigada, 2014). Averweg (2012) confirms that, eThekweni municipality's intranet in South Africa uses Intranet technology to enable the effective acquisition, sharing and presentation of knowledge. The African Development Bank appreciates its Knowledge Management Strategy (KMS) as important part of the organization's strategy (AfDB, 2015). The strategic objective of the KMS is to raise its development effectiveness through providing and exchanging innovative knowledge solutions for Africa's transformation with African countries. Africa Union Commission, the Common Market for Eastern and Southern Africa Secretariat among other agencies agree that knowledge is fundamental to people's way of life (Kisira, 2016).

Kenya's vision of knowledge-based economy aims at shifting the current industrial development path towards innovation where creation, adoption, adaptation and use of knowledge continue to be the key source of economic growth in the country

(Kenya, Vision 2030). The Alliance for Financial Inclusion is a global network of financial policy makers, in which the Central Bank of Kenya is a member. In 2013, the Central Bank of Kenya (CBK) approved a request by the network to host a Joint Learning Programme (JLP) knowledge exchange visit for AFI members to share and learn about Kenya's financial inclusion experiences. AFI has similar collaborations with the central banks of Brazil, Mexico, and Malaysia (CBK, 2015).

Locally, Equity bank (2017) has identified its intellectual capital as being in their brand which includes products and intellectual property and in IT systems, procedures, protocols and software. Report by (KCB, 2015) indicates that it is experience and research that has led to the development of products that best suit the segments with the highest need. In Safaricom, staff share their knowledge through training and workshops in areas of their specialization like technology, finance, team building, soft skills and curriculum development (Safaricom, 2013).

Despite commercial banks in Kenya witnessing improved performance in the years after financial liberalization the sector registered weakened profitability in 2015 with 5.03 % decline in pre-tax profits during the year being the major recorded decline since 1999 (CBK, 2015). In the aftermath of placement of three banks under statutory management by the CBK, the health of commercial banks came under serious scrutiny (Deloitte, 2016). Compliance requirements on commercial banks and financial institutions were thus made mandatory. Research in personalization knowledge management strategy and performance in banks has been conducted in many countries. However, there is scanty of relevant literature in the Kenyan context. The relationship between personalization knowledge management strategy and performance of commercial banks has not been adequately explored and the gap informed the study. To address the gap, the study provided empirical evidence gathered from a ten year (2010-2017) large-scale longitudinal data.

LITERATURE REVIEW

Theoretical Review

The theory of self-efficacy was developed by Bandura (1977). It outlines a framework in which the concept of self-efficacy is assigned a central role, for analyzing changes attained in fearful and avoidant behaviour. The theory is anchored on the assumption that "psychological procedures, whatever their form, serve as a means of creating and strengthening expectations of personal efficacy" (Bandura, 1977). The theory provides a distinctive theoretical model that exemplifies how individuals may be motivated to share complex, tacit knowledge in open source community (Endres, Endres, Chowdhury & Alam, 2007). By linking individuals' self-efficacy to share complex tacit knowledge in the open source against traditional organisational contexts, researchers may gain an understanding of how and why knowledge sharing occurs.

The theory exposes the basic elements of firms' sustained development through knowledge strategies by defining the individual's level of motives and connection relations for the acquisition and diffusion of tacit knowledge within firms. In this study, the motivation, performance, and feelings of frustration associated with repeated failures determine and also affect behavior relations which in turn determine the willingness of members to share knowledge. These cognitive self-evaluations influence all manner of human experience, including the aims for which people endeavor and the amount of energy expended toward goal achievement. Knowledge sharing is not a matter of how capable one is, but of how capable one believes oneself to be.

Empirical Review

Shahzad (2016) sought to establish the relationship between integration of knowledge strategy and knowledge management (KM) processes and the significance of such a relationship on creativity and performance. In the research, quantitative strategy and cross-sectional survey method to was used to collect data. 219 respondents were randomly

selected from 173 listed organizations and data was collected through self-administered questionnaire. Hypothesis was tested using factor analysis and multiple regression techniques. The results obtained revealed that there is a significant positive impact of system-oriented KM systems strategy on KM process capabilities, creativity and organizational performance. No significant impact was found on human-oriented KM strategy (personalisation) on different KM processes and organizational performance. KM processes were identified as significant to organizational creativity. Performance and organizational creativity was found as having a strong significant impact on organizational performance. However, the study established that human-oriented strategy was not instrumental toward performance of an organization.

Marouf (2016) explored the role of knowledge sharing (KS) culture in leveraging knowledge management (KM) strategy and human resource (HR) strategy to improve business performance (BP). Structured questionnaires were distributed to 120 randomly selected organizations in Kuwait. 392 valid responses were collected and tested using a structural equation model. Statistical analysis was conducted using SPSS and LISREL software to verify the research hypotheses. The results obtained revealed the influence of the mediating variable KS culture on the enhancement of BP. KM strategy and HR strategy were observed to have a positive direct effect on KS culture.

Cheng (2017), carried out studies that used a mixed-method approach was adopted as the research strategy. Across-sectional quantitative survey was conducted to collect data from 445 teachers at 13 primary schools in Hong Kong. A structural equation model (SEM) was applied to confirm the predictive effective of knowledge strategies on school IC. Interviews were conducted in a case school to explore the process for capitalizing the knowledge by Lesson Study. The result of the SEM showed that personalization and codification strategies are predictors of human

capital and structural capital in learning institutions. The findings from interviews with the staff pointed out that personalization and codification strategies could be put into operation as a lesson study to leverage knowledge for learning institutions. The study findings pointed out that personalization strategy was a forecaster of structural capital.

METHODOLOGY

A descriptive research design was adopted to establish the relationship between personalization strategy and performance in commercial banks. The study adopted structured survey questionnaires to collect data from a total of 172 senior managers who were drawn from the following departments: Human Resource, Credit, Finance and Risk and Compliance. The target population was the 43 banks which were listed by the CBK as at December 2017. To achieve the study objectives, stratified probability sampling was adopted. Primary data was collected using questionnaires and interviews while document analysis was used to collect secondary data. Drop and pick technique was adopted to gather the questionnaires from the respondents. Regression and correlation analyses were done to test the study's hypothesis and subsequent generation of inferential statistics for prediction purposes.

The following regression model was adopted to test the hypothesis;

H_{A1}: *Personalisation knowledge management strategy significantly influences performance in Commercial banks in Kenya.*

$$\log[p] = \log\left(\frac{P}{1-P}\right) = \ln\left(\frac{P}{1-P}\right) = \beta_0 + \beta_1 X_1 + \varepsilon$$

Then;

Y = Performance

B_0 is the y-intercept or model coefficient;

β_1 is the coefficients of the predictor variable;

X_1 = Personalisation knowledge management strategy

RESULTS AND DISCUSSIONS

The study administered 172 questionnaires to the respondents who were managers of the following departments: human resource, risk and compliance, operations and finance in all the banks. 136 questionnaires which signified 79.06% of the response rate were successfully filled and returned. At least 20.94% of the questionnaires were not returned by the respondents. According Babbie (2004) a response rate that meets a threshold of 50% is considered to be satisfactory. Hence, 79.06% response rate was considered to be adequate for the study.

The gender of respondents, their age bracket as well as highest level of education are the respondent background characteristics that were examined by the study. It was established that from the findings that 59.6% of the sampled respondents On the background information of the bank, the findings showed that 62.5% of the commercial banks were in operation for more than 20 years while 14.7% ranged their operations between 16 and 20 years. According to the results many commercial banks in Kenya had operated for overs 16 years. In reference to the size of the bank, 48.5% indicated their banks had between 300 and 999

Descriptive Analysis for Personalization Strategy and Performance

The study Exploration, spatial/managerial cognition, practice-based knowledge and symbiosis approach were the descriptive that the study used to

were male while 40.4% were female which pointed to gender representativeness of the sample. The results also implied that the institutions involved in the study adhered to the constitutional two third gender threshold. The results also showed that the respondents who were aged between 41 and 50 years were the majority and represented 54.4% of the sample, those aged between 41 and 50 years were 24.3% while 21.3% were aged between 20 and 30 years. This implied that young and middle-aged professionals dominated the banking sector. On the level of education by the respondents, the study findings indicated that 54.4% of the respondents had undergraduate degree while 45.6% had master's degree as their highest level of education. The study findings established that banking sector in Kenya hired relatively highly educated individuals to fill the various positions.

employees in various branches while 37.5% indicated their banks had less than 300 employees. Banks with between 1000 and 1999 employees were 14%. The findings implied that majority of the commercial banks in Kenya have been in business for a long time. From the findings, it can be concluded that the sector creates significant job opportunities in the country.

establish whether commercial banks used personalization as a strategy to manage knowledge. Descriptive analysis was use to ascertain the use of personalization strategy in commercial banks in Kenya as shown in table 1.

Table 1: Descriptive Analysis for Personalization Strategy and Performance

	SD	D	N	A	SA	Mean	Std Dev
Our bank appreciates exploration of knowledge from emerging markets	0.0%	9.6%	11.8%	61.8%	16.9%	3.86	0.81
This bank encourages spontaneous knowledge transfer initiatives	0.0%	9.6%	18.4%	57.4%	14.7%	3.77	0.82
This bank's managerial global mind-set helps improve performance	0.0%	0.0%	25.0%	46.3%	28.7%	4.04	0.73
The management's attention patterns supports improved performance in the bank	0.0%	5.9%	21.3%	66.2%	6.6%	3.74	0.67
Practice based knowledge is adequately relied upon	0.0%	5.9%	12.5%	47.1%	34.6%	4.10	0.84
Centralization has a negative impact on the management of tacit knowledge	0.0%	23.5%	28.7%	30.1%	17.6%	3.42	1.04

Symbiosis approach is adequately employed	0.0%	2.9%	33.8%	59.6%	3.7%	3.64	0.60
This bank encourages employees to share past experiences in the company	0.0%	9.6%	11.0%	58.1%	21.3%	3.91	0.84
The use of mind maps is a common practice in the bank	0.0%	12.5%	29.4%	40.4%	17.6%	3.63	0.92
Discussion forums offer an excellent channel for knowledge management	0.0%	11.0%	9.6%	41.2%	38.2%	4.07	0.96
Our bank puts emphasize on storing information obtained from exit interviews	0.0%	30.1%	20.6%	24.3%	25.0%	3.44	1.17
Our information-systems are implemented by reusing codified knowledge	0.0%	13.2%	30.1%	30.9%	25.7%	3.69	1.00
Overall Mean						3.73	

The objective to establish whether banks explored knowledge from emerging markets revealed that 61.8% of the respondents agreed while 16.9% strongly agreed with the statement. The statement recorded a mean of 3.86 which confirmed that respondents agreed that their banks adopted use of exploration to gather knowledge from emerging markets. The study findings revealed that 57.4% bank encourages spontaneous knowledge transfer initiatives while 14.7% of the sampled respondents strongly agreed with the statement. The mean score of 3.77 indicated that banks used spontaneous knowledge transfer initiatives in management of knowledge.

Results revealed that majority of the respondents agreed that managerial global mind-set helps improve performance as indicated by the mean score of 4.04 but the standard deviation of 0.73 showed that response varied slightly from the mean score. The study further sought to establish whether management's attention patterns support improved performance in the organization. The study finding showed that 66.2% of the respondents agreed while 6.6% strongly agreed with the statement. Similarly, the study finding revealed that commercial banks in Kenya employed practice based knowledge as indicated by 47.1% and 34.6% of the respondents who agreed and strongly agreed respectively with the statement.

The study further sought to establish whether centralization had a negative impact on the management of tacit knowledge. The results

showed that 30.1% of the respondents agreed while 17.6% strongly agreed with the statement. 28.7% of the respondents were neutral while 23.5% disagreed with the statement. The mean of 3.42 implied that in some banks centralization had a negative impact on the management of tacit knowledge but not in others as indicated by the respondents who disagreed. The findings further revealed that 59.6% agreed in their banks symbiosis approach was adequately employed while 33.8% were neutral on applicability of symbiosis approach. The finding revealed that 58.1% and 21.3% of the respondents agreed and strongly agreed respectively that commercial banks encourage employees to share past experiences in their banks.

According to the findings 40.4% of the respondents agreed that the use of mind maps was a common practice in the bank. 17.6% strongly agreed while 12.5% disagreed with the statement. Discussion forums were examined to assess whether they offer an excellent channel for knowledge management and the study findings showed that majority of the respondents agreed and strongly agreed as indicated by mean score of 4.07. The mean score of 3.44 implied that respondents were divided on whether their banks put emphasize on storing information obtained from exit interviews. These findings implied that some commercial banks in Kenya emphasized on storing information obtained from exit interviews while other do not. The results showed that 30.9% of the respondents agreed that banks information-systems are implemented by reusing codified knowledge while 25.7% of the

respondents strongly agreed with the statement. The response recorded a mean score of 3.69 which confirmed that majority of commercial banks in Kenya use information-systems to re-use codified knowledge.

The study established that personalization is a significant strategy to manage knowledge and therefore, banks were keen to adopt the strategy. The findings indicated that banks adopted exploration, spatial/managerial cognition, practice based knowledge and symbiosis approach in knowledge management. The study findings echoed those of Gitonga (2015) who found that firms in Kenya use personalization strategy in different forms including brainstorming, storytelling, peer assist and after-action review. Ali (2013) found the personalization strategy was extensively used in many firms Kenya. The author argued that this strategy is closely linked with the employee who develops the knowledge and is commonly shared through direct employee-to-employee contacts.

Table 2: Test for Multicollinearity

	Collinearity Statistics	
	Tolerance	VIF
Codification Strategy	0.406	2.464
Personalization Strategy	0.512	1.954
Internal Knowledge Mgmt.	0.573	1.744
External Knowledge Mgmt.	0.389	2.57
HRM Practices	0.413	2.422

a Dependent Variable: Performance

Normality

Test for normality was carried out to ensure that data used in the analysis adhered to the normal distribution assumption. In this study, a K-S test was used to test for normal distribution. The null hypothesis under this test states that H0: Data is not significantly different from a normal distribution

Table 3: Test for Normality

Tests of Normality	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Firm Performance	4.15	136	0.098	3.71	136	0.076

a Lilliefors Significance Correction

Tacit knowledge is considered to be fairly intangible, and this state makes it more challenging to manage and incorporate with processes and systems.

Diagnostics Tests

Multicollinearity

Test for multicollinearity was carried out using Variance Inflation Factor (VIF). Multicollinearity exists in situations where there are high levels of inter-correlation among two or more independent variables, which makes it difficult to separate the effect of the independents (Garson, 2012). The study adopted a VIF threshold of 5, if VIF is less than 5, this is an indication that multicollinearity is absent while large VIF indicated the presence of multicollinearity. The finding presented in the Table 2 indicates that all the variables had VIF of less the 5 which implied that multicollinearity is absent hence all the variables could be used in the regression analysis.

while alternative hypothesis states that HA: Data is significantly different from a normal distribution. Since the p=value for all the value was >0.05, the study failed to reject the null hypotheses for Firm Performance and concluded that dependent variable Firm Performance followed a normal distribution as shown in table 3.

Linearity

In this study, linearity test was important because most parts of the General Linear Model (GLM) such as correlation and regression assume the linearity. The analysis of the variance (ANOVA) table was used in this study to test for linearity. As rule of thumb, if the F significance (i.e. P value) for the non-linear element is below the critical value of

(>.05), then there is significant non linearity. If the value of significance of output (P value) is (<0.05), then the relationship between the independent and dependent variables are assumed to be linearly dependent. The test revealed $f=31.658$ ($p=0.000$) which confirmed that the relationship between the independent and dependent variables is linearly dependent.

Table 4: Test for Linearity

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.877	5	3.575	31.658	.000 ^b
	Residual	14.682	130	.113		
	Total	32.559	135			

a. Dependent Variable: Performance

b. Predictors: (Constant), HRM Practices, Internal Knowledge Mgmt., personalization Strategy, Codification Strategy, External Knowledge Mgmt.

Correlation Analysis for Personalization Strategy and Performance of Commercial Banks

The study employed Pearson correlation analysis to test the association between personalization

strategy and performance of commercial banks in Kenya.

Table 5: Correlation Analysis for Personalization Strategy and Performance

		Personalization Strategy	Performance
Personalization Strategy	Pearson Correlation	1	.485**
	Sig. (2-tailed)		.000
	N	136	136
Performance	Pearson Correlation	.485**	1
	Sig. (2-tailed)	.000	
	N	136	136

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

The results presented in Table 5 indicated that personalization strategy and performance had a Pearson correlation value ($r = 0.485$, $p=0.000$). The findings indicated that personalization strategy had moderate, positive and significant association with performance of commercial banks. The findings established that banks that embraced personalization strategy showed increase in their performance. The study findings reflected findings by Shahzad (2016) who established that KM processes had a significant impact on organizational creativity and performance. Organizational creativity was identified as having a strong significant impact on organizational performance.

Univariate Binary Logistic Regression Analysis

The study adopted binary logistics to explain the odds that personalization strategy would results to high performance of commercial banks in Kenya. According to the findings of Nagelkerke R Square = 0.300 in table 6, personalization strategy accounted for 30.0% of the variation in performance of commercial banks in Kenya. The model that was adopted to test the influence of Personalization Strategy was statistically significant as shown by the Wald Chi-square = 34.052 ($p=0.000$) (equivalent of ANOVA in ordinary least squares). The finding established that Personalization Strategy was a significant predictor of firm performance among commercial banks in Kenya.

Table 6: Model Summary for Personalization Strategy and Performance

Model Summary	
-2 Log likelihood	148.678a
Cox & Snell R Square	0.221
Nagelkerke R Square	0.30
Wald-Chi-square	34.052 (p=0.000)

Regression coefficients

Regression coefficients of $\beta=0.938$, $p=0.000$ revealed a positive and significant relationship between personalization strategy and performance of commercial banks. The odds (Exp (B) = 2.554) showed that banks that adopted personalization strategy were 2.554 more likely to record high performance compared to without the strategy in place. The findings inferred that use of personalization strategy improved the odds of

recording high performance. The study findings reflected those of Shahzad (2016) who established that KM processes was found to have a significant impact on organizational creativity and performance. The study findings echoed findings by Gitonga (2015) pointed out that use of personalization strategy in different forms including brainstorming, storytelling, peer assist and after-action review impacted positively on financial performance.

Table 7: Logistic Regression Analysis for Personalization Strategy and Performance

		β	S.E.	Wald	Sig.	Exp (B)
Coefficients	Personalization Strategy	0.938	0.179	27.346	0.000	2.554
	Constant	2.066	0.498	17.203	0.000	0.127

a Variable(s) entered on step 1: Personalization Strategy

CONCLUSION AND RECOMMENDATIONS

The study concluded that personalization is a key knowledge strategy used by commercial banks to improve employee's productivity and overall performance of the banks. Through personalization strategies, employees gain insights which make them more enlightened about the best practices, innovation and various approaches that can be used to solve the day to day work related challenges. Personalization strategy augments a bank's recovery endeavors and improves performance in global and domestic economies in addition to leveraging on financial technology which reinforces stability and growth.

The study recommended that commercial banks should seek to utilize personalization strategy to

manage knowledge for effective performance. The study recommended that management make use of exploration, spatial / managerial cognition and practice based knowledge. Other initiatives that banks should put in place include: spontaneous knowledge transfer initiatives, managerial global mind-set, management's attention patterns, practice based knowledge, centralization, symbiosis approach, past experiences, mind maps, discussion forums, information obtained from exit interviews, and reuse of codified knowledge. The study made a recommendation to commercial banks to adopt personalization as a best practice in management of knowledge.

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