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Value Disciplines and Competitive Advantage of Commercial Banks in Kenya

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Abstract

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Purpose: The building of sustained competitive advantage is seen as a vital characteristic in ensuring competitiveness. To effectively operate in such a dynamic and competitive market, a corporation must implement a competitive strategy that optimizes the value of stakeholders. However, due to increased competition, the Kenyan banking system has had erratic performance in recent years. As a result, the major question is whether Kenyan commercial banks can use value discipline to help them maintain their competitiveness. That is, how can value discipline translates into a competitive advantage among Kenyan commercial banks? The study aims to investigate the function of value discipline in competitive advantage: a taxonomy of Kenyan commercial banks.

Methodology: This was aided by a descriptive cross-sectional analysis methodology. The study comprised businesses rendering commercial banking services in Kenya. A non-probability method of sampling was utilized. Structured questionnaires were used as applicable. The study targeted all 42 Kenyan commercial banks/lenders. The 42 commercial bank managers were targeted as the unit of observation and the 42 commercial banks as the unit of analysis. Since the population in the current study was small but adequate for study research, that is, 42, the study used a census survey (thus no sampling was done) and thus the targeted population were still the commercial banks. Questionnaires were the instruments of data collection. The replies were transcribed and qualitative methodology was employed. The SPSS application was used to help with this analysis (v.25.0). Descriptive analytics gathered summary data such as averages, and frequencies, whereas inferential metrics aided in determining the causative link between parameters. The study used the R2s, F values, and beta coefficients at 0.05 significance thresholds. Charts, graphs, tables, diagrams, and illustrations were used to present the findings.

Findings: The findings indicated that operational excellence has a directional/positive and statistically significant connection with competitive advantage of Kenyan commercial banks/lenders (β=0.342, p=0.000). It was also confirmed that customer intimacy has a directional/positive and statistically significant connection with competitive advantage of Kenyan commercial banks/lenders (β=0.247, p=0.000). Likewise, product leadership has a directional/positive and statistically significant connection with competitive advantage of Kenyan commercial banks/lenders (β=0.359, p=0.000).

Unique contribution to theory, policy and practice: It has been recommended that having a high level of consumer awareness might lead to increased client satisfaction, which leads to increased buy back desire. Thus, recommendations are emphasized on the need for banking institutions to improve awareness and participation of customers in their operations to improve loyalty and satisfaction. The also recommends continuous and persistent innovation of products to help in the advancement and maintaining a competitive edge in the industry. Having superior products imply that the banks are able to maintain and attract a specific group of customers whom to the banks, ensure consistent sales and returns. The study also suggests to the operations management to continuously improve the financial institution delivery of services, consumer experience, purchase price and effectiveness, a considerable increase in income and profitability, and gives banks competitiveness. Sustainable distribution chain effectiveness is affected by learning and innovation efficiency, and supply chain intellectual capital plays an essential moderating function.

Keywords:

Service operational excellence customer intimacy

product leadership, competitive advantage

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1.0 INTRODUCTION

1.1 Background of the study

The competitive landscape in the present market is always evolving as more rivals provide comparable products and services to clients. To compete with other firms and dominate the market, a company must adopt and manage its overall organizational plans in more efficient and effective ways. In this sense, the strategic relationship to organizational competitiveness and effectiveness is built on achieving the clientele's expectations and wishes. To accomplish so, firms must first understand the value alignment of their specific consumer base, that is, what will be visible as value addition by customers specific to their industry and service or product (Potgieter & Roodt, 2004).

Globally, competitive organizations depend on the uniqueness of their competitive strategies and business model dynamic capabilities to gain a desirable competitive advantage. An organization usually chooses to adopt a competitive strategy among three options: cost leadership, differentiation and focus strategies (Porter, 1985). Delloite (2018) announced that banks have spent $9.7 billion globally to improve their mobile wallet abilities in the front office. In China, Islami et al. (2020) note that to gain advanced financial results, cost leadership is necessary just as stated (Onyango, 2017). Companies working in emerging countries need to make reasonable market modelling decisions, along with complex choices, to overcome the particular problems of accelerated change and structural differences. The effectiveness of various policy decisions varies depending on the degree of market penetration. The effect on the financial performance of both expense and dual strategies is greater for foreign companies than for local producers. Although cost-leading and dual strategies are less effective for less complicated markets than for more intense ones, the benefit of distinction is stronger where industry penetration levels are low rather than concentrated.

The Sub-Saharan context has neither enjoyed the benefit of developments in technology as well as financial innovations. Therefore, small businesses are the main contributors to the economy of major African countries as it is in some other countries (World Bank, 2021). For instance, Nigeria's financial sector has reported unparalleled growth and expansion in the last few decades. There has been a tremendous improvement in the quality and quantity of the various types of services offered to clients. The industry's deregulation has led to an increase in the number of banking service providers and the number of customers. This led to increased competition between the suppliers, as each of them continues to pursue tactics aimed at enabling them to have their market share to be profitable and to ensure sustainability (Oghojafor, 2014). Therefore, it can be acknowledged that for sustainable competitive advantage in the most dynamic corporate market, investment in innovation cannot be overlooked.

1.1.1 Competitive Advantage

Theoretically, Porter (1980) argues that firms compete with each other in international markets rather than as nations. Competitive advantage is the result of the difference between company value created for its consumers and the costs of producing it. Superior value is achieved by charging lower rates for equivalent benefits or by delivering distinctive advantages that

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outweigh higher pricing (Kisel'áková et al., 2018). Therefore, competitiveness can be characterized as the capacity to convey products and services at the place, form, and time looking for by the proposed clients at costs on a par with or better than different providers while procuring at any rate opportunity costs on assets utilized. Likewise, other economists characterize competitiveness as the continued capacity to productively pick up and keep up a piece of the overall industry in homegrown or potentially unfamiliar business sectors (Ketels, 2016).

Therefore, it is imperative that sustainable competitive advantage ought to be built upon corporate capabilities. These capabilities (both tangible and intangible) defined in the dynamic capability theory need to be very unique to the competitors. Intellectual property rights (patents), exclusive licenses, and statutory monopolies-government government agencies are examples of tangible capabilities, whereas intangible capabilities include the brand image, governance (leadership), skills and knowledge, team spirit, corporate culture, business process, and partnership, among others. (Momanyi, 2017). Thus, competitive advantage has been operationalized and measured in terms of the reduction of costs (1. Total expenditures are being reduced at a faster rate than rivals. 2. a greater decrease in operating expenditures than rivals 3. a greater decrease in total expenditures divided by revenue than the competition 4. a greater decrease of functioning expenditures divided by income than rivals), dilution of competitive challenges (1. dissolution of all potential rivalry 2. complete deactivation of all competitive pressures 3. deactivation of extra competitive pressures than present rivals) and manipulation of industry benefits 2. complete utilization of market possibilities 3. taking advantage of more marketplace possibilities than rivals) (Gleißner et al., 2013; Sigalas et al., 2013).

1.1.2 Value-Disciplines Model Strategy

The Value-Disciplines Model strategy, involves customer intimacy, product leadership, and operational excellence which shape the significant strategy a firm can use to obtain competitiveness (Treacy & Wiersema, 1993). Ouma (2018) indicates that these disciplines assist organizations in determining what value they can offer to customers. The guidelines that govern the behaviour of market leaders are as follows: they deliver the finest product in the business by thriving in a certain aspect of quality. Leading companies first create a distinctive and unique value offer. The 2nd criterion is to preserve baseline requirements on other characteristics of quality/value so that performance in other dimensions does not deteriorate. The 3rd guideline is to monopolize their segment by increasing the value of your product year after year. The 3rd guideline is to create a finely calibrated operational model geared to providing unrivalled value.

The disciplines of operational excellence place a premium on improving the development and distribution of goods and services. This leads to goods or services that are dependable, competitively priced, and provided with little hassle or annoyance (Treacy & Wiersema, 1995). Product leadership worth concentrates on providing consumers with cutting-edge products and services that constantly improve the client's usage or implementation of the item, rendering competing goods outdated (Treacy & Wiersema, 1995). Customer intimacy relies on consumer interaction to separate their target audiences accurately and then design their offers to closely fit the wants of those segments. Treacy and Wiersema (1995) stated that a company must be proficient in all three departments to be competitive, but an entity must excel in only one discipline to be a leading company. The disciplines approach is an outgrowth of Michael Porter's generic competitive edge tactics.

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1.2 Statement of the Problem

The creation of sustainable competitive advantage is considered a fundamental feature critical in ensuring competitiveness. Thus, to operate successfully in such a volatile and aggressive market, a business must implement positioning advantages that optimize the value of customers/stakeholders (Mahdi & Nassar, 2021). However, due to intense competition, the Kenyan banking sector in the past few years has registered a fluctuating performance for instance on 4th May 2020, where the takeover of Imperial Bank's holdings and assignment of obligations of Kshs 3.2 billion to KCB Corporation was authorized for mid-2020 (Cytonn, 2021). Due to a higher increase in competition, smaller commercial banks have lost on their price, cost and market leadership. Following the closure of two money remittance providers in 2020, the number of outlets and agents reduced from 46 in 2019 to 41 and 47 in 2020, respectively (CBK, 2021). Some financial institutions' embrace of alternate delivery channels resulted in the liquidation of branches in 2021, which was mostly due to the market's intense rivalry (CBK, 2021). Therefore, the main question is, can Kenyan commercial banks/lenders leverage the value discipline to help them sustain their competitiveness? That is how can value discipline translate to competitive advantage among Kenyan commercial banks/lenders?

The current study discovered significant documentation in favour of value practice and competitiveness of Kenyan financial institutions. Regardless, some of the studies have been found to have several academic deficiencies while others show no relationship and others show conflicting results. Given the study by Muazu and Nashehu (2021), its drawback is its failure to present a paradigm for quality management integration suited for Nigerian financial institutions as well as other scenarios. This, therefore, presents a contextual gap. Due to the study design, Bag et al. (2020)'s study was restricted by the utilization of only primary data and a small number of participants, thus, presenting methodological gaps which bring out challenges in its generalizability to other contexts. Mulia et al. (2020) offer extended TAM constructs to study the role of customer intimacy in increasing loyalty, however, it does not show the emphasis placed on competitiveness theories towards increasing loyalty, thus bringing out a theoretical gap. Harcourt and Adiele (2020)'s study had a relatively small sample size which implies that the measurement instrument developed in this study needs to be cross-validated in future research (this presented a methodological gap). Therefore, from the above examples of contextual, theoretical, and methodological gaps, the current study hypothesizes the following aims.

1.3 Research objective

To analyze the relationship between value discipline and competitiveness: taxonomy of Kenyan commercial banks/lenders.

1.4 Specific Objectives

1. To determine the effect of operational excellence on the competitiveness of Kenyan commercial banks/lenders.
2. To assess the relationship between customer intimacy and competitiveness of Kenyan commercial banks/lenders.
3. To investigate the effect of product leadership on the competitiveness of Kenyan commercial banks/lenders.

1.5 Research Questions

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1. How does operational excellence influence the competitiveness of Kenyan commercial banks/lenders?
2. How does customer intimacy influence the competitive advantage of Kenyan commercial banks/lenders?
3. How does product leadership influence the competitive advantage of Kenyan commercial banks/lenders?

1.6 Justification of the Study

The study's results and suggestions will assist credit institution authorities in making judgments on the implementation of the best quality disciplines and approach within their operations to achieve competitiveness. This study offers significant insights and presents practitioners in strategic management, policymakers, and leadership in Kenyan commercial banks/lenders with valuable recommendations. This will ensure their knowledge and practicality of competitiveness are beefed up. The study likewise, aims to present recommendations to policymakers such as the regulator of the banking industry in Kenya. The study advises them to ensure that they develop and formulate policies that ensure Kenyan commercial banks/lenders can operate freely and without discrimination from other competitors in Kenya's financial sector. The study will be used by academic and business researchers to broaden the knowledge base and lay the groundwork for future research on the subject of value discipline and competitiveness among financial institutions. They will consider the research presented valuable in constructing their case. Furthermore, experts will be able to compare and contrast the outcomes of this study with those of other investigations.

2.0 LITERATURE REVIEW

2.1 Theoretical Framework

2.1.1 Dynamic Capability Theory

Dynamic capability is the company's potential to react, create, and re-configure both internal and external assets to meet continually changing conditions as defined initially by (Teece et al., 1997). It is the dynamic aptitudes, skills and capacities that permit associations to coordinate marshal and reconfigure their assets and abilities to adjust in the steady competitive market (Bleady, Ali & Ibrahim, 2018). To do this, firms should accept the creativity factor, which is an essential architecture component that organizations ought to equip their capital for the desired outcomes amid environmental competition. The theory is thus significant since it explains the achievement of a sustained competitive edge, by utilizing dynamic capabilities. The theoretical pre-suppositions therefore, back the hypothesised relationship between operational excellence and competitiveness of Kenyan commercial banks/lenders.

2.1.2 Porter Five Forces Theory

Porter (1979) developed the theory to explain why there is so much competition in a given market. It demonstrates the five factors that influence an industry's competitive intensity and, as a result, its profitability attractiveness. Among the five forces, an unattractive industry will reduce overall profitability, with pure competition being the most unattractive industry. These five powers are the risk of substitute products, existing rivals and potential competitors, supplier negotiating leverage, and consumer negotiating control. Understanding these forces helps firms to scan the industry and evaluate their operations to improve their current profitability. Along this line, competition helps businesses to differentiate themselves from one

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another and to expand their market share. Therefore, with the uncertainty in the financial markets brought about by volatility in credit and liquidity risks, there is a need for financial firms to strategize themselves with the available resources to survive the harsh fluctuations.

2.1.3 Theory of Planned Behaviour

Ajzen and Fishbein created the notion of reasoned action (1980). who proposed a link between attitude and behaviour (the A-B relationship) (Ajzen, 1991). It is based on three principles: an individual's behavioural intents, attitude, and subjective norms, which impact their cognitive intentions and subsequently predict the actual execution of the observed behavioural response (Yzer, 2013). People with good attitudes about behaviour, judgments of favourable subjective standards, and higher behavioural control are more likely to engage in the behaviour. The opposite is true (Ajzen, 1991). The goal of TRA is to demonstrate the link between dispositions and behaviour in a person's behaviours and also why people behave depending on sentiments and behaviour (Ajzen & Fishbein, 1980).

It forms the basis for the firm to study the attitudes and behavioural intentions of the customers which influences their intention to buy the products offered by the firm. The appropriateness of the theory relates to product leadership which influences the perceived value and perceived quality drawn by the customers. In other words, the perceived value and the perceived quality are relevant to the product's superiority (Santosa, 2016). The theory is instrumental in examining the customers' behaviour highlighting the ability of their choices towards the services and products being offered.

2.1.4 Competitive Advantage Theory

Competitive advantage theory implies that governments, companies and business entities ought to follow strategies that generate products with high quality for sale at lower market prices (Smith, 1776). This creates a superior quality and an added advantage for the company to outperform its competitors in the market. Competitive advantage exists when an entity acquires or creates a characteristic or set of assets that enable it to perform better than its competitors (Kang & Na, 2020). The theory was coined by Adam Smith (1776). As such the theory specifically informs the current study to embrace the idea of the upper hand in the free and fair competitive market. In essence, for a company or a business entity to gain an upper hand against its competitors, it must be endowed with resources with superior qualities that can provide consumers with perceived satisfaction. Therefore, with the uncertainty in the financial markets brought about by volatility in credit and liquidity risks, there is a need for commercial banks to strategize themselves with the available resources to survive the harsh fluctuations. Commercial banks are also advised to embrace cost, product and price leadership to effectively top the competition. The theory, therefore, is a benchmark to show the extent of the competitive advantage of Kenyan commercial banks/lenders.

2.2 Critique of the Literature and Research Gaps

The current study discovered significant documentation in favour of value practice and competitiveness of Kenyan financial institutions. Specifically, operational excellence, customer intimacy and product leadership have been hailed for their contribution towards value discipline in the financial sector and they have been found to have a relationship with competitive advantage. This proves that the study is worthwhile since in various contexts, different empirical studies have proven the relationship to be significant. Regardless, some of

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the studies have been found to have several academic deficiencies while others show no relationship and others show conflicting results.

Given the study by Muazu and Nashehu (2021), It might be argued that this study bolstered the prospects and advantages of continuous improvement to entrepreneurship, particularly in the banking industry in emerging economies. However, one of its limitations is its failure to suggest a quality management execution methodology appropriate for Nigerian commercial banks and other contexts, resulting in a contextual gap. Bag et al. (2020) were constrained by the use of cross-sectional data and a very small sample size derived from a single sector (the mining sector) in a single nation, resulting in a methodological gap.

Mulia et al. (2020) present an expanded TAM framework to investigate the effect of client satisfaction in promoting loyalty with a focus on the instance of Islamic banks. It does not demonstrate the focus put competition theories on strengthening loyalty, resulting in a theoretical gap. Harcourt and Adiele (2020) evaluated the influence of client satisfaction on bakery company customer retention in Rivers State, Nigeria. However, due to the study's limited sample size, the measuring instrument used in this study will need to be cross-validated in future research, exposing a methodological gap.

Samsir (2018) wanted to explore the impact of leadership perspective on the competitiveness of Indonesian SMEs. The emphasis is placed on the importance of training and development of human resources for competitiveness. The study found that it is vital to consider the capacity of employees by providing staff with coaching to stay competent in the long term and to take into consideration the execution of developments such as prizes for employees on innovative concepts presented to the firm. This creates a contextual gap. As a result of the preceding examples of how continuous improvement, customer engagement, and product positioning impact on competitive nature, the present research embraces the same parameters as the value disciplines towards commercial banks' competitiveness in Kenya.

2.3 Conceptual Framework

The applied system shows the connection between parts of significant worth discipline and the upper hand of Kenyan commercial banks/lenders.

Independent Variables **Dependent Variable**

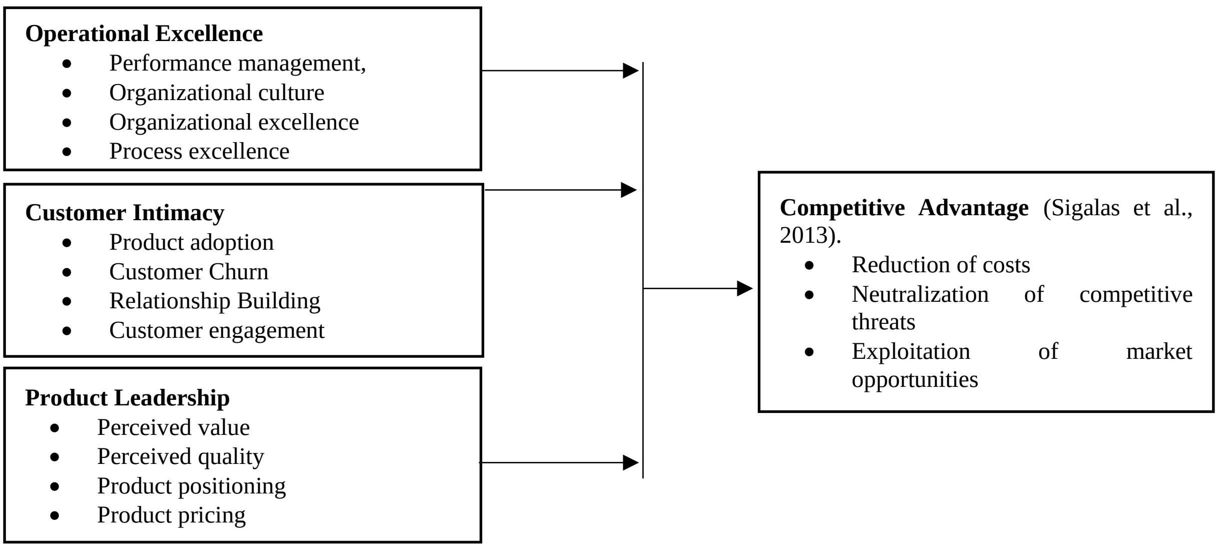

Figure 1: Conceptual Framework

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3.0 RESEARCH METHODOLOGY

This study was aided by a descriptive cross-sectional analysis methodology. The study comprised businesses rendering commercial banking services in Kenya. A non-probability method of sampling was utilized. Structured questionnaires were used as applicable. The study targeted all 42 Kenyan commercial banks/lenders. The 42 commercial bank managers were targeted as the unit of observation and the 42 commercial banks as the unit of analysis. Since the population in the current study was small but adequate for study research, that is, 42, the study used a census survey (thus no sampling was done) and thus the targeted population were still the commercial banks. Questionnaires were the instruments of data collection. The replies were transcribed and qualitative methodology was employed. The SPSS application was used to help with this analysis (v.25.0). Descriptive analytics gathered summary data such as averages, and frequencies, whereas inferential metrics aided in determining the causative link between parameters. The study used the R2s, F values, and beta coefficients at 0.05 significance thresholds. Charts, graphs, tables, diagrams, and illustrations were used to present the findings.

4.0 FINDINGS AND PRESENTATIONS

4.1 Response Rate

Data was collected from different sectors of the organizations as displayed in Table 1.

Table 1: Response Rate

Response	Counts	Percentage
Returned responses	38	90.48%
Unreturned responses	4	9.52%
Total	**42**	100.00%

A total of 42 surveys were distributed, with thirty-eight completed and sent back, representing an eighty-four per cent response rate. According to Agustini (2018), a reaction percentage of over fifty per cent is suitable for statistical analysis. In a similar vein, Babbie (2004) discovered that a response rate of fifty per cent may be legitimate, sixty per cent is adequate, and seventy per cent is exceptional. A response rate of 95.04 per cent in the present investigation is considered extremely good for consideration.

4.2 Pilot Results

The instrument was first piloted on 4 respondents and the results are presented in Table 2 and Table 3.

4.2.1 Reliability Testing

Table 2 below shows the reliability results for the pilot study.

Table 2: Findings of the Reliability Test

Variables	Cronbach's Alpha	Number of Items	Conclusion
Operational excellence	0.782	14	Reliable
Customer intimacy	0.790	11	Reliable

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Product leadership	0.853	11	Reliable
Competitive advantage	0.868	12	Reliable

Table 3 indicates that all the variable statements were highly reliable.

4.2.2 Construct Validity Test

Table 4.3 presents the findings of the KMO test

Table 4.3: Construct Validity Test

Variable	KMO	Bartlett's Test of Sphericity			Conclusion
		Approx. Chi-Square	df	Sig.	
Operational excellence	0.563	99.175	45	0.000	Valid
Customer intimacy	0.525	60.875	28	0.000	Valid
Product leadership	0.603	66.933	36	0.001	Valid
Competitive advantage	0.589	78.360	28	0.000	Valid

Table 3 presented the summary of the KMO test indicating that all the variables statements were valid for data collection. Likewise, the variables presented corresponding statistically significant values ($P<0.05$) confirming that the variable statements are adequate and valid for data collection.

4.3 Descriptive analysis

4.3.1 Descriptive Statistics Regarding the competitive advantage of commercial banks

The study sought to present the comparison in means, frequencies standard deviations and standard errors of the outcomes of the competitive advantage of Kenyan commercial banks/lenders (Table 4).

Table 4: Descriptive statistics regarding the competitive advantage of Kenyan commercial banks/lenders

Statements	1	2	3	4	5	M	S D
1. This industry has a large range of current and potential rivals.	0%	0%	39%	50%	11%	3.71	0.65
2. This industry has a lot of price flexibility.	0%	0%	5%	45%	50%	4.45	0.60
3. There are often numerous identical items in the marketplace.	5%	11%	13%	29%	42%	3.92	1.22
4. Do you believe that in contrast to rivals, client demands and brand modifications should be pursued?	0%	0%	42%	26%	32%	3.89	0.86
5. Clients in developing markets find our goods extremely appealing.	0%	5%	21%	11%	63%	4.32	0.99
6. The firm is equipped to respond quickly to marketplace developments in an international intended audience.	0%	0%	16%	53%	32%	4.16	0.68
7. There's a higher danger of compromising competitiveness gained via partnerships with other organizations.	5%	16%	0%	61%	18%	3.71	1.11
8. At the moment of entering the market or technique shift, there's	0%	0%	11%	8%	82%	4.71	0.65

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	rapid marketplace development in the intended region.							
9.	This market segment has a large variety of prospective buyers.	0%	0%	21%	55%	24%	4.03	0.68
10.	This industry has a large commercial opportunity.	0%	11%	29%	42%	18%	3.68	0.90
11.	Is there a large variety of current and potential rivals in this industry?	0%	0%	24%	53%	24%	4.00	0.70
12.	This industry has a lot of price flexibility.	0%	11%	29%	45%	16%	3.66	0.88
13.	At the moment of market introduction, the company entity faces several impediments to business access.	11%	11%	18%	18%	42%	3.71	1.39
14.	Compared to the domestic economy, this industry has a comparable client demand	18%	18%	11%	16%	37%	3.34	1.58
Average mean							**3.95**	**0.92**

Given the rating of 5(five – agree/yes) – 1(one – disagree/not agreeing)

Table 4 shows that 61% of the participants indicated that the banking industry has a large range of current and potential rivals. Likewise, 95% of the respondents indicated that banking has a lot of price flexibility. Furthermore, 71% of the respondents indicated that there are often numerous identical items in the marketplace. Also, 58% of the respondents believe that, in contrast to rivals, client demands brand modifications should be pursued. Likewise, 74% of the respondents indicated that clients in developing markets find our goods extremely appealing. Likewise, 85% of the respondents indicated that the firm is equipped to respond quickly to marketplace developments in an international intended audience. Furthermore, 79% of the respondents indicated that There's a higher danger of compromising competitiveness gained via partnerships with other organizations. Also, 90% of the respondents indicated that at the moment of entering the market or technique shift, there's rapid marketplace development in the intended region.

The table also shows that 79% of the respondents indicated that this market segment has a large variety of prospective buyers. Likewise, 60% of the respondents indicated that banking has a large commercial opportunity. Furthermore, 77% of the respondents indicated that there is a large variety of current and potential rivals in this industry. Also, 61% of the respondents indicated that banking has a lot of price flexibility. Also, 60% of the respondents indicated that at the moment of market introduction, the company entity faces several impediments to business access. The table also shows that 53% of the respondents indicated that compared to the domestic economy, this industry has a comparable client demand.

The results indicate that banks can distinguish themselves from their rivals by offering distinct and superior value to their customers, which gives them a competitive edge. This advantage allows the bank to outperform its competitors and generate greater profits. Banks may attribute their competitive edge to lower-priced products or services, high-quality offerings, or a unique selling proposition that appeals to a large number of customers. Having a competitive advantage attracts the interest of the bank's target market, resulting in increased sales.

The findings corroborate prior findings that stated that superior value is achieved by charging lower rates for equivalent benefits or by delivering distinctive advantages that outweigh higher

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pricing (Kiseľáková et al., 2018). Therefore, competitiveness can be characterized as the capacity to convey products and services at the place, form, and time looking for by the proposed clients at costs on a par with or better than different providers while procuring at any rate opportunity costs on assets utilized (Ketels, 2016). The competition encourages managers to consistently improve their efficiency and quality, resulting in greater service delivery.

4.3.2 Descriptive statistics regarding operational excellence

The study sought to present the comparison in means, frequencies standard deviations and standard errors of the outcomes of operational excellence of competitive advantage of Kenyan commercial banks/lenders (Table 5).

Table 5: Descriptive statistics regarding operational excellence of competitive advantage of Kenyan commercial banks/lenders

Indicators	1	2	3	4	5	Mean	S D
1. The firm has achieved lower production cost per unit	0%	0%	21%	55%	24%	4.03	0.68
2. The firm has achieved the ability to supply low-cost products to the market	0%	11%	29%	42%	18%	3.68	0.90
3. The firm has achieved a higher rate of inventory turn-over	5%	5%	32%	11%	47%	3.89	1.23
4. The firm has achieved the ability to supply high-quality products to the market	0%	0%	5%	63%	32%	4.26	0.55
5. The firm has achieved a reduced number of defective products per production run	11%	5%	5%	53%	26%	3.32	1.23
6. The firm has achieved a reduced number of customer complaints per month	0%	21%	5%	39%	34%	3.87	1.12
7. The firm has achieved the ability to adjust production volume to meet low or high market demand	0%	0%	37%	42%	21%	3.84	0.75
8. The firm has achieved the ability to produce a wide range of products to meet market requirements	0%	11%	21%	47%	21%	3.79	0.91
9. The firm has achieved the ability to quickly adjust the product mix to meet changes in customer requirements	0%	11%	29%	45%	16%	3.66	0.88
10. The firm has achieved the ability to deliver orders on time	5%	11%	24%	13%	47%	3.87	1.28
11. The firm has achieved ease of order placement by customers	0%	0%	5%	63%	32%	4.26	0.55
Average mean						3.86	0.92

Given the rating of 5(five – agree/yes) – 1(one – disagree/not agreeing)

Table 5 shows that 79% of the participants indicated that the firm has achieved lower production costs per unit. Likewise, 60% of the respondents indicated that the firm has achieved the ability to supply low-cost products to the market. Furthermore, 58% of the respondents indicated that the firm has achieved a higher rate of inventory turnover. Also, 95% of the respondents the firm has achieved the ability to supply high-quality products to the market. Likewise, 79% of the respondents indicated that the firm has achieved a reduced number of defective products per production run.

Likewise, 73% of the respondents indicated that the firm has achieved a reduced number of customer complaints per month. Furthermore, 63% of the respondents indicated that the firm

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has achieved the ability to adjust production volume to meet low or high market demand. Also, 68% of the respondents indicated that the firm has achieved the ability to produce a wide range of products to meet market requirements. The table also shows that 61% of the respondents indicated that the firm has achieved the ability to quickly adjust the product mix to meet changes in customer requirements. Likewise, 60% of the respondents indicated the firm has achieved the ability to deliver orders on time. Furthermore, 95% of the respondents indicated that the firm has achieved ease of order placement by customers.

As a result, operational excellence aids in continual development, allowing firms to achieve greater levels of service and product delivery through improved procedures and standards. This eventually leads to a competitive edge and increased market share in any particular business. Operations management has assisted banks in ensuring that their goods fulfil quality standards and client expectations. Thus, delighted consumers imply repeat purchases and recommendations, which increases brand value and provides a competitive advantage in the market. The findings corroborate Muazu and Nashehu (2021) who indicated that operations management improves financial institution delivery of services, consumer experience, purchase price and effectiveness, a considerable increase in income and profitability, and gives banks competitiveness. Bag et al. (2020) also reveal that data analysis managerial competencies have a significant impact on the creation of new green products and the sustainability of supply chain outcomes. Owonte and Jaja (2020) show that the operational excellence plan has a powerful, positive, and considerable impact on consumer contentment. As a result, the study suggests that the operational excellence approach has a considerable impact on the performance of vehicle marketing enterprises in Rivers State. Sony (2019) suggested that firms that execute quality management initiatives should thoroughly investigate the impact of these initiatives on societal, economic, and ecological parameters.

4.3.3 Descriptive statistics regarding customer intimacy

The study sought to present the comparison in means, frequencies standard deviations and standard errors of the outcomes of customer intimacy of competitive advantage of Kenyan commercial banks/lenders (Table 6).

Table 6: Descriptive statistics regarding customer intimacy of competitive advantage of Kenyan commercial banks/lenders

Indicators	1	2	3	4	5	Mean	S D
1. We encourage our clients to participate actively to obtain common advantages.	0%	0%	16%	53%	32%	4.16	0.68
2. Our organization makes recommendations to improve the well-being of our consumers.	5%	16%	0%	61%	18%	3.71	1.11
3. Feedback from consumers is sought by our company to enhance items and innovate.	5%	11%	13%	29%	42%	3.92	1.22
4. Customers see guidance as a sort of social assistance from our company.	0%	0%	42%	26%	32%	3.89	0.86
5. Our company is consistently committed to meeting its clients' expectations.	0%	5%	21%	11%	63%	4.32	0.99
6. Our company is dedicated to maintaining long-term relationships with our clients.	0%	0%	39%	50%	11%	3.71	0.65
7. Our company is offered items that meet their requirements.	0%	0%	5%	45%	50%	4.45	0.60

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8.	Our company has a strong reputation, which inspires our consumers to be dedicated.	5%	11%	13%	29%	42%	3.92	1.22
9.	Our company believes in its staff and trusts them to provide superior products.	0%	5%	29%	16%	50%	4.11	1.01
10.	Our company produces high-quality items that exceed customers' requirements.	0%	0%	5%	45%	50%	4.45	0.60
11.	In commercial contacts with consumers, our firm's personnel are forthright in speaking the reality.	18%	16%	13%	18%	34%	3.34	1.55
Average mean							4.00	0.95

Given the rating of 5(five – agree/yes) – 1(one – disagree/not agreeing)

According to Table 6, eighty-five per cent of participants responded that the company encourages active engagement from our consumers to create mutual advantages. Similarly, 79% of respondents felt that the company makes suggestions to increase customer satisfaction. Furthermore, 71 per cent of those surveyed stated that the company requests feedback from consumers to improve products and innovation. Furthermore, our consumers view advice as a form of social support, according to fifty-eight per cent of participants. Similarly, 74 per cent of respondents stated that the company is always committed to fulfilling its agreements with consumers.

Similarly, sixty-one per cent of respondents stated that the company is committed to long-term connections with its clients. Furthermore, 95 per cent of respondents stated that the firm provides products that meet their expectations. Furthermore, 71% of those surveyed stated that the company has an excellent track record, which advocates our consumer base to be dedicated to them. The table also reveals that sixty-six per cent of respondents believe the company has faith in its staff and can depend on them to provide great solutions. Similarly, 95% of those polled said the company produces quality items that fulfil customers' expectations. Furthermore, 52% of those surveyed indicated that the company's staff members are honest in company dealings with consumers.

Treacy and Wiersma's strategy of customer intimacy focuses on providing personalized services and customized products to meet unique customer needs. Banks that implement this strategy have a better understanding of their customer's needs and values, resulting in a more loyal customer base and higher customer lifetime values. This leads to increased word-of-mouth growth and improved metrics. These findings support Mulia et al.'s (2020) research, which suggests that customer satisfaction plays a crucial role in establishing customer loyalty. Specifically, perceived utility, perceived benefits, risk perception, trustworthiness, Sharia compliance, and contentment are all factors that contribute to customer allegiance. de Waal and van der Heijden (2016) also indicated that service value provided by staff members; staff functionality to accomplish top quality; the compassion of staff toward clients' expectations; responsiveness of staff further towards client requirements; the etiquette of staff members towards clients; service method of staff members; and the confidence clients position in staff members enhance customer loyalty and intimacy. Harcourt and Adiele (2020) also demonstrated that the qualities of client satisfaction had a positive influence on customer loyalty. According to the study, client connection adds greatly to customer retention via trustworthiness and dedication.

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4.3.4 Descriptive statistics regarding product leadership

The study sought to present the comparison in means, frequencies standard deviations and standard errors of the outcomes of product leadership of competitive advantage of Kenyan commercial banks/lenders (Table 7).

Table 7: Descriptive statistics regarding product leadership of competitive advantage of Kenyan commercial banks/lenders

Indicators	1	2	3	4	5	Mean	S D
1. The leader I'm grading is critical in helping their groups to be successful in guiding product advancement.	0%	0%	37%	29%	34%	3.97	0.85
2. While addressing difficulties, the director I am assessing seeks out different points of view.	0%	5%	26%	11%	58%	4.21	1.02
3. The director I'm ranking is eager regarding what has to be done.	0%	0%	11%	61%	29%	4.18	0.61
4. Whenever achievement targets are met, the director I am evaluating lays out what could be expected.	16%	13%	8%	29%	34%	3.53	1.48
5. The director I am evaluating addresses people as a person instead of as a member of the group.	0%	5%	8%	39%	47%	4.29	0.84
6. The director I'm assessing thinks about the virtuous and humane implications of choices.	11%	11%	8%	39%	32%	3.71	1.31
7. The supervisor I am assessing exudes strength and assurance.	13%	5%	47%	11%	24%	3.26	1.27
8. My focus is drawn to shortcomings to achieve the requirements of the person I am assessing.	11%	13%	24%	26%	26%	3.45	1.31
9. I am assessing the supervisor because they dislike implementing judgments.	0%	5%	13%	39%	42%	4.18	0.87
10. The facilitator I am ranking provides innovative approaches to completing work.	3%	11%	26%	37%	24%	3.68	1.04
11. The coach I'm assessing takes too long to answer critical concerns.	11%	0%	16%	45%	29%	3.82	1.18
12. The director I am assessing stresses the necessity of a shared perception of purpose.	8%	16%	21%	32%	24%	3.47	1.25
Average mean						3.81	1.09

Given the rating of 5(five – agree/yes) – 1(one – disagree/not agreeing)

Table 7 shows that 63% of the participants indicated that their leaders are critical in helping their groups to be successful in guiding product advancement. Likewise, 69% of the respondents indicated that while addressing difficulties, the director seeks out different points of view. Furthermore, 90% of the respondents indicated that their leaders are eager regarding what has to be done. Also, 63% of the respondents whenever achievement targets are met, their leaders lay out what could be expected. Likewise, 86% of the respondents indicated that their leaders address people as a person instead of as a member of the group. Likewise, 71% of the

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respondents indicated that their leaders think about the virtuous and humane implications of choices

Furthermore, 71% of the respondents indicated that their leaders exude strength and assurance. Also, 52% of the respondents indicated that their focus is drawn to shortcomings to achieve requirements by their leaders. The table also shows that 81% of the respondents indicated that their leaders dislike implementing judgments. Likewise, 61% of the respondents indicated their leaders provide innovative approaches to completing work. Furthermore, 74% of the respondents indicated that their leaders take too long to answer critical concerns. The table also shows that 56% of the respondents indicated that their leaders stress the necessity of a shared perception of purpose.

Therefore, as a competitive strategy, product leadership focuses on creating a culture in which your organization consistently produces excellent goods for the market. This technique lets your organization reach premium market pricing by providing consumers with a one-of-a-kind experience. Creativity, problem-solving, and cooperation are critical success elements in this technique.

The findings corroborate those of Islami et al. (2021) that cost leadership and differentiation have a positive and substantial influence on competitiveness, but the effect of product dominance and diversity on competitiveness is stronger. Islami et al. (2020) stated that adopting a differentiation strategy improves company performance more than two other Porter's generic approaches (low-cost approach or focus approach), both of which have a favourable influence. Simiyu and Makhamara (2020) also show that persistent innovation, leadership effectiveness, critical resources, and product uniqueness for leadership have a positive influence on G4S, Kenya's competitiveness. Samsir (2018) discovered that leadership perspective has a major impact on creativity. Higher levels of governance will lead to greater levels of creativity. Innovation has a tremendous impact on competitiveness.

4.4 Inferential statistics

This section sought to find out the causal effect of the variables in question.

4.4.1 Correlation Analysis

This measure of association was done using the Pearson correlation coefficient denoted by **r**.

Table 8: Association/Correlation between value Disciplines and competitive advantage of Kenyan commercial banks/lenders

Correlations		**Competitive Advantage**	**Operational Excellence**	**Customer Intimacy**	**Product Leadership**
Competitive Advantage	R	1			
Operational Excellence	R	.652**	1		
	P-value	0.000			
Customer Intimacy	R	.634**	0.272	1	
	P-value	0.000	0.099		
Product Leadership	R	.758**	.483**	.539**	1
	P-value	0.000	0.002	0.000	

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

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According to Table 8, there is a directional and substantial/significant association (r=0.652**, p=0.000) between operational excellence and Kenyan commercial banks' competitive edge. The findings agree with Muazu and Nashehu (2021) that operations management improves financial institution delivery of services, consumer experience, purchase price and effectiveness, a considerable increase in income and profitability, and gives banks competitiveness. Bag et al. (2020) also reveal that data analysis managerial competencies have a significant impact on the creation of new green products and the sustainability of supply chain outcomes.

The results further show that customer intimacy and the competitive advantage of Kenyan commercial banks/lenders have a directional and substantial/significant association (r=0.634**, p=0.000). The findings are consistent with Mulia et al. (2020) that customer satisfaction influences not just the establishment of customer devotion, but also the criteria that influence customer allegiance, such as perceived utility, perceived benefits, risk perception, trustworthiness, sharia compliance, and contentment. Harcourt and Adiele (2020) also demonstrated that the qualities of client satisfaction had a positive influence on customer loyalty. According to the study, client connection adds greatly to customer retention via trustworthiness and dedication. Nora (2019) along the same vein, discovered that having a high level of consumer awareness might lead to increased client satisfaction, which leads to increased buyback desire. According to the mediation test, excellent client awareness, backed up by greater consumer empathy, can indirectly promote high buying-back willingness.

The results further show that product leadership and the competitive advantage of Kenyan commercial banks/lenders have a directional and substantial/significant association (r= 0.758**, p=0.0.00). The findings are consistent with Islami et al. (2021) that cost leadership and differentiation have a positive and substantial influence on competitiveness, but the effect of product dominance and diversity on competitiveness is stronger. Islami et al. (2020) stated that adopting a differentiation strategy improves company performance more than two other Porter's generic approaches (low-cost approach or focus approach), both of which have a favourable influence. Simiyu and Makhamara (2020) also show that persistent innovation, leadership effectiveness, critical resources, and product uniqueness for leadership have a positive influence on G4S, Kenya's competitiveness. Samsir (2018) discovered that leadership perspective has a major impact on creativity. Higher levels of governance will lead to greater levels of creativity. Innovation has a tremendous impact on competitiveness.

4.4.2 Relationship between value disciplines and competitive advantage of Kenyan commercial banks/lenders

Table 9: Model of Fitness for value disciplines

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866a	0.750	0.728	0.133

Table 9 indicates that operational excellence, customer intimacy and product leadership are essential predictors of the competitiveness of Kenyan commercial banks/lenders. This has been evidenced by an R squared of 0.750 indicating that the value disciplines explain 75.0% of the outcomes of competitiveness of the lenders in Kenya. Therefore, the findings are an indication that the Kenyan commercial banks/lenders have implemented various aspects of the value disciplines which has helped them to stay competitive in the market. However, there are certain aspects covered by the remaining 25.0% which have not been implemented by the Kenyan

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commercial banks/lenders that might be suggested to them to improve the market performance further.

The findings imply that the Kenyan commercial banks/lenders have embraced the role of operational excellence, customer intimacy and product leadership which have helped in gaining competitiveness in the market. The advantage has been attributed to the appreciation of the following: performance management, organizational culture, organizational excellence, process excellence, customer intimacy, product adoption, customer churn, relationship building, customer engagement, product leadership, perceived value, perceived quality, product positioning and product pricing. Given the contribution of the value disciplines to the competitiveness, the study noted that there is still room for improvement as indicated by 25% which forms a recommendation for the current study towards the competitive advantage of Kenyan commercial banks/lenders.

The findings agree with Muazu and Nashehu (2021) that operations management improves financial institution delivery of services, consumer experience, purchase price and effectiveness, a considerable increase in income and profitability, and gives banks competitiveness. Nora (2019) along the same vein, discovered that having a high level of consumer awareness might lead to increased client satisfaction, which leads to increased buyback desire. According to the mediation test, excellent client awareness, backed up by greater consumer empathy, can indirectly promote high buying-back willingness. Islami et al. (2020) stated that adopting a differentiation strategy improves company performance more than two other Porter's generic approaches (low-cost approach or focus approach), both of which have a favourable influence. Simiyu and Makhamara (2020) also show that persistent innovation, leadership effectiveness, critical resources, and product uniqueness for leadership have a positive influence on G4S, Kenya's competitiveness.

Table 10: Analysis of variance for value disciplines

	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.806	3	0.602	33.988	.000b
Residual	0.602	34	0.018		
Total	2.409	37			

Likewise, ANOVA proved that there is a statistically proven interaction between the value disciplines and the competitive advantage of the lenders in Kenya.

Table 11: Regression of Coefficients for value disciplines

Variable	β	Std. Error	Beta	t	Sig.
(Constant)	0.276	0.371		0.743	0.462
Operational Excellence	0.342	0.091	0.369	3.767	0.001
Customer Intimacy	0.247	0.081	0.312	3.06	0.004
Product Leadership	0.359	0.098	0.411	3.673	0.001

From the regression of coefficients, it was confirmed that operational excellence has a directional/positive and statistically significant connection with the competitive advantage of the lenders in Kenya (**β**=0.342, p=0.000). The findings agree with Owonte and Jaja (2020) show that the operational excellence plan has a powerful, positive, and considerable impact on consumer contentment. As a result, the study suggests that the operational excellence approach has a considerable impact on the performance of vehicle marketing enterprises in Rivers State.

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Sony (2019) suggested that firms that execute quality management initiatives should thoroughly investigate the impact of these initiatives on societal, economic, and ecological parameters.

It was also confirmed that customer intimacy has a directional/positive and statistically significant connection with the competitive advantage of the lenders in Kenya (**β**=0.247, p=0.000). The findings are consistent with Mulia et al. (2020) that customer satisfaction influences not just the establishment of customer devotion, but also the criteria that influence customer allegiance, such as perceived utility, perceived benefits, risk perception, trustworthiness, sharia compliance, and contentment. Harcourt and Adiele (2020) also demonstrated that the qualities of client satisfaction had a positive influence on customer loyalty. According to the study, client connection adds greatly to customer retention via trustworthiness and dedication. Nora (2019) along the same vein, discovered that having a high level of consumer awareness might lead to increased client satisfaction, which leads to increased buyback desire. According to the mediation test, excellent client awareness, backed up by greater consumer empathy, can indirectly promote high buying-back willingness.

Likewise, the findings indicated that product leadership has a directional/positive and statistically significant connection with the competitive advantage of the lenders in Kenya (**β**=0.359, p=0.000). Islami et al. (2021) also noted that cost leadership and differentiation have a positive and substantial influence on competitiveness, but the effect of product dominance and diversity on competitiveness is stronger. Islami et al. (2020) stated that adopting a differentiation strategy improves company performance more than two other Porter's generic approaches (low-cost approach or focus approach), both of which have a favourable influence. Simiyu and Makhamara (2020) also show that persistent innovation, leadership effectiveness, critical resources, and product uniqueness for leadership have a positive influence on G4S, Kenya's competitiveness. Samsir (2018) discovered that leadership perspective has a major impact on creativity. Higher levels of governance will lead to greater levels of creativity. Innovation has a tremendous impact on competitiveness.

The model is thus empirical as shown below:

$$Y= 0.276 + 0.342X_1 + 0.247X_2\ 0.359X_3 + e$$

Where:

Y= Competitiveness/competitive advantage

X_1 = Operational excellence

X_2 = Customer intimacy

X_3= Product leadership

e = Error value

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

This section provides a summary of the findings, which were done in line with the objectives of the study. The section provides critical information regarding the most significant treatment outcomes, such as the best effect estimate and the confidence of the evidence for each outcome.

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5.1.1 The Effect of operational excellence on the competitive advantage of Kenyan commercial banks/lenders

The correlation matrix showed that operational excellence and the competitive advantage of the lenders in Kenya have a directional and substantial/significant association (r=0.652**, p=0.000). From the regression of coefficients, it was confirmed that operational excellence has a directional and substantial/significant connection with the competitive advantage of the lenders in Kenya (**β**=0.342, p=0.000). This suggests that improvements in one unit of operational excellence elements result in a 0.342 unit change in the competitive advantage of Kenyan lenders.

5.1.2 The Effect of customer intimacy on the competitive advantage of Kenyan commercial banks/lenders

The correlation matrix showed that customer intimacy and the competitive advantage of the lenders in Kenya have a directional and substantial/significant association (r=0.634**, p=0.000). From the regression of coefficients, it was also confirmed that customer intimacy has a directional and substantial/significant competitive advantage for the lenders in Kenya (**β**=0.247, p=0.000). This suggests that improvements in one unit of customer intimacy lead to a change in the competitive advantage of the lenders in Kenya by 0.247 units.

5.1.3 The Effect of product leadership on the competitive advantage of Kenyan commercial banks/lenders

The correlation matrix showed that product leadership and the competitive advantage of the lenders in Kenya have a directional and substantial/significant association (r= 0.758**, p=0.0.00). Likewise, from the regression of coefficients, the findings indicated that product leadership has a directional and substantial/significant competitive advantage over the lenders in Kenya (**β**=0.359, p=0.000). This suggests that improvements in one unit of product leadership lead to a change in the competitive advantage of the lenders in Kenya by 0.359 units.

5.2 Conclusion of the Study

The research provides strong evidence that the value disciplines examined in this study – operational excellence, customer intimacy, and product leadership – have a positive and significant impact on the competitive advantage of lenders in Kenya. These strategies have helped reduce costs, counter competitive threats, and capitalize on market opportunities, all contributing to the lenders' competitive advantage in Kenya.

The values disciplines have helped the lenders to achieve lower production costs per unit. Likewise, it has been concluded that the values disciplines help firms to achieve the ability to quickly adjust the product mix to meet changes in customer requirements and to deliver orders on time. Likewise, by implementing the approaches of the value disciplines, firms allow active participation from our customers to achieve mutual benefits. This helps them to commit to stable relationships with our customers. Firms have also been concluded to provide quality products to meet customers' expectations.

Leadership is also key in influencing firm performance. Leaders are critical in helping their groups to be successful in guiding product advancement. That is the development of a product or service that is recognized as unique in its sector. Product figureheads acquire premium market pricing as a result of the experience they provide to their clients. Product figureheads understand that innovation, problem-solving, and cooperation are crucial to their success.

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Because of this reliance on expensive people, product leaders aim to utilize their experience across territorial and corporate barriers by understanding aspects such as teamwork and organisational learning.

Thus, the disciplines of operational excellence place a premium on improving the development and distribution of goods and services. This leads to goods or services that are dependable, competitively priced, and provided with little hassle or annoyance. Product leadership worth concentrates on providing consumers with cutting-edge products and services that constantly improve the client's usage or implementation of the item, rendering competing goods outdated. Customer intimacy relies on consumer interaction to separate their target audiences accurately and then design their offers to closely fit the wants of those segments.

5.3 Recommendations of the Study

It has been recommended that having a high level of consumer awareness might lead to increased client satisfaction, which leads to increased buyback desire. Thus, recommendations are emphasized on the need for banking institutions to improve awareness and participation of customers in their operations to improve loyalty and satisfaction.

The findings also recommend continuous and persistent innovation of products to help in the advancement and maintaining a competitive edge in the industry. Having superior products imply that the banks can maintain and attract a specific group of customers whom to the banks, ensure consistent sales and returns.

The study also suggests to operations management continuously improves the financial institution's delivery of services, consumer experience, purchase price and effectiveness, a considerable increase in income and profitability, and gives banks competitiveness. Sustainable distribution chain effectiveness is affected by learning and innovation efficiency, and supply chain intellectual capital plays an essential moderating function.

5.4 Study Limitations

The study was faced with a lack of willingness by the respondents to participate in the study since it targeted high-profile respondents who are commercial bank managers. The researcher mitigated this by making regular follow-ups by phone and email. The participants were provided with an informed consent form which explained the research objectives and any potential risks involved. They were given the option to participate or withdraw from the study, and their privacy was respected throughout. The researcher-maintained objectivity and avoided misrepresenting the results to protect their own and the participants' integrity. To ensure confidentiality, the names of the participants and institutions were coded, and all shared information was kept anonymous. This guaranteed the confidentiality of the study's findings and the identities of the participants.

In addition, the lack of reliability of the questionnaire hindered the accuracy of the data obtained. The researcher controlled this by undertaking a pilot test to ensure the internal consistency of each question. In addition, the banking policy restricted most of the respondents from answering some questions in the questionnaire. However, the researcher sorted this issue out by seeking accreditation from NACOSTI and authorization from the graduate school.

5.5 Further Research Areas

The focus of the current study was on the relationship between value discipline and competitiveness: taxonomy of the lenders in Kenya. The findings indicated that operational excellence, customer intimacy and product leadership explain 75.0% of the outcomes of competitiveness of the lenders in Kenya. However, there are certain aspects covered by the remaining 25.0% which have not been implemented by the lenders in Kenya that might be suggested to them to improve the competitiveness of the lenders further. Thus, the present study offers room for further studies where future scholars can extrapolate from the findings to seek to find out if the value disciplines can cover the 25% in other contexts.

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