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Performance of commercial banks in Kenya: The paradoxical effects of digital transformation strategies

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ABSTRACT

Commercial banks in Kenya continue to embrace digital transformation as a strategic response to competitive pressures, evolving customer needs, and the pursuit of operational excellence. Despite this shift, variations in organizational performance persist, signalling the need for empirical evidence on the effectiveness of digital transformation strategies. This study examined the influence of digital transformation strategies on the organizational performance of commercial banks in Kenya, focusing on four strategic dimensions: mobile banking, automated teller machines, agency banking and online banking. This research was based on technology acceptance model, diffusion of innovations theory, resource-based view theory, and agency theory to explain the relationship between the study variables. The population for the study were all the 39 commercial banks in Kenya. Since the population was relatively small, the study was a census. The study targeted 5 senior managers, namely the heads of strategy, operations, IT, finance, and marketing, from each commercial bank, resulting in a total of 195 respondents. Primary data was collected through structured questionnaires and was analyzed through descriptive and inferential statistics by use of means, standard deviation, correlation and regression analyses using SPSS version 27. Results showed that mobile banking had a significant positive impact, while Automated Teller Machines, though weaker, remained essential for service delivery. Agency banking emerged as the most influential predictor, strongly enhancing access and organizational performance. Online banking also showed a significant contribution, nearly matching agency banking, confirming its vital role in improving efficiency, competitiveness, and customer satisfaction. The study concludes that mobile banking enhances accessibility, efficiency, and financial inclusion, significantly improving bank performance. Automated Teller Machines positively influence service delivery and customer satisfaction, though with a weaker effect. Agency banking is the strongest determinant, driving expanded access and improved outcomes. Online banking also contributes meaningfully by boosting efficiency, lowering costs, and supporting innovative, customer-centered services. Bank management should prioritize continuous investment and innovation in mobile banking platforms to maximize their positive impact on performance. Offering competitive incentives to agents and diversifying services beyond cash deposits and withdrawals to other products such as loan applications, utility payments and insurance products, these can maximize the potential of agents. Bank management should modernize and optimize Automated Teller Machines services to complement other digital channels. The bank should also prioritize cybersecurity framework to guarantee security on the money transactions from hacking and fraud.

Keywords: *Digital transformation strategies, mobile banking, automated teller machines, agency banking, online banking, organizational performance, commercial banks, Kenya*

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1.0 Introduction

In a globalized economy, commercial banks face heightened competition from both domestic and international players, necessitating the need for superior performance to maintain market relevance and competitiveness (Xie & Wang, 2023). Globalization has increased the interconnectedness of financial markets, exposing banks to greater risks and uncertainties, making robust organizational performance crucial for resilience and sustainability amidst market fluctuations and economic downturns (Ogawa & Luo, 2024). Villanthenkodath and Pal (2024) observes that globalization has expanded opportunities for banks to access new markets and customers, but success in these endeavors relies heavily on the ability to deliver superior products, services, and customer experiences, which are all driven by organizational performance. In an era where technological advancements and digital transformation are reshaping the banking landscape, agile and high-performing organizations are better positioned to adapt to evolving customer preferences and market dynamics, seize emerging opportunities, and mitigate emerging threats (Okoduwa, 2024).

Digital transformations have the potential to profoundly influence the organizational performance of commercial banks. The introduction of mobile banking services enables customers to conveniently access banking services anytime, anywhere, using their smartphones (Osei et al., 2023). This not only enhances customer satisfaction and loyalty but also reduces the dependency on physical branches, leading to cost savings for banks in terms of overhead expenses and staffing requirements (Hoai & Vu, 2024). Similarly, Automated Teller Machines (ATM) services provide customers with self-service options for routine transactions such as cash withdrawals, deposits, and balance inquiries, thereby improving operational efficiency and reducing wait times at branches (Do et al., 2022). Additionally, agency banking allows banks to extend their reach to underserved areas through partnerships with local businesses or agents, expanding their customer base and market penetration (Shanti et al., 2023). Moreover, online banking platforms offer a comprehensive suite of banking services, including account management, bill payments, fund transfers, and loan applications, fostering greater convenience and accessibility for customers while reducing administrative burdens for banks (Oladele, 2024).

Commercial banks in Kenya are central to the country's financial ecosystem, significantly contributing to economic development by facilitating financial intermediation, credit provision, and digital payment solutions. As of 2024, there are 39 licensed commercial banks in Kenya, regulated by the Central Bank of Kenya (CBK), which collectively play a vital role in advancing financial inclusion and supporting Kenya's Vision 2030 economic goals (CBK, 2024). The banking sector has seen a rapid shift toward digital transformation in recent years, driven by the widespread adoption of mobile banking, agency banking, and online platforms. This shift has been fueled by Kenya's high mobile penetration rate, which exceeds 95%, and the increasing demand for convenient financial services, particularly in remote areas where traditional banking infrastructure is limited (Communications Authority of Kenya, 2024). These digital advancements have enabled banks to expand their reach and improve service delivery, making the sector a leader in financial innovation across Africa (Kamau & Njuguna, 2023).

Kenya provides a compelling context for this study due to its status as a global leader in financial technology, often referred to as the "Silicon Savannah" for its transformative fintech solutions like mobile money platforms (Njogu & Wanjiru, 2022). The rapid adoption of digital banking strategies in Kenya presents both opportunities such as enhanced customer access and operational efficiency

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and challenges, including cybersecurity threats, infrastructural gaps, and the need for robust regulatory frameworks to support digital growth (Muriithi & Gachanja, 2023). Studying the impact of digital transformation strategies on the performance of commercial banks in Kenya is crucial for understanding how these innovations influence key performance indicators like revenue growth, customer satisfaction, and employee productivity. Furthermore, the findings can offer actionable insights for bank managers and policymakers in Kenya while contributing to the broader discourse on digital banking in emerging economies facing similar dynamics (Kiptoo & Mwangi, 2024).

1.1 Statement of the Problem

Digital transformation has become a critical driver of success for commercial banks globally, with numerous success stories highlighting its positive impact. For instance, DBS Bank in Singapore has leveraged digital transformation to significantly reduce operational costs and enhance customer engagement through its comprehensive digital banking platform (Woods et al., 2023). In South Africa, First National Bank (FNB) has successfully integrated digital solutions, offering a range of mobile and online banking services that have led to increased transaction volumes and customer satisfaction (Okkers, 2020). Similarly, as per Dauda (2024), in Nigeria, Guaranty Trust Bank (GTBank) has made significant strides with its GTWorld app, which provides a seamless and secure banking experience, leading to high adoption rates and improved financial performance. These examples illustrate how effective digital transformation strategies can drive substantial improvements in bank performance.

However, not all digital transformation efforts have been successful. In Kenya, Chase Bank faced significant challenges with its digital initiatives, experiencing technical glitches and security breaches that undermined customer trust and led to operational disruptions (Kiarie & Munene, 2024). Many commercial banks in Kenya continue to face significant challenges in formulating and implementing effective digital transformation strategies including limited technological infrastructure, resistance to change among employees, regulatory hurdles, cybersecurity concerns, and a lack of clear strategic direction. As a result, many banks struggle to fully leverage digital tools to enhance operational efficiency, improve customer experience, and remain competitive in an increasingly digital financial environment. This gap between technological potential and practical execution highlights the need for a deeper understanding of the digital transformation strategies being adopted by commercial banks in Kenya.

In Nigeria, despite some successes, other banks have struggled due to unreliable internet connectivity, limited digital literacy, and regulatory constraints, which have hindered their ability to fully leverage digital technologies (Olamide & Dixon-Ogbechi, 2022). Additionally, in Egypt, Metawa et al. (2023) noted some banks have encountered issues related to legacy systems, cybersecurity threats, and resistance to change, preventing them from realizing the full benefits of digital transformation. These unsuccessful stories highlight the various challenges that banks can face in implementing digital strategies.

The contrast between successful and unsuccessful digital transformation efforts underscores the importance of a tailored, strategic approach to digitalization. Successful banks have invested heavily in robust digital infrastructure, focused on enhancing customer experiences, and addressed security concerns effectively. In contrast, those that have struggled often faced external challenges

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such as poor infrastructure and regulatory hurdles, as well as internal issues like resistance to change and inadequate risk management. This disparity highlights the need for a comprehensive and adaptive digital transformation strategy that considers specific economic, infrastructural, and regulatory contexts. Given the mixed outcomes of digital transformation initiatives, this study aims to investigate the effect of digital transformation strategies on the performance of commercial banks in Kenya.

1.2 Research Objectives

1.2.1 General objective

The general objective of this study is to determine the effect of digital transformation strategies on performance of commercial banks in Kenya.

1.2.2 Specific objectives

- i. To establish the effect of mobile banking on performance of commercial banks in Kenya.
- ii. To determine the effect of ATM on performance of commercial banks in Kenya.
- iii. To assess the effect of agency banking on performance of commercial banks in Kenya.
- iv. To examine the effect of online banking on performance of commercial banks in Kenya.

2.0 Literature Review

2.1 Theoretical Literature Review

This study is anchored on technology acceptance model, diffusion of innovations theory, resource-based view theory, and agency theory.

2.1.1 Technology Acceptance Model

The Technology Acceptance Model (TAM), developed by Davis (1989), postulates that two main factors determine an individual's acceptance and use of a new technology: perceived usefulness (PU) and perceived ease of use (PEOU). Perceived usefulness refers to the degree to which a person believes that using a particular system would enhance their job performance, while perceived ease of use is the degree to which a person believes that using the system would be free of effort (An et al., 2023). According to TAM, these perceptions influence users' attitudes toward technology, which in turn affect their behavioral intentions to use the technology, ultimately leading to actual system usage. TAM is grounded in the Theory of Reasoned Action (TRA) and is widely applied in various fields to predict and explain user acceptance of technology (Li, 2023).

In the context of the current study on digital transformation strategies and organizational performance of commercial banks in Kenya, TAM's relevance is significant. The model helps to explain how bank employees and customers perceive and adopt digital transformation initiatives such as mobile banking, ATM services, agency banking, and online banking. By understanding the perceived usefulness and ease of use of these technologies, the study can identify key factors that influence their adoption and utilization, which in turn affects the performance of commercial banks. This insight is crucial for designing and implementing effective digital transformation

strategies that enhance operational efficiency, customer satisfaction, and overall bank performance. Therefore, TAM provides a valuable framework for investigating the factors that drive the successful adoption of digital technologies in the banking sector.

2.1.2 Diffusion of Innovations Theory

The Diffusion of Innovations Theory, proposed by Rogers (1962), postulates that the adoption of new ideas, technologies, or practices spreads through a population over time via a process of diffusion. This theory identifies five key categories of adopters: innovators, early adopters, early majority, late majority, and laggards. The process of diffusion involves several stages, including knowledge, persuasion, decision, implementation, and confirmation (Khan et al., 2022). According to Rogers, the rate of adoption of an innovation is influenced by several factors: the innovation's relative advantage, compatibility with existing values and practices, complexity, trialability, and observability. These attributes impact individuals' willingness to adopt the innovation and the speed at which it diffuses through a social system (Spann et al., 2022).

In relation to the current study on digital transformation strategies and organizational performance of commercial banks in Kenya, the Diffusion of Innovations Theory is highly relevant. It provides a framework for understanding how digital transformation initiatives, such as mobile banking, ATM services, agency banking, and online banking, are adopted by different segments of the banking population over time. By examining the characteristics of these innovations and their perceived advantages, compatibility, and complexity, the study can gain insights into the factors that influence their adoption among bank employees and customers. This understanding can help in identifying strategies to accelerate the diffusion of digital technologies, ultimately enhancing the performance of commercial banks through increased efficiency, customer satisfaction, and competitive advantage.

2.1.3 Resource-Based View Theory

The Resource-Based View (RBV) theory, introduced by Penrose (1959), postulates that an organization's internal resources and capabilities are critical determinants of its competitive advantage and performance. According to RBV, resources must be valuable, rare, inimitable, and non-substitutable to provide sustained competitive advantage. These resources can include tangible assets, such as technology and capital, as well as intangible assets, such as skills, knowledge, and organizational culture (Vasudevan, 2021). The theory emphasizes that firms should focus on developing and leveraging their unique resources and capabilities to achieve and maintain superior performance in the marketplace (Freeman et al., 2021).

In the context of the current study on digital transformation strategies and organizational performance of commercial banks in Kenya, the Resource-Based View theory is highly relevant. The adoption of digital transformation initiatives, such as mobile banking, ATM services, agency banking, and online banking, can be seen as valuable resources that enhance the banks' operational efficiency, customer satisfaction, and overall performance. By leveraging these digital technologies, commercial banks can create a unique competitive advantage that is difficult for competitors to replicate. RBV provides a framework for analyzing how these digital resources contribute to the banks' success and how they can be effectively managed and integrated into the organization's operations.

2.1.4 Agency Theory

Agency Theory, introduced by Jensen and Meckling (1976), postulates that there is an inherent conflict of interest between principals (owners or shareholders) and agents (managers) in an organization. The theory highlights that agents may not always act in the best interests of principals due to differing goals, risk preferences, and information asymmetry. To align the interests of agents with those of principals, various mechanisms can be implemented, such as performance-based compensation, monitoring and reporting systems, and incentives for achieving specific targets (Davis et al., 2021). The principal-agent relationship is central to understanding how organizations can mitigate conflicts and ensure that managers act in ways that enhance shareholder value and organizational performance (Aluchna, 2023).

In the context of the current study on digital transformation strategies and organizational performance of commercial banks in Kenya, Agency Theory is particularly relevant. The adoption and implementation of digital transformation initiatives, such as mobile banking, ATM services, agency banking, and online banking, require alignment between the goals of bank managers and the broader objectives of the bank's shareholders. By applying Agency Theory, the study can explore how performance-based incentives and effective monitoring systems can ensure that managers prioritize and successfully execute digital transformation strategies that enhance organizational performance. Understanding how to mitigate potential conflicts of interest and ensure that managers are committed to leveraging digital technologies for the bank's benefit is crucial for achieving improved efficiency, customer satisfaction, and competitive advantage.

2.2 Empirical Literature Review

Despite the valuable insights provided by the existing literature on the impact of digital transformation strategies on organizational performance, several research gaps remain unaddressed that the current study seeks to address. Most studies, such as those by Ionaşcu et al. (2023) and Tran et al. (2023), have focused on digital transformation in the context of retail banks in developed economies like the Europe and India, respectively. However, there is a paucity of research specifically examining how comprehensive digital transformation strategies affect the performance of commercial banks in Kenya. This study aims to fill this gap by providing detailed insights into the Kenyan banking sector, which has unique economic, infrastructural, and regulatory contexts that differ significantly from those of developed countries.

The reviewed literature often addresses digital transformation as a broad concept without delving into specific components such as mobile banking, ATM services, agency banking, and online banking in a unified study. For instance, Xu et al. (2023) focus on the overall impact of digital transformation on manufacturing firms in China, but do not break down the specific digital components contributing to performance improvements. This study seeks to address this gap by examining how these individual components collectively and separately impact the performance of commercial banks in Kenya, providing a more granular understanding of digital transformation.

Studies like Al-Matari et al. (2022) and Okkers (2020) explore digital transformation in financial institutions within Saudi Arabia and South Africa, respectively, but there is limited comparative analysis within the African context, particularly focusing on Kenya. This study intends to bridge this gap by offering insights into the specific challenges and opportunities of digital transformation in Kenyan commercial banks.

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While many studies, such as Kumar et al. (2023), predominantly focus on financial and operational metrics like revenue growth and operational efficiency, there is a need for broader performance indicators. This study addressed this gap by including additional metrics such as customer satisfaction and employee productivity, thus providing a more comprehensive evaluation of organizational performance. This broader perspective may help in understanding the holistic impact of digital transformation on commercial banks.

The reliance on quantitative methods in existing literature, as seen in studies by Llopis-Albert et al. (2021), limits the depth of understanding regarding how digital transformation strategies are implemented and experienced within organizations. This study employed a mixed-methods approach, combining quantitative data with qualitative insights from senior managers of commercial banks in Kenya, to provide a richer, more detailed analysis of digital transformation processes and outcomes. By addressing these research gaps, the current study aims to contribute significantly to the literature on digital transformation in the banking sector.

2.3 Conceptual Framework

Figure 1 shows the study's conceptual framework which shows the interrelation between the independent variable and the dependent variable.

Independent Variables

Dependent Variable

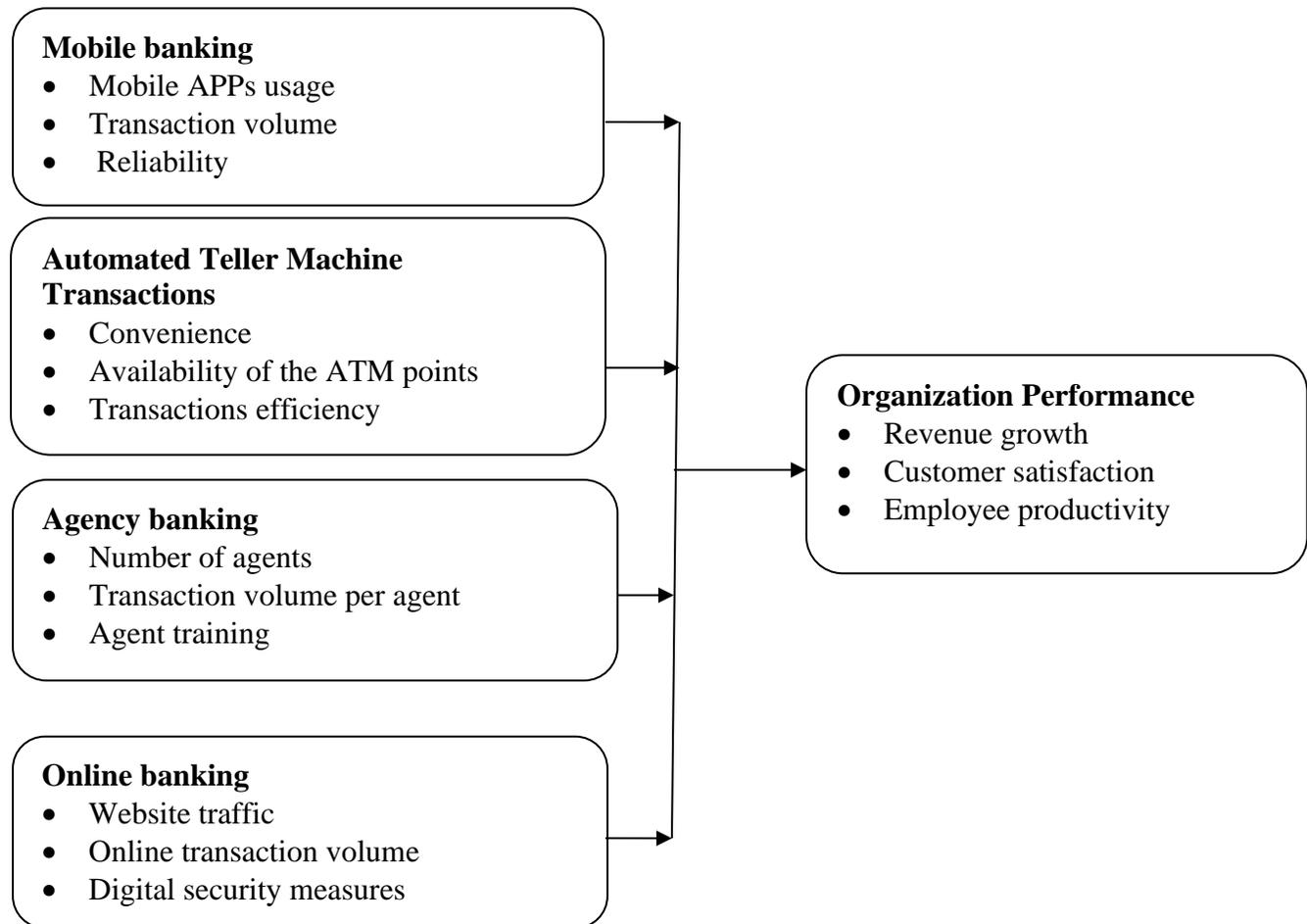


Figure 1: Conceptual Framework

3.0 Research Methodology

A descriptive research design was adopted. The population of this study comprises all the 39 commercial banks operating in Kenya (Appendix 5). The study targets 5 senior managers namely the heads of strategy, operations, IT, finance, and marketing from each commercial bank, resulting in a total of 195 respondents. Primary data was collected to ensure the study objectives are fully met. The primary data was obtained using a structured questionnaire. Data was evaluated using descriptive statistical methods such as weighted means and descriptive statistics, which are a measure of dispersion and inferential statistics that assessed the Pearson Correlation, Model Summary, ANOVA Analysis and Coefficients to produce authoritative data to present the study data results. Using the statistical coefficients results for every objective, linear regression models were developed for every variable.

4.0 Results and Discussion

4.1 Descriptive statistics

The descriptive results showed that respondents held strong positive perceptions of mobile banking as a key driver of organizational performance among commercial banks in Kenya. All indicators recorded mean values above 3.60, with the highest mean (4.00) reflecting frequent customer usage of mobile banking services. These results suggest that customers value the convenience, reliability, and transaction efficiency offered by mobile platforms, and banks benefit through enhanced service uptake, improved customer satisfaction, and lower operational costs. The low variation in responses reinforces the consistency of these views across participants.

ATM services also recorded favorable assessments, with mean scores ranging from 3.59 to 3.82. Respondents particularly emphasized the convenience of using ATM cards for shopping, which had the highest mean (3.82), highlighting the importance of multifunctional card usage in expanding cashless transactions. High agreement levels on reliability, security, privacy, and 24-hour availability further demonstrate that ATMs remain essential to service accessibility and customer retention. Standard deviations around 1.15 indicate that perceptions were relatively uniform, confirming widespread recognition of the role of ATMs in improving efficiency and service delivery.

Agency banking results were similarly positive, with mean values between 3.59 and 3.85. The highest score (3.85) showed strong agreement that agency networks bring banking services closer to customers, thereby enhancing financial inclusion and increasing transaction volumes. Participants also acknowledged the contribution of agent training, convenience, and employment creation to improved organizational performance. High agreement percentages, mostly above 70 percent, indicate strong confidence in agency banking as a strategic channel for expanding reach and enhancing customer experience.

Online banking also demonstrated strong performance outcomes, with mean values between 3.65 and 3.74. Respondents agreed that online platforms enhance efficiency, support large transaction volumes, improve website traffic, and strengthen customer satisfaction. Although online security recorded the lowest mean, it remained positive, suggesting general trust tempered by awareness of cyber risks. The overall descriptive findings for organizational performance indicators reinforced the impact of digital transformation, with high agreement that mobile banking, ATMs, agency banking, and online platforms collectively contribute to revenue growth, customer retention, employee productivity, and overall competitiveness among Kenyan commercial banks.

4.5 Correlation Analysis

The study employed Pearson correlation to test the direction and strength of the study variables as presented in Table 1.

Table 1: Correlation Results

		Organizational performance	Mobile Money	ATM	Agency Banking	Online banking
Organizational performance	Pearson Correlation	1	.382**	.34	.418**	.419**
	Sig. (2-tailed)		0	0	0	0
	N	163	163	163	163	163
Mobile Money	Pearson Correlation	.382**	1	0.0	.261**	.358**
	Sig. (2-tailed)		0	0.6	0.001	0
	N	163	163	163	163	163
ATM	Pearson Correlation	.344**	0.033	1	.200*	.252**
	Sig. (2-tailed)		0	0.675	0.011	0.001
	N	163	163	163	163	163
Agency Banking	Pearson Correlation	.418**	.261**	0*	1	.330**
	Sig. (2-tailed)		0	0.001	0.11	0
	N	163	163	163	163	163
Online banking	Pearson Correlation	.419**	.358**	.25	.330**	1
	Sig. (2-tailed)		0	0	0	0
	N	163	163	163	163	163

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

The correlation analysis revealed that mobile banking has a moderate and statistically significant positive relationship with organizational performance ($r = 0.382$, $p < 0.01$). This means that increases in mobile banking usage are associated with improved performance among commercial banks. The strength of this association reflects the role of mobile platforms in enhancing transaction convenience, speeding service delivery, and expanding customer access to financial services. These results are consistent with findings that highlight mobile banking as a major driver of performance in contexts with high mobile penetration.

ATM services also demonstrated a positive and significant correlation with organizational performance ($r = 0.344$, $p < 0.01$). Although weaker than mobile banking, the relationship shows that ATMs continue to support performance by offering reliable round-the-clock access to essential financial services. This contribution is particularly evident in cash withdrawals, balance checks, and reducing congestion in banking halls. The moderate strength of the correlation indicates that ATMs remain relevant as complementary channels, even as digital alternatives expand.

Agency banking recorded one of the strongest correlations with organizational performance ($r = 0.418$, $p < 0.01$). This highlights the effectiveness of agency networks in extending financial services to underserved areas, reducing operational costs, and increasing transaction volumes. The strong association underscores the strategic importance of agency banking in promoting financial inclusion and enhancing customer convenience. The results affirm that bringing services closer to customers significantly boosts organizational efficiency and competitiveness.

Online banking also showed a strong and significant positive relationship with organizational performance ($r = 0.419$, $p < 0.01$), nearly equal in strength to agency banking. This indicates that online platforms play a vital role in improving accessibility, operational efficiency, and customer satisfaction. By enabling customers to transact remotely and securely at any time, online banking contributes directly to cost reduction and improved service delivery. The results confirm the growing importance of digital ecosystems in strengthening bank performance in a technology-driven financial environment.

4.2 Test of Hypothesis

This section presents the results of the multiple linear regression analysis. The analysis includes model fitness, analysis of variance (ANOVA), and regression coefficients to assess the strength, significance, and predictive power of the model.

Table 2: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.597 ^a	0.357	0.341	0.40213

^a Predictors: (Constant), Online banking, ATM, Agency Banking, Mobile Money

Table 2 had a correlation coefficient (R) of 59.7% correlation between digital transformation strategies and organizational performance of commercial banks in Kenya. The adjusted R square of 0.341 confirmed that online banking, ATMs, agency banking, and mobile money jointly explained 34.1 percent of the variation in organizational performance.

Table 3: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.181	4	3.545	21.923	.000b
	Residual	25.55	158	0.162		
	Total	39.731	162			

^a Dependent Variable: Organizational performance

^b Predictors: (Constant), Online banking, ATM, Agency Banking, Mobile Money

Table 3 reveal the results of p-value is 0.000. This implies that the regression model used in the study is statistically significant, as the p-value is below 0.05 at the 95% confidence level. The ANOVA findings demonstrate that regression model is statistically significant with an F statistics of 21.923 and a corresponding p-value of 0.000 ($p < 0.05$). This means that the set of predictors such as online banking, ATM, agency banking and mobile money jointly explain a significant proportion of the variation in the organizational performance.

Table 4: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.933	0.308		3.031	0.003
	Mobile Money	0.208	0.06	0.242	3.481	0.001
	Automated Teller Machine	0.192	0.054	0.238	3.572	0.000
	Agency Banking	0.220	0.062	0.244	3.525	0.001
	Online banking	0.138	0.052	0.192	2.654	0.009

^a Dependent Variable: Organizational performance

$$Y = 0.933 + 0.208X_1 + 0.192X_2 + 0.220X_3 - 0.138X_4 \dots \dots \dots \text{Equation 5}$$

Where: Y = Organizational performance
 β_0 = Constant
 X_1 = Mobile Money
 X_2 = Automated Teller Machine
 X_3 = Agency Banking
 X_4 = Online banking

This implies that the value of organizational performance would be identical to the intercept of the model. This value is statistically significant in the predicted equation given that it's computed probability value of 0.003 does not exceed the benchmark of 0.05. The multiple regression results indicate that all four digital transformation indicators—mobile banking ($\beta = 0.242$, $p = 0.001$), automated teller machines ($\beta = 0.238$, $p < 0.001$), agency banking ($\beta = 0.244$, $p = 0.001$), and online banking ($\beta = 0.192$, $p = 0.009$)—positively and significantly influence organizational performance of commercial banks in Kenya. These findings demonstrate that accessibility, convenience, and efficiency offered by digital channels collectively drive revenue growth, enhanced customer satisfaction, and operational efficiency. The statistical significance of all predictors confirms that digital transformation strategies are strong and necessary enablers for improved bank performance.

5.0 Conclusion

From the study objectives and the findings, the study concludes that mobile banking has a significant and positive influence performance of commercial banks in Kenya. Mobile banking enhances accessibility, efficiency and customer satisfaction thereby contributing meaningfully to organizational outcomes. Its adoption provides banks with a strategic tool to manage transactions more effectively, streamline operations and expand financial inclusion. Mobile banking is thus not just a service platform but a transformative strategy that supports competitiveness and sustainability in the sector. The findings affirm that leveraging mobile money strengthens revenue growth and enhance operational efficiency.

From the second objective of the study and findings, the researcher concludes that Automated Teller Machines (ATMs) have a positive and significant influence on the performance of commercial banks in Kenya, though their effect is comparatively weaker than Mobile Money.

ATMs remain an essential channel for providing customers with convenient and timely access to financial services, reducing branch congestion and improving service delivery efficiency. Despite recording the lowest correlation among the predictors, ATMs continue to play a dependable role in strengthening customer satisfaction and operational outcomes. Their contribution outlines the importance of maintaining and innovating ATM services such as part of digital transformation strategy.

From the third objective and the study results, it can be concluded that that agency banking is most significant determinant of organizational performance. The findings revealed that while its descriptive contribution was moderate, agency banking recorded the strongest correlation with firm performance among the predictors and emerged as the most influential factor in the regression model. This demonstrates that expanding agency networks significantly access to financial services. Agency banking therefore stands out as a transformative strategy that delivers the greatest improvement in organizational performance, making it a cornerstone of digital banking innovations in Kenya.

Moreover, the study concludes that online banking significantly predict the organizational performance of commercial banks in Kenya. Online platforms improve efficiency by allowing customers to transact at any time, lowering operational costs and reducing the need for physical interactions. This digital channel also support innovation in service delivery such as integration with mobile applications and personalized banking solutions. Organizations that strengthen their online banking systems benefit from enhanced competitiveness, as customer increasingly prefer digital interfaces.

The study concludes that digital transformation strategies are critical drivers of organizational performance in commercial banks in Kenya. The regression analysis confirmed that mobile banking, automated teller machines, agency banking, and online banking each have a significant and positive influence on performance outcomes. This implies that improvements in accessibility, convenience, and operational efficiency brought about by digital channels enhance customer satisfaction, expand the customer base, and promote revenue growth. Therefore, the adoption and continuous enhancement of digital banking platforms are essential for commercial banks to remain competitive, achieve sustainable performance, and meet evolving customer expectations in the digital era.

6.0 Recommendations

The study made recommendations on practice, policy and areas of further research based on the conclusion of the study.

Based on the findings, the study recommends that bank management should prioritize continuous investment and innovation in mobile banking platforms to maximize their positive impact on performance. Management should enhance system reliability, security, and user-friendliness to increase customer trust and adoption. Expanding mobile banking services to rural and underserved areas can boost financial inclusion while diversifying revenue streams.

Bank management should modernize and optimize ATM services to complement other digital channels. This includes upgrading machines to support advanced functions such as cardless withdrawals, utility payments, and biometric authentication, thereby improving convenience and security. Banks should also enhance ATM network coverage, particularly in areas with limited branch presence, to strengthen accessibility and customer trust.

The bank management should prioritize the expansion and strengthening of agency banking networks as a central pillar of their digital strategy. This can be realized by recruiting and training more agents in both rural and urban areas with necessary skills that will enable them deliver. Offering competitive incentives to agents and diversifying services beyond cash deposits and withdrawals to other products such as loan applications, utility payments and insurance products, these can maximize the potential of agents.

Commercial bank management should invest in continuous enhancement of online banking platforms to keep pace with shifting customer expectation and technological advancements. This involves developing intuitive interfaces, offering tailored digital services and ensuring smooth integration with mobile solutions. The bank should also prioritize cybersecurity framework to guarantee security on the money transactions from hacking and fraud. Strengthening digital customer support through tools such as live chats and automated responses can further enrich client experience.

Based on the findings, commercial banks in Kenya should continue investing in digital transformation initiatives to optimize operational performance and improve customer experience. Priority should be given to strengthening mobile banking, expanding ATM networks, enhancing agency banking coverage, and improving the security and efficiency of online banking platforms. Additionally, integrating emerging technologies such as AI and data analytics can further boost service delivery, competitiveness, and long-term performance.

7.0 Recommendations for Further Research

Future research should broaden the scope of digital transformation strategies by examining additional dimensions beyond mobile banking, ATMs, agency banking, and online banking. Areas such as artificial intelligence, blockchain, big data analytics, and cybersecurity could provide deeper insights into digital innovation in banking. Moreover, incorporating moderating variables like firm size, profitability, or regulatory environment would enrich understanding of how contextual factors influence the relationship between digital strategies and organizational performance, thereby offering more comprehensive and actionable findings.

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