

Effect of Corporate Wellbeing Practices On Employees' Performance among Commercial Banks in Kenya

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Abstract- The main aim of this project was to explore the effect of corporate wellbeing programmes on employees' performance among commercial banks in Kenya since corporate well being programmes used by commercial banks on employees have been an area of interest to researchers lately. However, the main concentration has been performance programmes such as motivation and training and development only. Little research has been done on corporate wellbeing programmes as a way of improving performance among commercial banks in Kenya. Organizations in Kenya are slowly adopting corporate wellbeing programmes though. In this research, the target population is 43 commercial banks in Kenya where Heads of HR were targeted. For inclusion purpose, Census sampling method was used to collect data as sampling method omitted important population. Research instrument were both structured and unstructured questionnaires as major data collection instruments and the researcher mainly used qualitative analysis techniques and descriptive methods to analyze data collected from the organization of study. Data was presented in tables and charts. The study found out that financial, intellectual, environmental, social and physical wellness programs improved employee's performance. Financial wellness programs to affect employee's performance. Intellectual wellness programs were indicated to enable employees improve their knowledge and skills which should make the more effective and efficient in the workplace. Most respondents indicated environmental wellness programs to affect employee's performance. Social wellness programs allows employees to interact with people from different cultures where they share ideas which may be beneficial to their workplace. Physical wellness programs are important to employees as they keep employees healthy, a healthy employee is an asset to the organization. The study recommended that banks should come up with long term investment advice to employees which will be beneficial in their retirement age. Intellectual wellness programs should enable employees be more creative by coming up with ways of solving problems encountered by the organization. Employees should be allowed to suggest the best environment which would make them work better. Social wellness programs should aim at improving the relationship between employees and how they should work together as a team. Physical wellness programs should aim at improving overall health of employee where a healthy employee should perform better in the organization.

Definition of Terms Used

Corporate Wellness- is any workplace health promotion activity or organizational policy designed to support healthy behavior in the workplace and to improve health outcomes (Perry, 2010).

Environmental Wellness- Environmental wellness is the ability to recognize employees own responsibility for the quality of the air, the water and the land that surrounds us (Anderson et al, 2010).

Financial Wellness- According to Aggarwal & Bhargava, (2009), it is the establishing and maintaining healthy spending and saving habits among employees.

Intellectual Wellness - Intellectual wellness is the ability to open minds to new ideas and experiences that can be applied to personal decisions, group interaction and community betterment (Ongore, 2011).

Physical Wellness- Physical Wellness is the ability to maintain a healthy quality of life that allows employees to get through daily activities without undue fatigue or physical stress (Ajzen & Icek, 2011).

I. INTRODUCTION

A 1.1 Background

According to Anderson, Quinn, Glanz, Ramirez, Kahwati, Johnson, Buchanan, Archer, Chattopadhyay, Kalra, & Katz (2010), the concept of well-being has been a historical development one. Well-being is as a result from the fulfillment of important needs of the individuals and realization of goals and plans set for one's life. Anderson et al., (2010) further argues that goal-orientated activity and commitment to tasks creates well-being. Compared to this, the history of well-being at work is short. The quality and productivity concept of working life has only recently been used, and includes, for example, learning and social activities (Aggarwal & Bhargava, 2009). The objective here is to produce a more sustainable and a holistic development process for workplaces which is more systematic and includes the idea of "doing together" (Ajzen & Icek, 2011).

Taylor & Don (2010) sees a wellness program as a way of promoting maintenance of good health rather than correction of poor health. Depending on structure and culture of the organization, wellness programs may include fitness programs, recreational opportunities, social activities, and programs that enhances intellectual and spiritual development. Workplace wellness programs significantly impacts on company bottom line, more particularly for the small businesses where the

employee well-being is seen to greatly affect overall productivity (Naydeck & Pearson, 2009).

Himmelstein, Thorne, Warren, & Woolhandler (2009) argues that by developing new and integrated concept of well-being at workplace from a viewpoint of the workplace can be particularly important, since many of the concepts have been recommended by experts from different fields, for example occupational health services, occupational safety, and organizational consultancy. Since they have been brought from outside of the companies, they have mostly remained fragmented and isolated actions which have no real link to daily activities of various workplaces (Marcolin & Abraham, 2012).

1.2 Summary of the Major Findings

On gender, majority of respondents who participated in the study were male. On age, most of the respondents who participated in the study were middle aged people. On education level, majority of the total responses had Masters Degree level of education. On working experience, majority of respondents had worked for a long period. Most respondents felt that bank wellness programs were weak and did not help employees realize their full potential. Most respondents indicated that bank wellness programs helps employees' improve productivity. Majority of respondents indicated that bank wellness programs lead to job satisfaction among employees. Majority of respondents felt that bank wellness programmes did not improve employee's effectiveness at work. Most respondents indicated that financial, intellectual, environmental, social and physical wellness programs improved employee's performance. Banks which has wellness programs has healthy, dedicated and motivated employees.

1.2.1 Effect of Employees Financial Wellness Programmes on Employees' Performance

Most respondents indicated financial wellness programs to affect employee's performance when the organization were able to put strategies in place to enable employees plan their financial future. The findings collaborates with Dowling et al., (2010) who found that employee financial wellness is the missing piece to maximizing the effectiveness of existing wellness programs and fully containing health care costs. Financial wellness programs like financial planning, investment planning and budget advice leads to job satisfaction, low turnover and productivity. Medical/healthcare planning programs were found to affect employee performance among employees. The findings collaborates with the study by Marcolin & Abraham (2012) who argued that financial challenges can lead to increased levels of stress and anxiety that are often carried with them to the workplace therefore medical/ healthcare planning is important in addressing the challenges. General budgeting advice to employees was found by most respondents to have little effect on employee performance which disagrees with Marcolin & Abraham (2012) who argued that financial challenges can lead to increased levels of stress and anxiety that are often carried with them to the workplace. Credit restoration/repair resources programmes was found to have little effect on employee performance. The findings disagrees with Garman et al., (2010) who argued that financial incentive motivates actions which otherwise might not occur without the monetary benefit this shows that credit

restoration/repair resources programmes were not effectively utilized. Most respondents felt that employee's privacy, security and fraud protection education did not affected employee performance since privacy, security and fraud protection education programs did not aim at protecting employees from losing money and how they could invest their money. the findings disagrees with Marcolin, & Abraham (2012) who argued that financial education forms the foundation of a financial wellness program which shows that financial education was not well conducted among commercial banks in Kenya. Most banks were indicated to offer investment advice in housing and stock markets. Budgeting advice was indicated by employees to enable employees plan their finances which enabled them meet their financial goals. Most respondents were of the opinion that banks should come up with long term investment advice to employees which will be beneficial in their retirement age. The findings have shown strong relationship between financial wellness and employee's performance. The findings will enable commercial banks take necessary steps to improve financial wellness of employees. Financial wellness programs that have little effect on employee's performance will be abolished and replaced with more effective ones.

1.2.2 Effect of Employees Intellectual Wellness Programmes on Employees' Performance

Majority of respondents indicated intellectual wellness programs to affect employee's performance when employees gained knowledge and skills which will help the solve work related challenges. The study findings agrees with with Perry (2010) who argued that intellectual wellbeing programs enables acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies which shows that intellectual wellness programs in commercial bank improve the way employees handle various challenges at workplace. Intellectual wellness programs like training opportunities, mental fitness, quiz bowl and trivial assignments leads to job satisfaction, low turnover and productivity among employees. Most respondents indicated employees' openness to new ideas to affect their performance when employees gained from exchange of ideas which would help employees overcome the workplace challenges. The study finding which agreed with Himmelstein et al., (2009) who argued that openness to new ideas improved employees intellectual ability which improved their performance Most respondents felt that searching for ways to use creativity affected employees performance when employees engaged in activities that would make the stimulate their minds and enable them to solve complex problems. The study findings agrees with Berry (2010) who argued that quiz bowls or trivia contests help to test employees' intellectual ability which shows that creativity programs employed by commercial banks were effective. Most respondents indicated that employees' search for lifelong learning opportunities and stimulating mental activities improved their performance when employees gained from knowledge and skills to improve their job related tasks. The study findings agrees with agrees with Osayameh (2011) who argued that the desire to learn new concepts, improve skills and seek challenges in pursuit of lifelong learning contributes to our intellectual wellness which helps improve performance which shows that lifelong learning

opportunities programs by commercial banks improved employees performance. Most respondents felt that employees' search for personal growth through learning of new skills helps improve their performance as they develop new ways of approaching work related issues. The study findings agrees with Osayameh (2011) who argued that provision of knowledge, skills and tools are necessary to make positive health and lifestyle choices; as well as the skills needed in order to change and support positive behavior which shows that personal growth programs employed by commercial banks improved employees performance. Most respondents felt that employee's openness to new ideas allowed exchange of ideas which are work related which enabled employees overcome challenges in their work place. Intellectual wellness programs were indicated by most respondents to enable employees improve their knowledge and skills which should make the more effective and efficient in the workplace. Most respondents were of the opinion that the banks should come up with programs aimed at identifying and developing employees with special talents. From the findings, there was a strong relationship between intellectual wellness and employee's performance. The findings will enable commercial banks take necessary steps to improve intellectual wellness of employees. Intellectual wellness programs that have little effect on employees performance will be abolished and replaced with more effective ones.

1.2.3 Effect of Employees Environmental Wellness Programmes on Employees' Performance

Environmental wellness programs was found to affect employees' performance when working environment determined how employees performed, the study collaborates with Lee (2009) who argued that elements of the organizational environment include leadership style, management practices, the way in which work is organized; employee autonomy and control, and social support which shows that commercial banks embraced environmental wellness programs. Environmental wellness programs like ergonomics education, fire safety, ventilated and lighted building assignments leads to job satisfaction, low turnover and productivity among employees. Most respondents indicated that fire safety initiatives to have little effected on employee's performance when the management lacked clear strategies on what should happen incase the fire occurs. The findings disagrees with Robert (2012) who argued that implementing strategies that encourage employees to engage in healthy behaviors will allow the organization to improve the overall health and productivity of the workforce which shows that fire safety initiatives had little effect on employees performance. Most respondents felt that ventilated and lighted building affected employee's performance when the air and light penetration in the building determined the health of employees which collaborates with Robert (2012) this program implements a combination of changes to the physical and social environment that aim to influence individual health behavior which shows that commercial banks had implemented ventilated and lighten building programs. Well ventilated and lighted building impacts positively on employee's performance as there are little cases of sickness. Most respondents indicated that ergonomic education to affect employees' performance when the education equipped employees with work related skills.

Fire safety programs made employees feel safe in their places of work which motivated them to work harder. Most respondents were of the opinion that employees should be allowed to suggest the best environment which would make them work better which collaborates with Levi, Segal & Kohn (2011) who argued that organizational policies that support employees wanting to make healthier lifestyle choices are important to creating effective worksite wellness programs which shows that commercial banks have been implementing ergonomic education. The findings have shown environmental wellness to play a major role in employee's performance. The findings will be of great significance to commercial banks since they will improve their working environments which will enable employees perform better. Environmental wellness programs that have little effect on employee's performance will be abolished and replaced with more effective ones.

1.2.3 Effect of Employees Social Wellness Programmes on Employees' Performance

Majority of respondents indicated that social wellness programs to affect employee's performance when employees gained social skills which are necessary in improving employee's teamwork performance which collaborates with Robert (2012) that the ability to establish and maintain positive co-workers contributes to our social wellness which influences teamwork performance which shows that commercial banks social wellness programs improves employees performance. Social wellness programs like leaves/vacations, team bulding, flexible work arrangements leads to job satisfaction, low turnover and productivity among employees. Most respondents indicated that flexible work arrangements to affect employees' performance when employees are given leaves and vacations to enable them relax their mind to enable them reflect on their goals which collaborates with Onger (2013) that flexible work may allow more freedom to organize their work to fit in with other parts of their life which shows that commercial banks in Kenya embraced flexible work arrangement programs. Most respondents indicated that regular team building programs affected employee's performance when employees engage in teamwork activities outside the place of work, team building activities improve teamwork performance in the organization which collaborates with Ongore (2011) that the overall goals of team building are to increase the teams understanding of team dynamics and improve how the team works together which shows that commercial banks in Kenya embraced team building programs. Most respondents felt that giving employees' time offs to be with their families and friends affected their performance when employees took time off from stressful work environment which collaborates with Osayameh (2011) that a leave of absence (LOA) should be a period of time that one must be away from his/her primary job which helps improve performance which shows that most commercial banks had time offs for their employees. Most respondents felt that exploration of diversity through interaction with people of other cultures, backgrounds and beliefs led to exchange of ideas in different work environments which improved employee's performance. Corporate social responsibilities is a way of giving back to the community which improves the organization image to its customers which disagrees with Rath & Harter (2010) that

diversity programs allows employees to explore issues related to problem solving, creativity, and learning as well as spending more time pursuing personal interests which shows that commercial banks did not embrace diversity programs which negatively affected employee's performance. Social wellness programs allows employees to interact with people from different cultures where they share ideas which may be beneficial to their workplace. From the findings, there is a strong relationship between social wellness and employee's performance. The findings will enable commercial banks take necessary steps to improve social wellness of employees. Social wellness programs that have little effect on employee's performance will be abolished and replaced with more effective ones.

1.2.4 Effect of Employees Physical Wellness Programmes on Employees' Performance

Most respondents felt that physical wellness programs to affect employees' performance when employees engaged in physical activities which are aimed at improving their health which shows that physical wellness programs greatly affected employees performance which collaborates with O'Donnell (2009) who indicated that physical wellness programs improves employees health which impacts on their performance at the workplace which shows that commercial banks embraced employees physical wellness programs which improved their performance. Physical wellness programs like exercise facilities, fitness programs and fitness fairs leads to job satisfaction, low turnover and productivity among employees which shows that physical health programs did not affect employees performance which disagrees with O'Donnell (2009) who indicated that physical health brings the benefits of looking good and feeling terrific most often lead to the psychological benefits of enhanced self-esteem, self-control, determination and a sense of direction which shows that physical health programs were not embraced in commercial banks. Most respondents felt that employees' knowledge of important health numbers like their cholesterol level, weight, blood pressure, blood sugar amongst others did not affect their performance since such medical tests were not regularly conducted. Most respondents felt that drug awareness and counseling for employees did not affected their performance when employees kept on aging on activities that negatively affected their performance which shows that drug awareness and counseling programs had little effect on employee performance which disagrees with Paddock & Catherine (2009) who argued that short-term changes in individual behavior and even improvements in productivity can occur as a result of awareness and counseling programs which shows that drug awareness and counseling programs were not embraced by commercial banks in Kenya. Most respondents felt that established physical exercise

routine did not affect employees' performance as most respondents were too busy to engage in physical exercise activities physical exercise programs affected employees performance which shows physical wellness programs greatly affect employees performance which collaborates with Miller & Harlem (2009) who indicated that worksite's fitness programmes are important for organization as it can lower employees' absenteeism and job turnover which shows that commercial banks in Kenya embraces physical exercise programs. The findings have shown strong relationship between physical wellness and employee's performance. The findings will enable commercial banks take necessary steps to improve physical wellness of employees. Physical wellness programs that have little effect on employees performance will be abolished.

II. CONCLUSIONS

Financial wellness programs affected employee's performance when the organization were able to put strategies in place to enable employees plan their financial future. A healthy employee is an asset to the organization, medical/ healthcare planning programs help employee's access medical services which reduces cases of illness. Intellectual wellness programs affected employee's performance when employees gained knowledge and skills which enables them overcome challenges that comes with their day today job. Environmental wellness programs affected employee's performance when they are satisfied with their working conditions. Employees need to feel safe in their places of work. Employees feel confident and motivated when they are working in safe environment.

Social wellness programs are aimed at ensuring the employees work together as a team in the organization therefore improving performance. Flexible work arrangements relieves the employee's stress that comes with the job. Regular team building programs encourages employees to work as a team to achieve the organization objectives. Giving employees' time offs to be with their families and friends enables employees to socialize which relieves them pressure from the job which may be helpful in improving performance in the organization.

Physical wellness programs are important to employees as they keep employees healthy, a healthy employee is an asset to the organization. Drug awareness and counseling for employees protects the employees from engaging in drugs or activities which negatively affects employee's performance. Stress negatively affects employee's performance. Counseling on stress management enables employees to focus on their job. Fitness programs in the organization protects employees from diseases.

APPENDICES

APPENDIX I: INTRODUCTION LETTER

Dear Respondent,

I am a student at the Jomo Kenyatta university of Agriculture and Technology pursuing masters of Science in Human Resources Management. I am working on a project, which is a requirement in the partial fulfillment for the degree of Masters of Science in Human Resources Management.

Below is a questionnaire: I would like you to either tick or fill in where appropriate. All data and information gathered is purely for academics purpose and will be treated with confidentiality.

I thank you in advance for your cooperation in this regard and may God bless you.

Yours Faithfully,

BEN BETT

APPENDIX II: QUESTIONNAIRE

This questionnaire seeks information on the effect of corporate wellbeing programmes on employees' performance among commercial banks in Kenya. All the information you give will be treated with confidentiality and used for academic purposes only and nothing else what so ever. Please take a few minutes to complete this questionnaire.

SECTION A: DEMOGRAPHIC INFORMATION

Name (Optional)

Please tick appropriately

Tick as appropriate

1. **Gender**

Male

Female

2. **Indicate age bracket:**

18-30 yrs

31-40 yrs

- 41-50 yrs
- Above 51 yrs

3. **Highest Education Level**

- Degree level
- Masters level
- PHD level

Any other please specify.....

4. **Working experience**

- Below 1 year
- 1-5years
- 6-10 years
- 11-20 years
- 21 and above

SECTION B: EMPLOYEE PERFORMANCE

5. Does your banks wellness programmes affect employees' performance?

- Yes (3)
- No (2)
- Don't Know (1)

6. Is it true that employees realize their full potential through bank wellness programs help?

- Yes (3)
- No (2)
- Don't Know (1)

7. If yes (6) above, how has wellness programs helped you realize full potential?

.....
.....

8. Bank wellness programs improve employees' productivity

- Yes (3)
- No (2)
- Don't Know (1)

9. If No (8) above, how can banks wellness programs improve employees' productivity?

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.....

10. Bank wellness programs lead to job satisfaction

- Yes (3)
- No (2)
- Don't Know (1)

11. Bank wellness programmes improve employees effectiveness at work

- Yes (3)
- No (2)
- Don't Know (1)

12. From your own opinion, what wellness programmes improve employee performance in your bank? (explain)

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.....
.....

13. From your own experience, how has bank wellness programmes improved productivity?

.....
.....
.....

SECTION C: FINANCIAL WELLNESS

14. Financial wellness program affect employees' performance

- Yes (3)
- No (2)
- Don't Know (1)

15. Medical/ healthcare planning programs affect employee performance

- Yes (3)
- No (2)
- Don't Know (1)

16. If Yes (15) above, how does medical/ healthcare planning programs affect employee performance?

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.....

17. What employees' investment planning programmes do you have? (explain)

.....
.....

18. Do you think general budgeting advice to employees affect employee performance?

- Yes (3)
- No (2)
- Don't Know (1)

19. If yes (18) above, how does general budgeting advice affect employees performance?

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.....

20. Does your credit restoration/repair resources programmes affect employee performance?

- a. Yes (3)
- b. No (2)
- c. Don't Know (1)

21. Employees privacy, security and fraud protection education affect employee performance.

- a. Yes (3)
- b. No (2)
- c. Don't Know (1)

22. If Yes (19) above, how has privacy, security and fraud protection education affected employees performance?

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.....

23. From your own opinion, how can financial wellness programmes improve employee's performance?

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24. From your own opinion, what are some of financial wellness programs do you think should be introduced?

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SECTION C: INTELLECTUAL WELLNESS

25. Does your intellectual wellness programs affect employees' performance?

- a. Yes (3)
- b. No (2)
- c. Don't Know(1)

26. Employees' openness to new ideas affects their performance

- a. Yes (3)
- b. No (2)
- c. Don't Know (1)

27. If Yes (25) above, how has employees' openness to new ideas affected their performance?

.....
.....

28. Employees' search for ways to use creativity affects their performance

- a. Yes (3)
- b. No (2)
- c. Don't Know (1)

29. If Yes (28) above how has employees' search for ways to use creativity affected their performance?

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.....
.....

30. Has employees' search for lifelong learning opportunities and stimulating mental activities improved their performance?

- a. Yes (3)
- b. No (2)
- c. Don't Know (1)

31. From your own opinion how has your educational incentives affected employees' performance? (Explain)

.....
.....

32. Employees' search for personal growth through learning of new skills helps improve their performance

- a. Yes (3)
- b. No (2)
- c. Don't Know (1)

33. From your own opinion, what intellectual wellness programs improve employee's performance? (Explain)

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.....

SECTION D: ENVIRONMENTAL WELLNESS

34. Environmental wellness programs affect employees' performance

- a. Yes (3)
- b. No (2)
- c. Don't Know (1)

35. Fire safety initiatives affect employee's performance

- a. Yes (3)
- b. No (2)
- c. Don't Know (1)

36. If yes (35) above, how has fire safety initiative affected employees performances?

.....
.....

37. Ventilated and lighted building affect employee's performance

- a. Yes (3)
- b. No (2)
- c. Don't Know (1)

38. If Yes (37) above, how has ventilated and lighted building affected employee's performance?

.....
.....

39. Ergonomic education affects employees' performance

- a. Yes (3)
- b. No (2)
- c. Don't Know (1)

40. From your own experience, what are environmental employees driven programs that are in the organization? (Explain)

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.....

41. From your opinion, how do environmental wellness programs affect employees' performance? (Explain)

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.....

SECTION E: SOCIAL WELLNESS

42. Does your social wellness programs affect employees' performance?

- a. Yes (3)
- b. No (2)
- c. Don't Know (1)

43. Flexible work arrangements affect employees' performance

- a. Yes (3)
- b. No (2)
- c. Don't Know (1)

44. If yes (43) above, how does flexible work arrangements affect employees' performance?

.....
.....

45. Regular team building programs affect employee's performance

- a. Yes(3)
- b. No(2)
- c. Don't Know (1)

46. If yes (45) above, how does regular team building programs affect employee's performance?

.....
.....

47. Giving employees' time offs to be with their families and friends affect their performance

- a. Yes(3)

- b. No (2)
- c. Don't Know (1)

48. How does employees' willingness to actively seek out ways to preserve the beauty and balance of nature and the community affects their performance?

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.....
.....

49. Employees' exploration of diversity through interaction with people of other cultures, backgrounds and beliefs affect their performance

- a. Yes(3)
- b. No (2)
- c. Don't Know (1)

50. From your experience, how do social wellness programs affect employees' performance? (Explain)

.....
.....

SECTION E: PHYSICAL WELLNESS

51. Physical wellness programs affect employees' performance

- a. Yes (3)
- b. No (2)
- c. Don't Know (1)

52. Employees' knowledge of important health numbers like their cholesterol level, weight, blood pressure, blood sugar amongst others affect their performance

- a. Yes (3)
- b. No (2)
- c. Don't Know (1)

53. If yes (52) above, how does employees' knowledge of important health numbers like their cholesterol level, weight, blood pressure, blood sugar amongst others affect employees' performance?

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.....
54. Drug awareness and counselling for employees affects their performance

- a. Yes (3)
- b. No (2)
- c. Don't Know (1)

55. Established physical exercise routine affects employees' performance?

- a. Yes (3)
- b. No (2)
- c. Don't Know (1)

56. If yes (55) above, how does established physical exercise routine affect performance?
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.....

57. Employees' annual physical examinations affect their performance

- a. Yes (3)
- b. No (2)
- c. Don't Know (1)

58. From your own opinion, how do your physical wellness programs affect employee's performance?
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APPENDIX III: LICENSED COMMERCIAL BANKS IN KENYA AS AT 31ST DECEMBER 2012

1. ABC Bank (Kenya)
2. Bank of Africa
3. Bank of Baroda
4. Bank of India
5. Barclays Bank
6. CFC Stanbic Bank
7. Chase Bank Kenya
8. Citibank
9. Commercial Bank of Africa
10. Consolidated Bank of Kenya
11. Cooperative Bank of Kenya
12. Credit Bank
13. Development Bank of Kenya
14. Diamond Trust Bank
15. Dubai Bank Kenya
16. Ecobank
17. Equatorial Commercial Bank
18. Equity Bank
19. Family Bank
20. Fidelity Commercial Bank Limited
21. GT Bank(formerly Fina Bank)
22. First Community Bank
23. Giro Commercial Bank
24. Guardian Bank
25. Gulf African Bank
26. Habib Bank
27. Habib Bank AG Zurich
28. Housing Finance Bank
29. I&M Bank

30. Imperial Bank Kenya
31. Jamii Bora Bank
32. Kenya Commercial Bank
33. K-Rep Bank
34. Middle East Bank Kenya
35. National Bank of Kenya
36. NIC Bank
37. Oriental Commercial Bank
38. Paramount Universal Bank
39. Prime Bank (Kenya)
40. Standard Chartered Kenya
41. Trans National Bank Kenya
42. United Bank for Africa
43. Victoria Commercial Bank

Source: Central Bank of Kenya (2013)

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