INFLUENCE OF ORGANIZATIONAL CHARACTERISTICS ON MANAGEMENT OF STRATEGIC CHANGE AT CHRISTIAN BLIND MISSION, KENYA

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES, UNIVERSITY OF NAIROBI

2022

DECLARATION AND APPROVAL

I, Bernard Prisca Ndinda, hereby declare that this MBA research project titled "**Influence of organizational characteristics on management of strategic change at Christian Blind Mission, Kenya**" is my original work and has not been submitted to any College/University or Institution for award of any Certificate, Diploma or Degree.

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D61/36606/2020

MBA PROGRAMME

SUPERVISOR'S APPROVAL

This research Project prepared by Bernard Prisca Ndinda titled "**Influence of organizational characteristics on management of strategic change at Christian Blind Mission, Kenya**" has been submitted for examination with my approval as the University Supervisor

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ACKNOWLEDGEMENT

I thank God for guiding me through this process and helping me accomplish this project. My sincere appreciation to my project supervisor, Prof. James Gathungu for his guidance, wisdom and sharing of knowledge and expertise throughout the preparation of this MBA research project. My appreciation also goes to my moderator, Prof. Evans Aosa for great knowledge input towards accomplishing this MBA research project. I wish to appreciate the CBM Kenya leadership for granting me the opportunity to conduct research in the organization. Finally, I wish to acknowledge all the classmates whom we walked together through this journey of academic and always motivated each other to do our best.

DEDICATION

This project is dedicated to my mother Esther Nyiva for her immense support and encouragement during my Masters Studies.

ABBREVIATIONS

ADKAR: Awareness, Desire, Knowledge, Ability and Reinforcement

CBM: Christian Blind Mission

FBO: Faith Based Organizations

NGO: Non-Governmental Organization

SME: Small and medium-sized enterprises

SMME: Small and medium manufacturing Enterprises

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ABSTRACT

The objective of this research was to establish the influence of organizational characteristics on management of strategic change at Christian Blind Mission, Kenya. The study sought to achieve one specific objective i.e., to establish the influence of organizational characteristics in management of strategic change at Christian Blind Mission. The study took a case study approach and primary data was collected using face to face and telephone virtual interviews. Interviews were conducted for Senior Management Team at CBM Kenya; who included: Country director, Regional Program Manager, Regional Finance Manager, Human Resource Manager, Communication and Brand Manager and Capacity Development and program quality Manager (Sub project change). Content analysis was used to analyze the data collected. The study established that organization characteristics which included firm ownership, leadership, academic qualifications, managerial experience, age of the firm and organizational structure have a significant influence on management of strategic change at CBM Kenya. Based on the findings, the study recommends documentation of change processes for future learnings and training of managers to enhance their experience. Finally; the study recommends that the structure of CBM Kenya may be reviewed in order to make it better and more responsive to efforts towards management of strategic change.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The creative and rapid changes in the modern business environment have significantly affected the predictability and stability of businesses. These changes are not only the source of fundamental alterations, but have also presented opportunities and threats to organizations in equal measure (MacCarthy, 2010). Many organizations are faced with numerous challenges as a result of changing business environment ranging from introduction of new technologies, government reforms, changing preferences of consumers and stiff competition. All this point towards the urgency of adopting change in organizations for survival (Sugarman, 2010).

For organizations to survive in the contemporary business environment, they must learn to quickly adopt to new changes. The characteristics of an organization have a vital part in the performance of an entity. Kitonyi et al., (2020) argue that the characteristics of an organization play a crucial role in determining how successful the organization becomes in its performance. Organizations undergo change from one stage to another in their lifetime and this process requires sound change management for success to be achieved (Sugarman, 2010). These practices depend on the characteristics of the organization which is the basis of this study. Organization characteristics have an influence on strategic change management by making the process effective or hindering the process. It is therefore important for a firm to take in to consideration firm characteristics during strategic change management.

This study was anchored on the ADKAR change management theory developed by Prosci (2006). The theory illustrates that individual organizations go through stages of change

management which include awareness, desire, knowledge, ability and reinforcement. In addition to the ADKAR change management theory, the study was also supported by two more theories which included the transformational leadership theory that was developed out of the efforts of several researchers such as Downton (1973), Burns (1978), and finally Bass (1990). It indicates that a leader who is transformational gains the admiration of followers and thus has ability to lure them towards appreciating change. The other theory that supports the study is the Eight Steps Change Theory developed by Kotter (1996). Kotter provides eight elaborate steps that organizations must go through during change management, and emphasizes the critical role played by stakeholders in shaping the change process.

Christian Blind Mission (CBM), is a Faith Based Organizations (FBOs) affiliated to the Christian religions. According to Raney and Raveloharimisy (2016); Christian faith-based organizations are founded to represent Christ in their various activities which include alleviation of all forms of suffering from humanity. He further argues that they have the power to influence especially through persuasive communication. They also perform a significant role of transforming the lives of people within the communities where they have presence and do not engage in any form of coercion or confrontation during their operations. CBM like other organizations faces the same turbulence in the environment and have to adopt change in order for them to achieve their objectives.

1.1.1 Organizational characteristics

Organizational characteristics are defined as those specific aspects of an organization that are identifiable and can be closely associated with its performance or the way it responds to

various issues (Leonidou et al., 2011). On the other hand; Roszkowska and Mele (2021) consider them as aspects that can be easily manipulated by the organization. Organizational characteristics have also been known as organizational factors universally. According to Zou and Stan (1998); firm level factors include factors that are managerial controllable or uncontrollable and internal to the firm. The uncontrollable factors are composed of firm characteristics, competencies and managerial characteristics (Harrison 2008). This categorization is founded on the degree of an organization's influence to a particular factor in the short run. Some organization characteristics can slow down the change process while others create an enabling environment for change to be implemented effectively. These characteristics impact how a firm handles various activities during change management. This study aims at establishing the influence of organization characteristics on management of strategic change in FBO's focusing on Christian Blind Mission. Among the very important characteristics of an organization that have influence on the firm's activities include firm's age, organization ownership type, employee qualifications and managerial experience (Kitonyi et al., 2020).

Other organizational characteristics that influence management of strategic change include the structure of the organization. According to Brazil (2007) there are different types of organization structures and they have a significant influence on management of strategic change. He further asserts that some structures may require centralized decision making while others may require decentralized decision making thus affecting how change management decisions are made. Leadership is equally very important in management of strategic change. According to Kirimi (2013) the top leadership of an entity assumes an essential part in mobilizing and coordinating efforts in order to succeed in management of

change. This study was focusing on these selected organizational characteristics to establish their influence on management of strategic change in CBM, Kenya.

1.1.2 Management of Strategic Change

Strategic change is defined as the process of sustainably altering human behaviour in an organization in a systematic and structured manner (Senior & Swailes, 2010). A similar definition was fronted by Davis and Holland (2012) who indicated that strategic change is a strategic nature program purposely meant to steer an organization towards a new path. Burnes (2010) considers management of strategic change as the tools and techniques adopted in managing of the people section of a firm in order to attain the desired outcomes. According to Burnes (2009) management of change is a process which involves adoption of systematic management efforts to deal with issues touching on change.

Management of strategic change is not a simple activity or process, but rather one that is complex. It begins by an organization conducting a careful analysis of the business environment in order to identify the changes that are prevalent for consideration (Rudani, 2011). Upon identification of a change aspect from the business environment, a strategy must be put in place in order to have it actualized by the organization. The last activity that needs to be carried out in the strategic change management process is to conduct continuous follow-up of the change process in order to ensure that all the planned activities run according to plan and expectation (Rudani, 2011). Therefore, according to Rudani management of strategic change involves four step process and each of the steps is very important and needs to be taken seriously.

A number of researchers have indicated that management of strategic change is a process that must be carefully carried out in order to achieve success. For instance, Ziemba and Oblak (2015) carried out research to determine the critical success factors that influenced the success of some two information systems projects. The results from their study concluded that there are twelve critical success factors that can lead to the success of management of strategic change. Among the critical success factors established by Ziemba and Oblak (2015) include: effective measurement of performance, efficient flow of information, reliable and effective communication, inclusiveness in the change process, employee satisfaction, training of staff, readiness to handle change by the organization, proper planning, managerial activity, support from top management, having a common change vision as well as recognition of change.

1.1.3 Christian Blind Mission

Christian Blind Mission is a Faith Based Organization (FBO) which has operations in three regions globally. These regions include Asia and the Americas, Africa East and South as well as Africa West and Central. CBM was founded on the objective of changing the lives of people, especially those who are disabled and living in very poor countries around the world. CBM focuses on poverty reduction since it is considered both as the root cause and a consequence of disability and thus desires to create an all-inclusive society (CBM, 2022).

Over 100 years of its existence, the organization has implemented several projects in different countries around the world. In order to realize its vision of a world that accommodates everyone and gives opportunity to people living with disabilities to exercise their rights and pursue their dreams, the organization has developed its federation wide

strategy 2023. In past years, the organization has also been involved in implementation of various strategies. In Africa, CBM is focusing on implementation of sustainable development goals and a strategy has been put in place to assist achieve this (CBM, 2022).

CBM is deeply involved in change management, depending on the needs of the countries and communities the organization serves. Since the organization has been implementing various change initiatives, it will be necessary to evaluate which organization characteristics have been very critical in the success of its management of strategic change.

1.2 Research Problem

Contemporary organizations face a myriad of challenges and a largely dynamic and turbulent business environment compared to other years. Burnes (2009) argues that present day entities operate in an environment with rapid advancements in technology, global exploding population, workforce diversity and shifting work attitudes. The internal environment comprises of organizational characteristics and firm resources which are very key in success of strategy implementation and overall performance of a firm. Strategic change involves a long-term plan of moving an organization from one state to another which is often guided by organization's vision. Mintberg (1983) observes that strategic change can be discontinuous and non uniform process. Organizations experience periods of stability whereas in other periods organizations will experience periods of instability due to the dynamic nature of business environment. According to Johnson and Scholes (2005); change management involves changing human behavior in an organized and structured way in order to attain sustainable change.

However, for organizations to be successful in this environment, successful management of strategic change becomes paramount. Organizational characteristics such as age of the company, the skill and experience of management, structure (Kitonyi et al., 2020) and others play a central role in achieving this objective. Organizations such as the Christian Blind Mission (CBM) have operations in different countries around the world. Being non-profit making entities, they have significant differences in their organizational characteristics compared to other organizations in the public and private sector. In the recent past many organizations have also been faced by unstable environments as a result of different forces in both external and internal environments. Some of these forces are as a result of tough economic cycles leading to donor withdrawals, climatic change, peace initiatives leading to donor and organization's shift in priorities, government rules and regulations. CBM operates in different countries within the world and has been affected by some of these factors in its operations. This research seeks to establish the influence of organizational characteristics on management of strategic change in CBM Kenya.

There is evidence of research activity on strategic change management by different researchers. One such research was carried out by Pounasir (2013) focusing on key success factors of strategic management implementation in SMEs in Iran. The research findings revealed that human resources, employee involvement and commitment, organizational structure and environmental factors among others influence strategic management. The study did not exhaust all the factors that influence strategic change management. In Kenya; Odero and Muendo (2017) conducted research on factors affecting strategic change management in the public sector. The research findings established that top leadership, communication, stakeholder and government bureaucracy significantly affected change

management. However, the study did not include private sector and faith-based organizations. In addition; Kiarie, (2012) carried out a study on critical success factors of change management in NGOs in Nairobi, Kenya. The study revealed that success was due to better governance and leadership, good networks, involving stakeholders, communication, technical abilities and finances. However, the study was only concerned on critical success factors and not organizational characteristics which may have influence on management of strategic change. Finally; Farah (2018) conducted a study on factors influencing change management in organizations: a case study of World food programme, Kenya; the key findings for the study were that there exists a significant relationship between leadership, culture and employee attitude and change management. This research focused on one international agency of United Nations.

It is evident that a lot of research has been conducted on management of strategic change. However, much of the work focuses on public and private sectors. The available studies on nonprofit sectors also have not focused on Faith based organizations. Most of these studies have focused on their research as factors and not organization characteristics. There is limited known research on influence of organizational characteristics on management of strategic change especially on FBOs with international presence such as the Christian Blind Mission. Despite the fact that Christian Blind Mission has been involved in management of strategic change, no study has been conducted to establish the influence of organizational characteristics in strategic change management in the organization. This is a research gap that requires to be filled. In order to fill the gap, this study seeks to answer the following question: What is the influence of organizational characteristics in management of strategic change at Christian Blind Mission Kenya?

1.3 Research Objectives

The study seeks to achieve the following objective:

i. To establish the influence of organizational characteristics in management of strategic change at Christian Blind Mission.

1.4 Value of the study

Research on management of strategic change at CBM Kenya has not been conducted and there is need to build a body of knowledge in this area. The results from this study will make invaluable contribution to management of strategic change theory. This research will therefore be of much help to future researchers who will be interested in conducting research on topics similar to that of the current study. It will provide valuable literature that will form the basis of future research on management of strategic change at CBM.

Findings from this research will make valuable contribution to practice and industry. First, the study will provide valuable knowledge to CBM and other similar organizations on matters relating to management of strategic change. The organizations will achieve better insights on organizational characteristics that influence management of strategic change.

The findings of the study will also be beneficial in guiding policy makers in policy development at CBM. The results from this study will provide policy makers with a more enhanced view of management of strategic change challenges thus giving them an opportunity to develop policies that will ensure success in management of strategic change in their organizations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a theoretical and empirical review of literature on the influence of organizational characteristics on management of strategic change. The main objective of this chapter is to examine what other researchers have done in the past concerning the topic under investigation. Among the key issues reviewed in this chapter include the theories that support the concept of change management, empirical review and research gaps.

2.2 Theoretical Foundation of the study

This section explains the theories underpinning study. The study is anchored on ADKAR change management theory supported by the transformational leadership and Kotter's eight steps change theories. Each of these theories have been discussed in detail in this section.

2.2.1 ADKAR Change Management Theory

This theory was formulated by Prosci (2006) with the aim of unveiling a process centered approach towards change implementation in organizations. The model provides a very simple framework which is action oriented to enable organizations take control of the change process.

According to Prosci (2006), individual organizations go through stages of change management which include awareness, desire, knowledge, ability and reinforcement. Gratiela (2014) in explaining the stages of the ADKAR change management model indicates that the awareness stage involves a deliberate attempt to understand why change is necessary in an organization and provides the reasons and thinking associated with the

desired change. The second stage involves creating the desire in each and every individual in the organization to participate in change. The knowledge stage provides the necessary information about change and prepares the people involved to participate through formal training and other methods of education. The ability stage is more of a practical endeavor to implement the change and support of individuals is very important. The last stage of reinforcement involves putting measures in place to ensure that the change lasts without people reverting to the old way of doing things (Gratiela, 2014).

According to Hiatt (2006) all the five steps of the ADKAR change management model are to be viewed as actions. He further argues that these steps are sequential in nature and implementation hence proceeding to the next action before conclusively exhausting the previous one leads to failure in management of change. Achievement of success in subsequent steps depends entirely on the degree with which issues in the preceding stage were addressed (Hiatt, 2006).

This model is very crucial in this study since it explains and illustrates the important sequential stages that must be followed in management of strategic change. Any organization including Christian Blind Mission needs to be aware of these stages during change management. The theory also provides an insight on the reasons why some organizations may be successful in managing change whereas others may not succeed.

2.2.2 Transformational Leadership Theory

This theory was formulated by Bass (1990) after works of many researchers who carried out studies at different times. The first among the recognized researchers was Downton (1973) who is credited with effort to coin the term transformational leadership. Five years later

Burns (1978), a leadership expert and biographer recognized the term transformational leadership in his writings. Burns (1978) further indicated that the strength of the vision and leader's personality were paramount in encouraging those being led to follow. Nevertheless, the theory as known and used in modern times is largely the brain child of Bass (1990) and over time it has been considered as his theory.

According to Bass (1990) transformational leadership makes followers to trust, admire, be loyal and respect the leader. There are four important components that are key to the success of transformational leadership (Bass, 1990). The first component is idealized influence which is founded on charismatic leadership. Leaders who have charisma communicate with simplicity and clarity. They appreciate members for good results and take responsibility for any wrongs. Followers admire them and would like to emulate them. The second is inspirational motivation which involves the ability to positively motivate members of the team to commit to the shared vision. The third component is intellectual stimulation which encourages the views of other members. It promotes creativity among members of the team. The last component is individual consideration which revolves around the understanding of the leaders with regard to desires, motivations and needs of individual members of the team (Bass, 1990).

The transformational leadership theory is very important in supporting the current study since change management in any organization touches on the leadership of the organization. Leaders are the ones who introduce and steer the implementation process. Understanding of transformational leadership is therefore essential in providing valuable knowledge to the current study.

2.2.3 Kotter's Eight Steps Change model

This eight-step change model was formulated by Kotter (1996). He developed the theory after conducting research on 100 organizations that were engaged in change process at that time.

According to Kotter (1996) for an organization to be successful in management of strategic change, there is need to go through eight important steps. The first step involves increasing or creating a sense of urgency for change through scanning the environment for opportunities and threats for the future and ensuring involvement of all the stakeholders. Second among the steps of this model revolves around establishing strong authoritative partnerships, number three step involves coming up with corporate vision and strategy, step number four is cascading the vision to stakeholders, fifth stage entails identification and removal of possible hindrances, sixth making short-term wins, seventh stage is merging of the wins achieved and making the change part of the culture of the organization (Kotter, 1996).

Kotter's model of management of strategic change is very important since it emphasizes on the involvement of stakeholders. However, Rose (2002) asserts that the process suggested by Kotter is long and may end up consuming a significant portion of an organization's time and other resources. The significance of this theory to the current study is that, it underscores the significance of stakeholder involvement in the change management process.

2.3 Organizational Characteristics and Strategic Change

Organizational characteristics play an essential role in management of change in any organization. For instance, Korbi (2015) in their study on leadership and strategic change

established that leaders are the ones who serve as agents of change in any organization. It was revealed that there is a direct association between leadership and management of strategic change. Korbi (2015) further indicated that effective leadership led to success in strategic change management.

Mbaruk (2013) also asserts that there is a positive link between organizational characteristics and management of strategic change. In his study on ownership and strategic change, it was established that organizations that undergo strategic ownership change are able to make several internal changes that lead to successful strategic change management. He further argues that type of ownership prevailing in a particular organization will determine whether the organization succeeds in strategic change management or not.

Organizational characteristics have further been supported as key determinants of success in management of strategic change. Okello and Ngala (2019) while looking at managerial experience and characteristics concluded that an experienced management has the ability to make better and informed decisions. They further indicate that when management of the organization are knowledgeable and experienced, they have the ability to resolve any conflicts that may arise during management of strategic change.

The other organization characteristic that may impact on strategic change is employee qualifications and educational background. Maboko (2012) supported this position when conducting research on strategic change and employee performance where she revealed that employees with appropriate qualifications have the potential of performing better during management of strategic change. She further asserts that an organization can improve the quality of its employees by engaging in training and workshops as well as engaging in other

employee development programs which have the potential of improving the qualifications and knowledge. Maboko (2012) concludes that employee qualifications have a direct or positive relationship with management of strategic change. Change is continuous and rapid and as a result not influenced by organization characteristics only. Other internal aspects and resources such as financial capability, clear vision, labour resources, processes and people resistance to change may also affect on how change is successful or not.

There are other characteristics that also influence strategic change management. In a study conducted by Kitonyi et al., (2020) characteristics such as the age of an organization, the organizational structure adopted by an organization as well as the ownership of an organization may have an influence on the performance of an organization in various activities.

2.4 Empirical Studies and Research Gaps

A number of studies related to organizational characteristics influencing management of strategic change have been conducted in various countries and industries around the globe. The findings from these studies seem to be diverse with some findings exhibiting some degree of similarity. This section presents a summary of some selected studies indicating the purpose for which they were conducted, the place, methodology and key findings from the studies.

Pounasir (2013) conducted research on key success factors of strategic management implementation in SMEs in Iran. The objective of the research was to examine key success factors (KSFs) of implementing strategic change. A mixed methods approach was employed in conducting the study. The targeted population in the study were SMEs in Iran where a

sample of 112 SMEs were sampled as respondents in the study. Data collection was done through interviews and questionnaires. The research findings revealed that human resources, employee involvement and commitment, organizational structure and environment among other factors influence strategic management implementation.

Muendo and Odera (2017) conducted a study on factors affecting strategic change management in the public sector. The study was a case study of the Kenyan Energy sector focusing on the Ministry of Energy and Petroleum. The research objective was to investigate impact of three factors namely: top leadership support, communication, and organization culture and stakeholder involvement on strategic change management. Secondary data was collected from the ministry and descriptive statistics were used to analyze the data collected. The study established that all the four factors under investigation, i.e. Top leadership, communication, stakeholder and government bureaucracy significantly affected change management in the public sector.

Kiarie (2012) also conducted a study on the critical success factors of change management in NGOs in Nairobi, Kenya. The purpose of the study was to identify the key factors NGOs should focus on when going through change management. The study took the form of a survey of NGOs in Nairobi where data was gathered through questionnaires. The data collected was processed using descriptive statistics. The research results revealed that all the surveyed NGOs had successfully gone through change management at some point in time and their success was attributed to number of factors key among them being governance, leadership, stakeholder inclusion among others.

Kitonyi et al., (2020) also carried out a study on organizational characteristics, firm resources and export performance of SMMEs in Nairobi City County, Kenya. The study was a descriptive survey with a target population of 853 firms. A sample of 265 firms was selected and data was collected from the respondents through the use of questionnaires. The study revealed that organizational characteristics have a significant moderating effect on the relationship between export performance and firm resources.

The empirical literature provides evidence of research on change management However, some studies focused on the commercial sector such as Pounasir (2013), others focused on the public sector such as Muendo and Odera (2017) whereas another focused on the NGOs in Nairobi leaving out INGOs. This is the research gap that requires to be filled by the current study by focusing on INGOs and specifically the case of Christian Blind Mission as a Faith Based Organization. Table 2.1 below is a summary of empirical studies and research gaps.

Table 2.1: Summary of Empirical Studies and Research Gaps

Study	Methodology	Key Findings	Research Gaps	Focus of current Study
Key success factors of strategic management implementation in SMEs in Iran (Pounasir ,2013)	Descriptive research	Human resources, employee involvement and commitment, organizational structure and environmental among others influence strategic management	Study never exhausted all the important factors that influence strategic change management	Current study focuses on six organizational characteristics
Factors affecting strategic change management in the public sector (Muendo and Odera , 2017)	Case Study	Top leadership, communication, stakeholder and government bureaucracy significantly affected change management	Study did not include private sector and faith-based organizations	This study focuses on faith-based organizations case of CBM

Critical success factors of change management in NGOs in Nairobi, Kenya (Kiarie, 2012)	Descriptive research	Success was attributed to a variety of factors key among them governance, networking among others	Study was concerned with CSFs and not organizational characteristics	This study focuses on organizational characteristics influencing and not CSFs
Factors influencing change management in organizations: a case study of world food programme – Kenya (Farah, 2018)	Descriptive research	There exists a significant relationship between leadership, culture and employee attitude and change management	Study focused on one International Agency of UN	This study focuses on one faith-based organization CBM
The joint influence of firm resources and organizational characteristics on export performance of small and medium manufacturing enterprises in Nairobi County, Kenya (Kitonyi et al., 2020)	Descriptive research	Firm resources and organizational characteristics jointly influence export performance of SME in manufacturing	Study focused on SME in manufacturing sector within Nairobi County only	This study focuses on CBM as a Faith Based organization

Source: Researcher, 2022

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that was adopted in investigating the influence of organizational characteristics on management of strategic change at CBM Kenya. The chapter explains the research design the researcher adopted, the target population for this, the tools the researcher used during the field study, the techniques used in data analysis and how findings were presented.

3.2 Research Design

A case study research design was considered to be the most appropriate for this research. Its suitability is based on the understanding that the design is beneficial in conducting an in-depth investigation of real-life empirical events (Schell, 1992). Schell further asserts that case studies are very important in studying contemporary phenomena in their real-life environment especially where the boundaries between phenomena is not clearly evident and multiple sources of evidence are used. The research design was therefore important in explaining issues related to the influence of organizational characteristics in strategic change management at the Christian Blind Mission Kenya.

3.3 Data Collection

The data used in this study was primary and was collected using an interview guide which was divided into five distinct parts. Section A contained questions on influence of firm ownership on management of strategic change; Section B carried questions on influence of leadership on management of strategic change and Section C carried questions on influence of employee qualifications on management of strategic change. Section D contained

questions on influence of age of the firm on management of strategic change, Section E contained questions on influence of managerial experience on management of strategic change and section F contained questions on the influence of organization structure on management of strategic change. The respondents included: Regional Director, the Regional Program Manager, Regional Finance Manager, Country Director, Human Resource Manager, Communication and Brand Manager and Capacity Development and program quality Manager (Sub project change).

Table 3.1: Operationalization of Variables

Variable	Indicators	Data collection tool	Data Analysis
Organizational characteristics	Firm ownership Leadership Employee qualifications Managerial experience Age of the firm Organization structure	Interview guide	Content analysis
Management of strategic change	Success in implementation of strategic change Efficiency and effectiveness implementation of strategic change	Interview guide	Content analysis

Source: Researcher, 2022

3.4 Data Analysis

Once the data collection exercise was complete, cleaning and sorting of the data was necessary in order to ascertain whether it was complete and consistent. Thereafter coding of the data was carried out to ensure that it is separated into various themes and sub themes. This being a qualitative study, the data collected was analyzed using content analysis. Conclusions and recommendations were based on the interpretation of the analyzed data.

CHAPTER FOUR: DATA ANALYSIS,RESULTS AND DISCUSSION

4.1 Introduction

The chapter presents data analysis, results and discussion of the findings based on the objective of this study. The study sought to achieve one specific objective i.e., to establish the influence of organizational characteristics in management of strategic change at Christian Blind Mission, Kenya. The organizations characteristics considered for this study included firm ownership, firm's age, Managerial experience, employee qualifications, leadership and organization structure. Primary data was collected through interviews, responses and discussions are presented in the subsequent sections.

4.2 Background Information

The study targeted seven interviewees. However, the researcher managed to successfully conduct six interviews. The interviewees included top leadership and management of CBM, Kenya who are key when it comes to management of strategic change in the organization. Majority of the interviewees had worked for the organization for more than five years and had previously worked for other international organizations.

4.3 Organizational characteristics

The study sought to establish the influence of organizational characteristics on management of strategic change. This was based on the effect organizational characteristics have on management of strategic change. The analysis was based on the following organizational characteristics; Firm ownership, organizational leadership, employee qualifications, firm's age, managerial experience and organization structure.

4.3.1 Influence of Firm Ownership on Management of Strategic Change

The study sought to establish how firm ownership influenced management of strategic change at the Christian Blind Mission Kenya. Findings from the research revealed that CBM was founded in the year 1908 by a Lutheran Pastor by the name Jacob Christoffel. He was a pastor of German descent born in 1876 and passed on in 1955. Pastor Jacob founded the organization during his mission in Turkey. The main motivation behind the establishment of the organization was the need to assist the poor, disabled and orphans who lived in the streets that he met during his mission.

The study established that till the year 2021, the CBM was governed by a Federation and Supervisory Assembly which composed of different member associations. Towards the end of the year 2021, there were some strategic changes and the CBM governship is now composed of Federation with one member association (CBM Germany) and Supervisory Assembly/Board. Most of the interviewees agreed that strategic change management at CBM is therefore an activity that is accorded a top-down approach since it must reflect the vision and mission of the global body. The supervisory Assembly which in this case may be considered as the owners of the organization play a very significant role in providing the organization with strategic direction.

The study further established that there are significant differences between CBM and other secular organizations with regard to success in strategic change management. The first difference as indicated by one of the interviewees was the fact that CBM is an organization that is based on Christian values hence stewardship is very central to all its activities. This view was also echoed by other interviewees. The concept of stewardship has propelled the organization to higher levels of success in strategic change management compared to

secular ones. The other difference in success of strategic change management between CBM and other secular organizations as revealed by the study, is based on the fact that the motivation is totally different. CBM is motivated by the need to alleviate suffering to humanity hence the level of commitment towards management of strategic change is very high. This makes CBM utilize its resources well during management of strategic change in order to achieve its primary objective.

According to one of the interviewees, the other difference between CBM and other secular organizations regarding success in management of strategic change is the focus on long term partnerships. The interviewee mentioned that CBM believes that for any successful change to be realized, there must be long term partnerships and not short-term initiatives that end after a very short time. Another interviewee further revealed that CBM focuses mainly on people and not numbers and this has contributed significantly to its success in management of strategic change.

Concerning the difference between locally owned and foreign owned organizations in management of strategic change, several responses were obtained. According to one of the interviewees, unlike most locally owned organizations that are limited to the context and management composition from the country only, CBM Kenya is affiliated to the parent organization that is registered in Germany. The interviewee further stated that all country offices must have operating plans that are aligned with the global strategic plan of the parent company. The results further revealed that the board of CBM at the country level has great diversity in terms of nationality and this contributes a lot towards better decisions in management of strategic change. These sentiments were also shared by other interviewees

who stated that the global nature of CBM is an advantage since global standards and practices are adopted in management of strategic change.

It was further revealed that in terms of financial resources, local organizations are constrained since they are limited to what is available locally but CBM has partnerships with other organizations and individuals globally making it possible to access greater funding.

4.3.2 Influence of Organizational Leadership on Management of Strategic Change

The researcher wanted to find out the influence of organizational leadership on management of strategic change at CBM Kenya. On the style of leadership prevalent at CBM, all the six interviewees were in agreement that there is a hybrid style of leadership in the organization. One of the interviewees emphasized that the leadership of CBM even at the highest level provide freedom to employees to offer their best. It is therefore considered as leadership that is highly democratic and allowing people to perpetuate their ideas.

Concerning the influence of leadership style on the level of communication during management of strategic change, the study results revealed that CBM encourages open and clear communication among its stakeholders. One of the interviewees admitted that CBM has in place different forums through which various issues can be communicated and views concerning various issues shared by the key stakeholders. In addition, another interviewee also echoed these sentiments by stating that a bottom-up approach of communicating issues is normally encouraged and practiced at CBM since it assists in understanding what is required. One of the interviewee stated that *"the management conducts monthly webinars in order to share information with the other employees concerning any issues"*.

Concerning the role of the leadership on management of strategic change, the study established that the leaders play a significant role during strategic change. One of the interviewees stated that *"the leaders provide the resources required during management of strategic change."* On the other hand, it was also established that the leadership provides the guidance required during management of strategic change in order to provide direction to the entire organization.

On the issue of how leadership ensures success during management of strategic change, it was revealed that the leadership ensures that all employees are on board without leaving anyone behind. One interviewee stated that *"leaders organize for exchange fora where people make presentations from different geographies and people learn from each other and organizes series of trainings depending on the needs of the organization; sources trainers on various aspects of change."* The study findings also revealed that the leaders assist in the success of strategic change management by leading in providing various measures that are important during management of strategic change.

4.3.3 Influence of employee qualifications on management of strategic change

The researcher sought to find out the level of academic qualifications of CBM employees in the Kenya office, it was established that all employees possessed the minimum academic qualification depending on their role with majority of the employees holding an undergraduate degree among other qualifications. It was further evident from the research findings that most of the employees working for CBM at the Kenya office have attained professional qualifications in their relevant disciplines such as human resources, procurement, accounting and others. These sentiments were echoed by majority of the interviewees who took part in the study.

The interviewees were asked to explain whether there was any difference among employees and their academic qualifications and how they perform during management of strategic change. The findings revealed that the academic qualifications did not directly dictate how an employee performs during management of strategic change. This position was held by most of the interviewees. However, it was established that the academic qualifications of the employee coupled with experience and other soft skills had a significant impact on performance during management of strategic change. One of the interviewees noted "*academics shape your thoughts towards a certain direction; it places them in a position to conceptualize*".

On the question concerning the ways employee academic qualifications influence management of strategic change at CBM, it was revealed that the academic qualifications of the employee impacted directly on how the employee understood the entire process and what is supposed to be carried out. One interviewee mentioned that an employee with *"higher faculties"* would easily comprehend what is required during management of strategic change and can even *"add value to the change process.*" It was further established that the academic qualifications of an employee also dictated on how much the employee *"can learn, grow and improve"* during the strategic change management process. Most of the interviewees noted that academic qualifications plus other added skills would play a major role in management of strategic change.

4.3.4 Influence of firm's Age on Management of Strategic Change

The study sought to establish the influence of a firm's age on management of strategic change at CBM, Kenya. The research findings revealed that the organization has been in existence for over a century since it was founded. One interviewee stated specifically that

"we are now one hundred and fourteen years old" as an organization. It was noted that CBM began its operations in Kenya in the year 1969 through partnerships with similar organizations with the aim of supporting the most vulnerable through disability inclusive development. It was therefore evident that CBM is a fairly old organization that has been in existence for a reasonable duration of time and undergone through various change management initiatives.

The interviewees were asked to explain how the age of CBM could be reflected in the success of management of strategic change. It was evident from the research findings that CBM is an organization that has evolved several times since the first time it was started in 1908. One interviewee indicated that *"there are a number of organizations that have developed out of CBM"* an indication that CBM has been going through change successfully for the many years it has been in existence. Another interviewee also indicated that the age of CBM has played a big role in its success since over the years the organization has managed to accumulate important statistics on all activities that have been carried out and this serves as a reference point for new initiatives. The interviewee further indicated that age has been vital in *"growth of processes"* and many other aspects.

On the issue of whether there was a difference between the young and old firms such as CBM in management of strategic change, the findings reveal that there are indeed significant differences. One of the interviewees indicated that young firms are usually *"risk averse"* and may not be willing change. The interviewee further indicated that old organizations are "*seasoned and have passed through many change processes*" hence have the ability to handle change better. It also emerged from the research findings that old organizations can easily adapt to change and come out successfully while for small

organizations change may *"spell doom".* The study further established that old organizations have an advantage in terms of putting together resources required during change since they can easily convince the donors as opposed to young organizations where donors are likely to have reservations in putting their resources into them. However, one of the interviewee had divergent views on this issue and stated that the age really has no significant influence what matters is the leadership.

Concerning how the age of CBM influenced management of strategic change, all interviewees were in agreement that the fact that CBM has been in existnce for a long period of time is very important in shaping its management of strategic change. One of the interviewees stated that *"there has been a lot of learning over the years"* from various activities that inform current and future change initiatives made by CBM.

4.3.5 Influence of Managerial Experience on Management of Strategic Change

The study further sought to establish the influence of managerial experience on management of strategic change at CBM, Kenya. On the question concerning the tenure of the interviewees at CBM Kenya, it was established that majority of the interviewees had worked with the organization for a duration of more than five years. This duration was adequate enough for the interviewees to have gained a better understanding of the organization. However, apart from the tenure at CBM Kenya, it was established that all the interviewees had a wealth of experience gained from other organizations they worked for before joining CBM. One of the interviewees stated that *"prior experience before joining CBM is also very instrumental in the change management process."*

On the question concerning how the experience gained by the manager's influences management of strategic change, it was established that majority of the managers agreed that their managerial experience has been very significant in management of strategic change. One of the interviewees stated that when a manager has many years of experience, he/she is seasoned and has the ability to confront risk. This implies that *"you do not see risk as a threat but an opportunity."* The study revealed that experienced managers are more daring and have the courage to try new ideas unlike managers who have no prior experience with change hence have no confidence in what they do. Most interviewees agreed managerial experience gives one the ability to apply various tactics in management of strategic change.

Concerning the level of enthusiasm among managers of many years of experience and those of few years in management of strategic change, the results revealed that majority of the managers with many years of experience are more enthusiastic about change compared to the ones with few years since they tend to be "risk averse" as stated by one interviewee. It was further evident from the research findings that more experienced managers were more enthusiastic about change because they can easily be able to predict outcomes with a high level of accuracy hence change management is an enjoyable activity for them to be involved in.

The question on how managerial experience influences management of strategic change at CBM, its was established that strategic change management is an undertaking that requires very active participation and leadership from the management. Majority of the interviewees agreed that *"clarity of purpose during change management was very important"* and this is normally easy for managers who have experience. It was also revealed that experience of

the managers has made it possible to come up with a very clear and elaborate strategic change management process that informs change management activities in the organization. The study further established that the success in strategic change management is attributed to experienced management who are focused towards a common vision.

4.3.6 Influence of Organization Structure on Management of Strategic Change

The study finally sought to establish the influence of organization structure on management of strategic change. On the organization structure adopted by CBM, four interviewees revealed that the organization structure initially used to be a centralized one whereby all decisions had to be made by the parent organization based in Germany. However, as stated by one of these interviewees "*in the recent past there have been deliberate attempts to decentralize to regional and country offices*. The regional and country offices now have various decisions they have been given authority to make.

Concerning the influence of organization structure in decision making, the study results revealed that the decentralized organization structure currently adopted by CBM makes it possible to make quick and appropriate decisions *"closer to the point of impact"* as mentioned by one of the interviewees. Most of the interviewees indicated that unlike in the past, decision making is now highly devolved in CBM since the Country directors have *"power of attorney"* to make decisions on behalf of the organization at the country level. The research findings further revealed that the decentralized organization structure makes it possible for the organization to make more relevant decisions that address the needs of the communities where it operates.

Lastly, on the influence of the organization structure on management of strategic change, it was established that the organization structure as it is now, facilitates to some extent successful implementation of strategic change. However, the structure seems slightly slow in terms implementation of strategic change. One interviewee recommended for the review of the organization's structure in order to ascertain how best it could be improved in order to assist in faster delivery of results on strategic change management. This was also echoed by another interviewee.

4.4 Management of strategic change

The study was focused on establishing the influence of organizational characteristics on management of strategic change. The interviews carried out showed that CBM has undergone several changes over its period of existence. The interviewees agreed that with time; old systems and processes have been faced out to accommodate new systems and processes which are essential for an organization to survive in the changing business environment.

4.5 Organizational characteristics and management of strategic change

The researcher sought to understand the influence of Organizational characteristics on management of strategic change. The findings from the interviewees showed that organizational characteristics had a significant influence on management of strategic change. One of the interviewees indicated that in firm ownership "*CBM has to keep in line with founder's priorities; most of the donors are also foreigners''*. The interviewees agreed that leaders act as change leaders, they invest in resources, technical capacity and ensure quality during delivery of new strategy. For academic qualifications, an interviewee indicated that; *"academic qualifications, plus experience and exposure is important''*; in

change management. CBM has invested adequately to ensure staff undergo new changes successfully. On age; one of the interviewees indicated "*because of its age; the organization has employed various approaches which are tried and tested. Various learnings have been used to refine what we do and how we do it, the organization overtime has established mature networks''*. The interviewees indicated that managerial experience was important in bringing different ways of thinking, experiences from different organizations was equally important as well as institutional memory in management of strategic change. On the structure; one of the interviewees indicated; *"The structure that the organization puts in place will either support success or failure of strategic change"*.

4.6 Discussion of Results

In this section, the researcher discusses the findings in relation to theories and empirical literature.

4.6.1 Link of Findings to Theory

The study established that for CBM to embark on any strategic change initiative, the organization must have clarity of purpose indicating the reason why that particular change is necessary. The significance of the change to the organization must be established with accuracy. This result is very much in line with the proposition of the ADKAR change management theory as explained by Gratiela (2014) when explaining the stages of the ADKAR change management model that the awareness stage involves a deliberate attempt to understand why change is necessary in an organization and provides the reasons and thinking associated with the desired change.

The study also established that the leadership at CBM appreciates the efforts of the employees and provides them with an opportunity to express themselves. It was further

evident from the research findings that employees admired and would like to emulate the good leadership offered by the top management of the organization. This result agrees with the transformation leadership theory which suggests that leaders who have charisma communicate with simplicity and clarity. They appreciate members for good results and take responsibility for any wrongs and members would want to emulate them.

It was further established from the research findings that CBM involves its stakeholders such as the employees, governments, partners and donors in their strategic change process. These findings are in agreement with Kotter (1996) eight steps change theory where he mentions that step three involves coming up with corporate vision and strategy and step number four is cascading the vision to stakeholders.

4.6.2 Link of Findings to Empirical Studies

The study established that good leadership is essential in achieving success during management of strategic change. It was evident that CBM has focused leadership who are agents of change. This result is in line with the position held by Korbi (2015) in his study on leadership and strategic change where he established that leaders are the ones who serve as agents of change in any organization. On the other hand, it was also established that there is a direct association between leadership and management of strategic change. Good leadership leads to success in management of strategic change whereas bad leadership that does not appreciate the place of effective communication, flexibility and charisma will lead to failure in strategic change management (Korbi,2015).

The study established that employee academic qualifications provided an employee with higher mental faculties that make it easier to conceptualize and understand what is required of them during strategic change management. In addition, it was established that higher

academic qualifications enable an employee to add value or drive innovation. The findings resonate well with the results of Maboko (2012) who in his research on strategic change and employee performance revealed that employees with appropriate qualifications have the potential of performing better during management of strategic change.

It was further evident from the research findings that the structure of the organization as it is; seems to encourage slow strategic change management process. One of the interviewees recommended for a review of the structure to make it more efficient and effective. This finding was very similar to Pounasir (2013) organizational structure and environment among other factors influence strategic management implementation.

The study findings further revealed that the duration the organization had been in existence was an important characteristic that influenced management of strategic change. The results seem to partially agree with the study findings on age of a firm conducted Kitonyi et al., (2020) as a characteristic that influences the export performance of a firm.

The study results established that firm ownership was very critical in shaping strategic change management at CBM Kenya. It was particularly revealed that the ownership of CBM was classified as foreign ownership and was instrumental in resource mobilization and diversity in leadership. The findings agree with Mbaruk (2013) who also established that when organizations undergo strategic ownership change, they are able to make several internal changes that lead to successful strategic change management.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary, conclusion and recommendations of the study based on the objective of the study. The objective of this study was to establish the influence of organizational characteristics on management of strategic change at CBM Kenya.

5.2 Summary of the study

The study results revealed that ownership of the firm is a significant factor in management of strategic change. This was found to be relevant especially with regard to foreign and local ownership of the firm. It was established that a firm such as CBM Kenya which has foreign ownership has diversity in terms of its board membership and this is an important factor in bringing in new and better ideas from various parts of the world. This variety was echoed as one of the reasons why the firm is able to succeed in management of strategic change.

The study established that the leadership of CBM serve as the agents of strategic change. Change is initiated by the leadership through development of the global strategy and effectively communicated to different cadres of employees using different forums. The leadership was found to embrace ideas originating from other employees thus facilitating a bottom-up approach to change management implementation. It was further evident from the research results that CBM Kenya has qualified and experienced managers who provide the desired leadership in management of strategic change.

The academic qualifications of employees were also found to play a significant role in successful implementation of strategic change at CBM. It was evident that CBM's

employees had the right qualifications since the minimum academic qualification for majority of the roles was an undergraduate degree and other professional qualifications in the relevant fields. It was established that employees who had the appropriate academic qualifications were an asset to the organization since they are able to add value to the strategic change process.

The research results showed that the age of an organization played a crucial role in successful implementation of strategic change. It was evident that older organizations that have been in existence for a long period have a wealth of experience in change management based on past attempts and success stories and challenges faced in the past. It was established that CBM having been in existence for slightly over a century since it was first established, has learnt a lot on strategic change management and has accumulated important statistics that inform current and future change initiatives.

The other organizational characteristic that was found to influence management of strategic change was the managerial experience possessed by the management of the organization. CBM Kenya was found to have managers who have a lot of experience gained over a number of years from past engagements and their tenure in the organization. It was established that the experienced managers are not risk averse but perceive risk as opportunity. It was also revealed that the organization's experienced managers are more enthusiastic to strategic change than new and inexperienced managers.

Lastly it was further established that the structure of the organization had a significant influence on management of strategic change. The decentralization that is being implemented in CBM has provided power of attorney to country directors to make decisions at country level. The study established that this authority to make decisions at country level

created greater impact on the communities being served. However, it was noted that CBM's structure slightly slowed down strategic change management hence the need for its review to ascertain whether it serves the organization better or there is need for improvement.

5.3 Conclusions of the Study

The findings revealed that organizational characteristics play an important role in strategic change management. The ownership of an organization is an important characteristic in influencing management of strategic change. The various aspects of organization ownership which have a significant influence include foreign ownership which provides diversity to the management of the organization and this leads to better decision making. Foreign ownership to some extent also provides support in terms of resources required during management of strategic change.

Transformational leadership is necessary for an organization to succeed in management of strategic change. Leadership of an organization is the agent of change and leaders are the ones who initiate change in the organization. There is a positive relationship between good leadership and success in management of strategic change. Charismatic leaders influence followers and it is easy for the followers to emulate them.

Employee academic qualifications do play a role in management of strategic change. Employees with appropriate qualifications add value to the change process and are more innovative than those without. CBM Kenya has engaged employees who have the right qualifications in order to achieve better results and make it possible to succeed in change management.

The age of a firm also has a significant influence on management of strategic change. Older firms that have a lot of experience with change management such as CBM have an advantage and are more likely to achieve greater success than new firms. CBM globally having been in existence for approximately one hundred and fourteen years has wide experience with change management that contributes to its success.

Managerial experience is necessary in achieving success during management of strategic change. CBM Kenya managers have wide experience which has made it possible for the organization to succeed in strategic change management. Lastly, a decentralized organization structure assists a lot in decision making and dissemination of information.

5.4 Implications of the Study

This section presents implications to theory based on the anchor theory; ADKAR change management theory and two supporting theories namely Transformational leadership theory and Kotter's eight step change model. In addition, the section presents implications to practice and industry and implication to policy development.

5.4.1 Implications to theory

The major implication of this study to the main theory upon which the study was founded is agreement of the findings with the key propositions of the study. The study findings seemed to agree with the ADKAR change management theory in a number of aspects such as awareness, desire, knowledge and ability. However, the study findings never established whether CBM Kenya goes through the stages of the theory since this was not part of the objectives of the study. In addition, the findings of this study are also silent on reinforcement.

The research findings also seemed to agree to a large extent with the other two supporting theories i.e., the transformation leadership theory and the Kotter's eight step model. The findings reveal that the assumptions presented in the theories have been proved to be true, for instance, leadership as agent of change and the need for stakeholder involvement during change process.

5.4.2 Implications to Practice and Industry

This study focused on Christian Blind Mission which is a Faith Based organization providing humanitarian support to the vulnerable people in various societies around the globe. The results of this study will be helpful to CBM itself in understanding more about management of strategic change. Similar organizations will also benefit from the findings because it will be an eye opener to their strategic management activities.

5.4.3 Implications to Policy Development

The findings of this study will assist CBM and other related organizations to formulate more informed policies in management of strategic change. This will be important in enhancing strategic management activities in the organizations.

5.5 Recommendations of the Study

The study recommends the following based on the results and conclusions of the study which will enable CBM perform better in strategic change management.

Firstly, CBM needs to continue documenting its change experiences to serve as reference points for the future. The study revealed that the age of an organization is an important factor in achieving success in management of strategic change. However, this requires that

the organization learns from its past experiences and documents them in order to assist with future engagements.

Secondly; It was mentioned that the current organization structure of CBM is decentralized which to some extent leads to slow decision making in the organization; It will be necessary to examine the current organization structure with a view to improving it in order to make it work better. The benefits of decentralization seem to outweigh the demerits. However, in order to enjoy greater benefits, it may be necessary for the organization to consider a hybrid organization structure in order to enjoy advantages of both extremes.

Lastly, managerial experience was found to significantly influence management of strategic change. The only two possible sources of managerial experience from the findings were past engagements. It may be necessary to plan for training workshops and other development programs to the enhance skills of managers so that they can perform better.

5.6 Limitations of the Study

This study was a case study focusing on Christian Blind Mission, Kenya. The findings of the research are therefore very specific to CBM, Kenya and may not be directly applicable to all CBM offices in other regions and countries. The findings may also not be used to generalize on all the faith-based organizations.

The findings of this research are also limited with respect to the time scope. They may be valid for some period of time but with the passage of time, changes may occur making some sections of these findings not to be directly relevant to a future date.

5.7 Areas Suggested for Further Research

This study was a case study of CBM, Kenya. CBM has many regional and country offices around the globe. In order to get a glimpse of the global perspective with regard to strategic change management at CBM international, the researcher recommends a survey to be conducted of all other CBM offices located in various countries for a similar study.

Since CBM is a faith-based organization, it may be necessary in future to carry out research focusing on all faith-based organizations in Kenya in order to ascertain any similarities and differences in terms of organizational characteristics and management of strategic change.

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APPENDICES

Appendix I: Nacosti Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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RESEARCH LICENSE

This is to Certify that Ms.. Prisca Bernard of University of Nairobi, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: INFLUENCE OF ORGANIZATIONAL CHARACTERISTICS ON MANAGEMENT OF STRATEGIC CHANGE AT CHRISTIAN BLIND MISSION, KENYA for the period ending : 07/November/2023.

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Appendix II: MBA Office Introductory Letter for Research

UNIVERSITY OF NAIROBI
FACULTY OF BUSINESS AND MANAGEMENT SCIENCES
OFFICE OF THE DEAN

Telegrams: "Varsity",	P.O. Box 30197-00100, G.P.O.
Telephone: 020 491 0000	Nairobi, Kenya
VOIP: 9007/9008	Email: *fob-graduatestudents@uonbi.ac.ke*
Mobile: 254-724-200311	Website: *business.uonbi.ac.ke*

Our Ref: **D61/36606/2020**   October 21, 2022

TO WHOM IT MAY CONCERN

RE: INTRODUCTION LETTER: BERNARD PRISCA NDINDA

The above named is a registered Master of Business Administration Student at the Faculty of Business and Management Sciences, University of Nairobi. She is conducting research on: *"Influence of organizational characteristics on management of strategic change at Christian Blind Mission, Kenya."*

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

PHILIP MUKOLA (MR.)
FOR: ASSOCIATE DEAN, GBS & R
FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

PM/fmi

Appendix III: Introduction Letter

Dear Sir/Madam,

<u>REF: RESEARCH PARTICIPATION REQUEST</u>

My name is Prisca Ndinda; Bernard; I am a final year Masters student pursuing Master of Business Administration degree in Strategic Management at the University of Nairobi. I am currently conducting a research on the "**Influence of organizational characteristics on management of strategic change at Christian Blind Mission, Kenya**". As one of the proposed respondents, I kindly request that you accept to participate in the study. The information you provide during the research will be confidential and shall strictly adhere to ethical consideration of academic research.

Thank you in advance for your acceptance to participate

Yours Sincerely

Prisca Ndinda

Appendix IV : Interview Guide

Section A: Influence of firm ownership on management of strategic change

1. Kindly provide a brief explanation on the origin and ownership of CBM

2. How does ownership influence strategic change management at CBM?

3. How can you compare success in strategic change management in CBM and secular organizations?

4. How do organizations such as CBM with foreign ownership differ with locally owned similar organizations in management of strategic change? Which organizations do you consider more successful in strategic change management and for what reasons?

Section B: Influence of organizational leadership on management of strategic change

1. What leadership style is prevalent at the CBM?

2. How does the type of leadership influence level of communication during change?

3. How can you describe the role played by CBM leadership in management of strategic change?

4. In what aspects is leadership important in successful management of strategic change?

Section C: Influence of employee qualifications on management of strategic change

1. Based on academic qualifications kindly explain the calibre of employees engaged by CBM here in Nairobi

2. What difference if any exists among employees and their academic qualifications and how they perform during management of strategic change?

3. In what ways does employee academic qualifications influence management of strategic change at CBM?

Section D: Influence of firm's age on management of strategic change

1. For how long has CBM been in existence since its registration?

2. Looking at the age of CBM, how could this one be reflecting in its success in management of strategic change?

3. In your opinion what difference exists between young and old firms in management of strategic change?

4. How has the age of CBM influenced management of strategic change?

Section E: Influence of managerial experience on management of strategic change

1. Explain briefly your tenure at CBM based on the duration you have been with the organization

2. How has the experience gained from the duration you have served been beneficial in management of strategic change at CBM?

3. How can you compare the level of enthusiasm among managers of many years of experience and those of few years in management of strategic change?

4. In what ways does managerial experience influence management of strategic change at CBM?

Section F: Influence of organization structure on management of strategic change

1. Kindly explain the kind of structure adopted by CBM

2. How does the structure adopted impact on decision making in the organization?

3. How does the structure influence management of strategic change in the organization?

Appendix V: Turnitin report

INFLUENCE OF ORGANIZATIONAL CHARACTERISTICS ON
MANAGEMENT OF STRATEGIC CHANGE AT CHRISTIAN BLIND
MISSION, KENYA

ORIGINALITY REPORT

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SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

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Appendix VI: Supervisor allocation form

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS MASTERS PROGRAMME
MBA PROPOSAL/PROJECT SUPERVISION ALLOCATION FORM

SECTION A: (To be completed by the student)

Name of student:. **Prisca Ndinda Bernard**.   Reg. No.: **D61/36606/2020**.

Department: Department of Business Adminstration.

Specialization (Tick as appropriate)

i)	Marketing	[	]
ii)	Human Resource Management	[	]
iii)	**Strategic Management**	[	×]
iv)	International Business	[	]
v)	Insurance/Risk Management	[	]
vi)	Entrepreneurship	[	]
vii)	Finance	[	]
viii)	Accounting	[	]
ix)	Operations Management	[	]
x)	Management Information Systems	[	]
xi)	Procurement & Supply Chain Management	[	]

Mobile phone: **+254 721 140 650**. Email:**priscandinda@students.uonbi.ac.ke**.

Proposed Title of Study: 1. Factors shaping management of strategic change among 21st century organizations: A case study of Christian Blind Mission International (CBMI)

2.Corporate governance structure and strategic change management: Evidence from Christian Blind Mission International (CBMI)

Name of Preferred Supervisor(s): (i) Prof.Gathugu (ii) Prof.Ogutu (iii) Prof Aosa

Signature of student: ....   Date: ...10.05.2022...............

SECTION B: (For Official Use only. To be completed by the Department)
i)   Name of Supervisor Allocated:
Supervisor:...   Mobile No.: .0733783625.............

Co-Supervisor (If any): ....   Mobile No.: ....

Moderator: ....   Mobile No.: ....

Proposal Presentation/Submission Dates:

Proposal Presentation: .... Oral Defence: ....   Project Report Submission Date: ....

ii)   Approved by Thematic Coordinator:

Name................................ Signature: ....   Date: ....

Approved by Chairman of Department:

Name................ Signature: ....   Date: ....18/5/22..........

NOTE:
1.   A student shall not commence proposal writing before allocation of University supervisor.
2.   Original Transcript, Fees Statement and Synopsis should be attached to this form. This form is available in the Department, SOB website or Ambank House. Students get their copy later from the Department after allocation is done.
3.   The approved copy of this form must be attached to the proposal when submitting for moderation and presentation and when submitting the final project.
4.   Original to be filed in the Department.
5.   Turnitin report **MUST** be attached to the proposal when submitting for moderation, presentation and when submitting the final project.
6.   Each student **MUST** fill in the attached declaration form on plagiarism and collusion.