STRATEGIC CHANGE MANAGEMENT PRACTICES AND PERFORMANCE OF NCBA BANK, KENYA.

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS OF THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI.

2020

DECLARATION

I, Justine Murimi Maina, hereby declare that this research project entitled "**Strategic Change Management Practices and Performance of NCBA Bank, 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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This Research project prepared by Justine Murimi has been submitted for examination with my approval as the university supervisor.

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ACKNOWLEDGEMENT

I would like to acknowledge the Almighty God, for I trusted in Him and He saw me through it all. I also highly acknowledge my supervisor, Dr. James Gathungu, for his guidance and support that aided the writing of this project to its successful completion. I also acknowledge my moderator, Prof. Zack Awino for his input and suggestions that were instrumental in enabling me refine my MBA proposal.

I would also like to appreciate and thank the management of NCBA bank for sparing their valuable time to grant me opportunity to conduct this study in their organization and providing me with research data. To the University of Nairobi administration, my colleagues and friends who supported me during this study, thank you all.

Finally, to my loving wife Cecily Wangui and our loving son, Dylan Maina, you have been the source of my motivation.

DEDICATION

This project is dedicated to my late grandmother, Virginia Wangui, who constantly reminded me to always aim higher, may her soul rest in eternal peace. My parents David Maina and Mercy Maina who have always been very proud of my academic achievements and my loving family for the unwavering support throughout this study.

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ABBREVIATIONS

RBV: Resource Based View

CBK: Central Bank of Kenya

CBA: Commercial Bank of Africa

ROA: Return on Assets

ROE: Return on Equity

M&As: Mergers and Acquisition

PLC: Public Limited Company

ABSTRACT

The objective of this study was to establish the effect of strategic change management practices on performance of NCBA Bank Kenya PLC, Kenya. Business restructuring as it is in mergers and acquisitions entails adoption of strategic change management practices that define its success in providing goods and services to the clients. Strategic change entails changing organizations mission, vision, objectives and adopted strategy to attain an objective. The adoption of strategic change is aimed at creating value to the organization, gaining competitive advantage and boosting performance in different areas of an organization. While organizational operations differ from sector to sector or industry to industry, strategic change varies with the type of organization and areas of change. This study sought to establish strategic change management practices at NCBA bank, Kenya. The major strategic change management practices were undertaken in technology, product reengineering, learning culture and downsizing, rightsizing and down-scoping. The objective of this study was to establish the effect of strategic change management practices on performance of NCBA Bank Kenya PLC, Kenya. The study used Lewin's Change Model, Lippitt's Phases of Change theory and resource-based view theory. The study employed descriptive research design. This research design was appropriate as it provided a concrete picture of the current strategic change management practices, thus a strong basis for building research question and advancing the existing body of research. The researcher used interview guide to collect data from the departmental heads and branch managers at NCBA bank, Kenya. The data collected was qualitative in nature. Therefore, content analysis was employed to analyse the data. The finding indicated that, the bank has adopted technological strategic practices that included system integration from the two banks (CBA and NIC) to the merged NCBA bank system to ensure continued operations. The findings further indicated that learning culture included harnessing the power of employees from both banks to work, to serve and to ensure the new brand is accepted in the market. Other respondents insisted that, communication was the key driver between the management and the staff to ensure unity horizontally and vertically. On down scoping, the bank closed six branches that were found to operate within the same geographical location. The study concluded that, strategic change management practices have positive impact on organizational performance. The study recommended adoption strategic change management practices to achieve competitive advantage. Further research can be undertaken to establish the effect of strategic product innovations on organizational performance.

CHAPTER ONE
INTRODUCTION
1.1 Background of the Study

The existing forces in the business environment and external environment that include competition, professionalism, demographics, technological advancements and political changes are forcing organizations to restructure themselves through a number of strategies to cope with the changes. Constantly, the management is faced with challenging decisions to make, which they must adopt to steer performance ahead amid the adversity in the business environment (Omari, Ateka & Nyaboga, 2013). Some of the recent strategic changes taking place across industries is mergers and acquisitions (M&As).

This research is anchored on Kurt Lewin's change model, Leppitt phase management and resource Based View Theory. With competitors in each industry and sector seeking market positions, the ability of a firm to manage and mitigate change to meet the environmental, customer, government and consumer needs is vital to survival (Parnell, Dent, O'Regan & Hughes, 2012). The Kurt Lewin's change model has been credited as the basic framework for change management. The model considers the forces of group dynamics as dual. The first is the force for change or motivation and the second is the resistance to change (Swanson & Creed, 2014). These two forces bring about equilibrium in an organization.

The Lippitt's Phases of Change Theory affirms the Kurt Lewin's change model by formulating seven phases critical for strategic management in an organization. Lippitt's Theory proposes problem diagnosis through examination of all necessary results determining what will be affected by the change, look for responsible personnel in charge of the change and fixing the problem, data collection from the people who will be affected as well as ensuring those getting affected by change are supporting the change to ensure success.

In opting for strategic change management, resources form a very vital factor in that, organizations use the existing resources to manage the internal and external environment. In strategic change management such as in mergers and acquisitions, firms have a considerable base of resources through which they can manage the change. This is in support of the RBV. The core premise of the RBV is that organizations compete based on the resources and capabilities available in the firm. According to Lewis, Brandon, Slack, and Howard (2010), most RBV researchers opt to view within the firm and down to the factor market situations that the firm must be satisfied with, to look for possible grounds of sustainable competitive edge.

1.1.1 Strategic Change Management Practices

Change in an organization refers to an action that emanates from changes in the process or direction, that in return influences organizational operations (Prosci, 2012). Organizational change can be unplanned, that originates from the external environment and goes beyond control. Change can also be deliberate, a planned shift by the management within the organization. Change has an inherent effect on organizational mission, affect strategies and the processes for implementing such strategies, task performed and the relationship between the personnel.

Strategic change means changing organizations mission, vision, objectives and adopted strategy to attain an objective. Strategic change can also be described as the difference in quality, form or state over a period of time in a firm's alignment with the external environment (Keller, 2011). Strategic management can be regarded as the rapid rate of change in current business world making it important that management keeps their plans up to date. Through the strategic management process, the management has in control of the long-run operation of a firm through formulation, implementation and continuous evaluation of plans.

According to Mayer and Wilde (2013) managing strategic change is imperative in general and is affected by several internal and external factors either negatively and positively. Strategic change ingenuities to be successful, managers must factor in external factors that include technical, social, political and economic factors as well as internal actors such as internal power, history, time, structure, resource availability and culture. In international and national space, firms are undertaking organizational strategic changes to conform with the new environment, improve their performance and retain or increase their market share.

The strategic change processes emanate from planned management strategies that include business process engineering, empowerment, change of culture and total quality.

Additional strategic change openings are motivated by the requirement for a firm to adjust due to the dynamism of the competitive environment.

1.1.2 Organizational Performance

Organizational performance constitutes actual outputs gauged against the expected outputs notably goals and objectives. Organizational performance is a concept built on the understanding that a firm is the expected link of assets that include physical resources, human resources as well as financial resources with a goal of attaining a collective purpose (Martz, 2013). Those providing the assets commit them to the organization as long as they are satisfied with the returns from the invested assets. Successful organizations are key components for developing nations as they determine political, economic and social progress. Progressive performance remains to be the main focus of any firm because through performance, firms find their growth. Thus, organizational performance is a goal for every institution (Morrison, 2014).

Measurement of performance represents control systems and the management that provide information to be shared with the external and internal users and it includes all dimensions of business management cycle (Robbins, Bergman, Stagg, & Coulter, 2012). Performance can be approached from a number of views. Financial performance is an indicator or a measure of firm's financial status that occur due to management decisions and the implementation of such decisions by organizational members (Pradhan & Pradhan, 2015). Some of the financial performance indicators include; security prices, return on equity, sales, credit ratings, return on assets, earnings per share, cash flow, return on investment and profitability.

Performance in organizations can be non-financial such as growth in number of employees and market share (Mastrangelo, Eddy, & Lorenzet, 2014). Growth in the number of employees is common in small enterprises and according to Richard (2009) it is used mostly where there is no financial data. The implied assumption on growth in the size of employees is that, increased employment is related with profitability (Zimmerman & Stevens, 2011). According to Gavrea, Ilies & Stegerean (2011) due to the ease of obtaining data, majority of researchers use employment growth as an indicator of success and performance. Other non-financial indicators include; product quality, resource conservation, employee motivation, brand recognition, time delivery, manufacturing productivity, level of innovation and resource utilization.

1.1.3 The Banking Sector in Kenya

The banking sector involves a number of institutions classified into commercial banks, microfinance institutions and foreign exchange bureaus. Currently, the banking sector has 41 commercial bank and 13 microfinance institutions in Kenya. The banking industry is governed by the central bank of Kenya together with the banking Act and companies Act. Commercial banks have organized themselves to form a lobbying body for the financial banking interests called the Kenya Bankers Association while microfinance institutions have the Amfi-Kenya body to champion their interests.

The banking sector in Kenya particularly the commercial banks have grown in terms of assets, deposits, product and services delivery as well as profitability. These major advances are attributed to competition that has initiated innovation in the banking sector, opening up of the regional market (EAC) and automation of services among others. While some banks have continued to foster major developments, the banking sector is facing several challenges emanating from tough economic times and more stiff regulations and policies from the regulator and the government. The introduction of the interest rate cap in 2016 among other polices saw some banks registering losses while others being placed under receivership. Those wishing to survive the stiff competition have opted several strategies which include mergers and acquisitions among other strategies. From 2017 to 2020, there has been one successful merger for NIC Bank and CBA forming NCBA and four acquisitions.

1.1.4 NCBA Bank Kenya

NCBA Bank, Kenya is a merger of Commercial Bank of Africa (CBA) and National Industrial Credit Bank (NIC) approved on 30th September 2019. The new bank operates as a commercial bank in Kenya, licenced by the Central bank of Kenya. The merger process began on December 2018 with discussions form both banks for potential merger. On April 2019, the shareholders in each bank approved the merger, and after CBK approval, the merger became NCBA (ke.ncbagroup.com).

Commercial Bank of Africa ltd (CBA) is among the largest private banks in Kenya licenced by the Central Bank of Kenya. The bank has over 50 years in financial services with its first establishment in Tanzania in 1967. The focus of CBA is on big corporations, NGOs, diplomatic missions, institutions and high financially-ranked private clients. CBA has 34 branches in Kenya and other branches in Uganda, Tanzania and Rwanda. The bank offers a range of financial products that include; Savings, investments and credit facilities among other products. Fuliza and Mshwari are part of key financial products of CBA (www.cbagroup.com)

National Industrial credit bank (NIC) was established in 1959 through a joint venture of Mercantile Credit company limited and standard bank limited to operate as a non-financial institution. The bank has been operating as a commercial bank under the regulations of central bank of Kenya. The bank has 42 branches in Kenya and is operational in other countries such as Tanzania and Uganda. The bank has partnership with Post bank, offering financial products such as loans to individuals and institutions, savings, investment among other products (www.nic-bank.com).

1.2 Research Problem

Changes occur for organizations to exploit emerging and existing opportunities as well as to handle threats in the business environment. To ensure success and increased performance, it is critical for firms to create a competitive advantage and ignite their innovations on competitive positions. The strategic move to change signifies the readiness of affirm to handle the occurring shifts in the market and the ability to implement intended changes (Clegg & Kornberger, 2011). Adoption of strategic change management practices is geared towards maintaining good relations with the clients and other stakeholders, acquiring efficient and innovative resources as well as developing working goals and objectives to match the existing competition, shareholders interest and the perception of the institution from the public view, among other factors.

The banking sector in Kenya has faced a number of challenges with major effect coming from the regulation. For instance, in 2016, the amended interest rate capping law under the Banking amendment Act, 2016 was effected, set ceiling lending rate to not more than 4%

above the CBK base rate (CBK, 2018). Report by CBK (2018) indicated that ROE and ROA for small banks declined to 19.8% and 2.3%. Similar effects were also found on securities market where stocks declined by 11%.

Several studies have been undertaken both international and local on strategic change management and organizational performance focusing different organizations. Ng'eno (2012) conducted a study on 'Strategic planning practices at KRA'. His study adopted case study design with interview guide as the main data collection tool. His findings unearthed that the firm has adopted formal strategic planning. This study however did not outline strategic practices in relation to performance.

Senjuur (2017) did a research on the 'effect of change management practices on organizational performance with a case study of UN secretariat, Kenya'. Case study was used with qualitative analysis. The findings indicated restructuring, new information systems and operational strategic changes were the major practices. This study focused on NGO setup; whose operation differ with commercial operations such as banks.

Belias and Koustelios (2013) undertook a research on how organizational culture influences performance among Greek banking sector. The study employed qualitative and quantitative technique using survey design. Their study found that, culture has a part to play and that in big firms, culture is perceived as hierarchical but the staff prefer the clan type. While the study targeted an aspect of change management, it did not cover performance and organizational culture.

Stouten, Rousseau and Cremer (2018) looked at organizational change while supporting theories with case studies. The study employed cross-section design while utilising mixed methods of data collection and analysis in Canadian colleges. The study developed ten steps, evidence-based that can be applied during planned organizational change. Their study provided evidence-based steps, leaving a gap to test the steps as well as relating strategic change with performance.

Imran, Rehman, Aslam and Bila (2016) did a study that sought to establish strategy of organizational knowledge on change implementation in manufacturing firms in Finland. They used descriptive research design with help of questionnaire. Their findings indicated that, in the development of the economy, the demand for more social services, technological advancement and high demands from the society in the wake of constrained resources is driving companies to seek change strategies. Their study however lacked performance correlation with the change strategies.

Bhattacharya, Momaya and Iyer (2013) looked at strategic change for growth in construction industry in India. The paper embraced a case-based design to aid in collecting information using interviews and questionnaires. The authors found that, market segmentation is a key strategy when focusing on growth in India. While their study proposes some strategies for change, the study did not relate it to performance.

Kamau (2018) investigated the ‘effects of strategic change management practices on performance in the telecommunication industry in Kenya: case of Telkom Kenya Limited’. The study employed descriptive research design and analysed the data using descriptive and inferential statistics. The findings indicated that strategic alliances, technological adoption learning culture, and were significant practices.

Adan and Muathe (2018) focused on strategic change management and performance in NGOs operating in Mandera County. Their study embraced cross-sectional research design with questionnaires and inferential statistics being in use. The study unearthed that communication, team work, recognition and reward impact performance. In this study, Adan and Muathe (2018), address strategic change management in view of employees but not practices as a strategy of firms seeking to join efforts in business.

While these studies have addressed change management and organizational performance, there is no any study that has been done to look at strategic change management practices on performance for a merger. Thus, presenting a gap to undertake this study. Therefore, this study sought to answer the question; What is the effect of strategic change management practices on performance of NCBA Bank Kenya PLC, Kenya?

1.3 Research Objectives

To establish the effect of strategic change management practices on performance of NCBA Bank Kenya PLC, Kenya.

1.4 Value of the Study

The results of this study will provide key insights on the contribution of strategic change management practices. This will form a strong basis and facts to theoretical foundation relating to strategic change management practices and performance. Therefore, future scholars, researchers and academicians will find this study resourceful in developing their research and literature review.

Various stakeholders in different industries and sectors will find this study of value that, since it will give detailed analysis and results to corporate institutions, that have adopted mergers and acquisitions strategy. The study spells out various strategic change management practices undertaken by these firms, hence, a source to analyse the strategies and implement them for attainment of strategic goals. Employees will be knowledgeable on the effect of strategic change management practices implemented in their bank and they will stand a chance to appreciate their roles in the company and their contribution with regard to their duties.

Factual and well explained findings help policy makers in formulating sound policies and regulations. The findings of this study will be of benefit to policy makers such as the parliament, key players in the banking sector and related bodies, as they are likely to influence them to develop policy and regulations governing the formation of strategic alliances, to foster growth in this sector.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter presents literature review in line with strategic change management practices of mergers and acquisitions. The researcher reviews previous studies within the study area and theories supporting the study. Thus, the chapter covers theoretical foundation, empirical review and conceptual foundation.

2.2 Theoretical Foundation

Theoretical foundation covers the theories developed by different scholars that the researcher found suitable to support the area of study. This study was supported by Lewin's Change Model, Lippitt's Phases of Change Theory and resource-based view theory.

2.2.1 Lewin's Change Model

With competitors in each industry and sector seeking market positions, the ability of a firm to manage and mitigate change to meet the environmental, customer, government and consumer needs is vital to survival (Maheshwari & Vohra, 2015).

Kurt Lewin's change model developed in 1947 has been credited as the basic framework for change management. The model considers the forces of group dynamics as dual. The first is the force for change or motivation and the second is the resistance to change (Swanson & Creed, 2014). These two forces bring about equilibrium in an organization.

According to Burnes et al. (2015), Lewin's Three-step model has been criticised as a liner model for static change while majority of the researches consider the model as one of the four linked planned change models of Lewin.

2.2.2 Lippitt's Phases of Change Theory

Lippitt's Phases of Change Theory was developed by Lippitt, Warson and Westley (1958). The theory has been perceived as an addition to Lewin 3-step change theory. The theory has seven steps or phases, that seek to explain the responsibilities and duties of the change agent more than the source of change (Wittmann-Price, Godshall, Wilson, 2013). The Lippitt's change theory tries to explain that, the changes the firm seeks will be stronger if the change itself is shared among the organizational subsystems once the change has been effectuated.

2.2.3 Resource Based View Theory

RBV theory has developed overtime, whose early developments are dated 1959 when Penrose (1959) contended that a firm is made of resources whose disposal within a given time and management by different users is influenced by key decisions from the management and administration in general. By her argument, Penrose indicated that the size of the firm is determined by the resources the firm has.

The core premise of the RBV is that organizations compete based on the resources and capabilities available in the firm. According to Lewis, Brandon, Slack, and Howard (2010), most RBV researchers opt to view within the firm and down to the factor market situations that the firm must be satisfied with, to look for possible grounds of sustainable competitive edge.

2.3 Strategic Change Management and Performance

Management of strategic change is perceived as one of the primal concerns in the modern business. Due to the changes in the economic and technological space, there have been new dynamism covering key aspects of business operations hence the development of new body of thoughts towards strategic change. According to Gathungu and Baariu (2018), firms to realize competitive advantage, they are indebted to make key strategic choices in line with the competitive advantage they wish to attain as well as the range where to capitalize it. Strategic choices in relation to competitive advantage that are geared towards performance can be divided into four categories that include; defensive, intensive, combination of strategies and joint venture. The choice of these strategies relies on the competitive environment.

Strategic change management entails altering or changing key operation of an organizations towards optimal performance. These changes range from form technological advancement, instilling strong organizational culture, modifying and developing new products, seeking alliances and shutting redundant outlets to focus on competitive advantage and performance (Adan & Muathe, 2018). Makina and Keng’ara (2018) points that, change is a continuous process that is broken down into progressive steps. The importance of this is that the management will need to choose which strategies in terms of training, communication and reinforce are appropriate for different stages.

2.4 Empirical Studies and Knowledge Gaps

Jordan (2014) looked at organization integration strategies of mergers acquisitions. The population adopted in her methodology was 10, in two private companies, domiciled in Iowa and Arizona who had achieved strategic integration in mergers and acquisitions within a period of 5 years. Interviews were the major data collection tool analysed through inductive analysis. The study concluded that, while M&A seek to grow faster through integration strategies, people that includes skillset, spirit and motivation are the major determinants of successful M&A.

Njoki (2013) undertook an assessment of the management of strategic change at Telkom Kenya Limited. She employed descriptive research design with interviews guides being the data collection tool. Her study unearthed that Telkom Kenya has implemented varied strategic change management practices to ensure smooth running transition of the process. The study however did not provide the effects of strategic change management o performance of an organization.

Wambui and Gathunga (2016) investigated the effect of organizational restructuring on performance of telecommunication industry. From the inferential statistics conducted, the study found out that, business re-engineering indicated a strongly positive impact on performance. Further, the findings indicated that rightsizing, downsizing and down scoping had positive link with performance.

Mohammed, Ali and Dheyaa (2019) did a study on roles of strategic change in achieving organizational excellence via organizational dexterity. The researchers employed descriptive case design in a number of colleges of Karbala University with sample size of 80 respondents. The researchers concluded that; strategic alignment embodies a set of attributes and behaviours that aim at developing innovation and transformation to find new ways of exploring innovation and synergies available to them.

Mutisya (2016) did an investigative research on the influence of communication in an organization on strategy implementation targeting companies dealing pharmaceuticals in Nairobi. In his study, Mutisya (2016) employed survey research were descriptive and inferential analysis was used. The findings indicated that, strategy communication has affirmative effect on performance. The study further found out that horizontal communication mechanism was majorly employed in these companies with no feedback from other units and levels of organization on strategy implementation.

Ntinyari (2015) conducted a research on strategic change management practices and performance of large supermarkets in Nairobi. Data was collected using structured questionnaires and data analysed using SPSS. The findings the study found that, the supermarkets had implemented different types of strategic change management with private label being used as by the majority. The study also indicated that incompatibility to the structure of organization, cultural diversity and resistance to change were the major challenges affecting strategic change management.

Muogbo (2013) evaluated effect of strategic change management on organisational growth among manufacturing firms based in Nigeria, Anambra state. The researcher reached to a conclusion that, while strategic change management is not common in many firms it has been found to be a critical tool for improving the competitiveness of companies as well as enhancing structural development and performance levels.

Sofat, Kiran and Kaushik (2015) did a study to determine how change initiatives were implemented within different change levers and employee commitment in IT firms, Northern India. They collected 400 questionnaires which were modelled using structural equation. The findings established positive association between change initiatives and organizational commitment. The paper focused on change initiatives and employee commitment, hence leaving a gap to link these initiatives to performance.

Fravel (2016) examined the changes in security environ of china's military through traditional concepts. The paper used survey design with interviews, questionnaires and focus groups taking centre stage in military camps and department of defence. The findings indicated that technology is key component for PLA to respond to new conditions. The research however leaves a gap as to how these change strategies can affect performance of military.

Sajjad, Amna and Nadia (2014) sought to understand strategic change and effectiveness of Starbucks Coffee following its closure in China Market space. The study employed both qualitative and quantitative techniques. The techniques were utilised in collecting data through questionnaires, different networks and the Starbucks website. While Starbucks was found to be strongest developing firm, most respondents alluded that it was expensive, hence leaving a gap to look into other strategic practices such as adoption of technology.

Marci, Chris, Rafael, Rydell, Isaac and Milena (2017) looked at strategic innovation management in German private enterprises. They used qualitative and quantitative models to collect data. Their findings pointed out that, innovation is critical in the changing business dynamics and thus strategic innovations should be adopted. A research gap exists as to how innovations change affects performance and can be linked with strategic change management practices.

Gökan and Bojan (2017) investigated the importance of organizational revolution for market positioning in Italy. The study used six case studies in its methodology which led to the findings that practices related to management change are qualified proposition for producing market competitiveness. These findings create a gap for analysis of strategic change management on organizational performance.

Awan and Qureshi (2016) analysed change management effects on business performance in banking sector of Pakistan. The study used descriptive methods and analysed the data using arithmetic mean. The findings of the study unearthed that employee satisfaction is critical that may cause negative change and affected business performance negatively. While the study factors employee training and motivation, aspect of leadership and information technology was not analysed.

Sang, Komen and Korir (2017) did a study on how to find out the connection between strategic change and organizational improvement on different dimensions. their study was done in Nairobi County with key focus of medium and big hotels within the study locale. Their study embraced explanatory design with a sample size of 225 respondents. The findings indicated that technology and leadership change have significant effect on organizational performance. By context, their study creates a knowledge gap where this study seeks to fill by undertaking a similar study at NCBA Kenya.

Chacha (2018) sought to look at management practices and how strategies are implemented within the Kenyan ministries. Her study made use of census survey with 340 respondents. Her study found out that selecting the right people is a key driver of strategic change management. The study also found out that structure at the ministry enhance effectiveness. The research however did not cover organizational performance.

Awino (2013) conducted a research to determine the influence several constructs especially in corporate viability by targeting 49 insurance firms operating within the private sector in Kenya. The study used a survey that utilised interviews and questionnaire. Her findings were that, culture and management are important determinant of performance. This study however left out strategic change management practices and how they affect performance.

2.5 Chapter Summary

Various theoretical foundations have been undertaken to explain the aspect of strategic change management and coping strategies in institutions. Some of these theories include Lewin's Change Model, Lippit's phases of strategic change and resource-based view theory. These theories, each has its strong foundation which all combined indicate that, strategic change has stages that have to be undertaken and must be carried out based on the company resources. The literature resents different ideas of strategic change with some dwelling on strategic change management and others on practices. Therefore, strategic change management practices can be described as a construct which can be approached from different angles depending on the industry and change to be affected. The literature further gives a wide view of organizational performance that is not based on financial aspects but also on non-financial aspects.

Empirical studies conducted indicate several strategic practices and how they impact on performance in different sectors of economy. Knowledge gap however exists among these studies hence the need to undertake this study. For instance; Njoki (2013) study did not provide the effects of strategic change management on performance of an organization.

Wambui and Gachunga (2016) looked keenly on aspects of restricting, downsizing, rightsizing and down-scoping but did not factor in product reengineering and technology. Mutisya (2016) was more focused on communication and strategy implementation leaving a gap for strategic practices.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents research methodology employed in this study. Research methodology entails describing and ascertaining the research design, defining the target population, providing data collection tools and analytical approaches as well as ethical considerations. The subsequent sections outline research design, data collection and data analysis.

3.2 Research Design

Research design is the overall strategy that a researcher adopts to integrate several different components of the research in a logical and coherent manner. This integration ensures that the research problem is tackled effectively (Gupta & Gupta, 2011). Akhtar (2016) indicates that research design constitutes of a blueprint with clear indication of data collection methods, measurement and data analysis.

Descriptive research design was applied in this study. Bryman and Bell (2011), posit that descriptive research design is the strategy of data collection that seeks to describe respondents in an accurate manner. In research work, this descriptive design involves describing population with reference to study objectives and is advantages as it provides concrete picture of the current happenings, thus a strong basis for building research question and advancing the existing body of research.

The rationale for adopting this design was that it allows the researcher collect data from the study sample on the perceptions relating to the effect of strategic management change practices with regard to technology adoption, learning culture and product reengineering (Alexander, Lopes, Masterson & Yeatts, 2017).

3.3 Data Collection

Data collection refers to the systematic process of gathering and measuring information on interested variables through an established fashion, which enables one to respond to the research questions, run the hypothesis testing and finally undertake the process of evaluating the outcomes (Deyrup, 2013). According to Kabir (2016), data collections is the most critical stage of research. In scientific, academic and social sciences, data can take different forms.

Rose, McKinley and Briggs (2019) states that, there are two broad types of data, which are, qualitative and quantitative data. Qualitative data entails non-numerical data that is descriptive or nominal in nature. Quantitative data on the other hand is numerical and mathematical computations can be used on the data. Mixed methods include both qualitative and quantitative data. Data to be collected can be either primary or secondary.

The researcher used primary sources in this study. Primary data involves collecting straight from the respondents using tools like questionnaires, interview guides or observations. Given that this study relied on qualitative data, an interview guide was best suited for data collection. This is because, it helps the research get in-depth first-hand information with regard to the study phenomenon.

3.4 Data Analysis

Data analysis refers to the process of extracting and compiling raw data for the purposes of getting constructive information that can be utilised for drawing conclusions as well as predicting study outcomes. Akhtar (2016) describes data analysis as the process of getting useful information by inspecting, cleansing, transforming and modelling data.

Depending on the type of data, and the instrument used, different data analysis methods can be employed. Common data analysis techniques include; descriptive analysis, regression analysis, dispersion analysis, factor analysis and time series among others.

This study used content analysis in analysing the data. The data collected was qualitative in nature. Therefore, content analysis was best suited for this type data. NVivo software for qualitative data was used. The analysis entailed analysing major concepts, themes and content relevant to strategic change management practices. Interpretation of the analysed data was also involved to drawing conclusions and recommendations.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter covers the data analysis of the data collected from the respondents through interviews and reporting of the results and discussion of the results. The analysis, presentation and discussion were done in line with study objectives which sought to establish the effect of strategic change management practices on performance of NCBA Bank, Kenya.

4.2 Background of the Organization

NCBA Bank, Kenya is a merger of two banks, NIC and CBA, approved on 30th September 2019. The new bank operates as a commercial bank in Kenya, licenced by the Central bank of Kenya. The merger process began on December 2018 with discussions form both banks for potential merger. The bank has 42 branches in Kenya and is operational in other countries such as Tanzania and Uganda. The bank has partnership with Post bank, offering financial products such as loans to individuals and institutions, savings, investment among other products.

4.3 Organizational Characteristics

The researcher collected data from NCBA Bank Kenya, being the case study. The bank had thirteen key divisions which include; Credit Risk Management, Human Resources, Technology and Operations, Digital Business, Culture and Change, Strategy and Integration Management, Global Markets, Marketing, Communication and Citizenship, Corporate Banking, Finance & Strategy, Asset Finance and Business Solutions, Corporate Development and Regional Business, and Retail Business. Data was collected in each division with two respondents, those in top management, and from the branch managers in the 26 branches in Nairobi. Therefore, the sample size was 52 respondents. From the actual response, 38 interviews were completed forming a response rate of 73%.

The rationale for choosing management heads and branch managers was that, the management is at the core of bank operations and active participants during the merger effect. Therefore, these respondents know the strategies that pushed for strategic change of merging as well as strategies for future development of the bank. The management understands better the culture of the two banks and how this was managed during the merger process. In addition, the management is well equipped with performance trends that has occurred for the bank and forecasted future performance and development plans.

4.4 Demographic Characteristics

The interview guide was administered from respondent to respondent in order of the questions spelt in the interview guide. This was to ensure that, quality and in-depth information was collected for better understanding of strategic change management practices and organizational performance. Further probing was applied in areas where the respondents provided short and unclear answers.

The respondents in this study indicated to have worked for a period of 2 to 12 years in the bank. This period expressed by the respondents covers the period some served before the merger effect in 2019. The period of working in respective departments indicate that the respondents had good experience on the bank culture, technological operations and performance and how strategic change came into play and affected several operations. It can also be argued that staff turnover was minimal based on the period the respondents have worked in the bank.

4.5 Strategic Change Management Practices

Strategic change management practices are adopted to ensure optimal performance of an organization, and coping with the organizational environment, both internal and external. General practices of strategic change management include instilling in the organization the spirit to change, effective communication, listening to the clients, infrastructural alignment, developing innovative and creative environment, and have the top management actively involved.

Strategic change management as indicated by the interviewees starts from evaluating the situation, formulating strategies and implementing them then embarking on evaluating the strategies. The key areas of the strategic change management practices in the research interview was on technology, organizational culture, product reengineering and other strategic practices.

4.5.1 Technological Strategic Change Practices

On technological perspective, the researcher was interested in finding out the technological strategies put in place to steer performance. The respondents indicated that system integration from the two banks (CBA and NIC) was incorporated on the merged NCBA bank system to ensure continued operations. System future enhancements were suggested and development team engaged in developing these enhancements to fit the bank operations and future goals. The enhancements covered key technological pillars that include storage, backup network security.

Further, the interviewees indicated that the technological team embarked on developing bug-free banking apps and robust systems that will help deal with cybersecurity as one of the threats facing the banking industry nowadays. The adoption of these strategic practices in technology is a milestone to ensuring constant and uninterrupted communication within the bank and with the clients as well as ensuring better performance in all departments given that technology cuts across all the divisions of the bank.

Further, the researcher sought additional information on how technological practices have impacted or affect performance at NCBA Bank, Kenya. In response, the interviewees explained that organizations are continuously forced by the market environment to re-evaluate and develop new innovations. In this regard, organizations will choose the technology that is consistent with the values, culture and availability of resources. As it is evident in any other institution, technology adoption relies on resources such as finance, human resources and technological resources. Therefore, if firms intend to maintain innovation, they must embrace technology strategy, technology acquisition and quality of ideas. The transformation of technical concepts to improved products is founded on the realization of synergy ideology and interplay between firm’s knowledge, technologies, learning process and internal organization.

4.5.2 Learning Culture Strategic Change Practices

Organization learning culture entails development of new knowledge to change organizational behaviour. Organizations with firm organizational culture are efficient in developing, obtaining and renovating behaviour to new knowledge. Therefore, organizations embracing learning culture must implement cognitive changes and behavioural change for acquired knowledge to be transformed into actual actions. Organizational learning culture is important as managers are in a position to understand and manage organizational environment.

On this practice, the researcher sought to ask the respondents how NCBA bank prepared and continue to encourage employees to support change and the proposes of strategic alignment and change. Some respondents reiterated that the integration of both NIC and CBA led to numerous cultural changes and new NCBA values to be adopted. This harnessed the power of employees from both banks to work, to serve and to ensure the new brand is accepted in the market. Other respondents insisted that, communication was the key driver between the management and the staff to ensure unity horizontally and vertically.

It was also established that the management was ready to get buy in from the staff through getting them to contribute and participate in the merging process. Having the employee's views integrated in the process led to successful merger. In addition, the management was in a position to review feedback and make adjustments.

In a nut shell, the organization as indicated by the respondents has adopted managerial learning as a strategy to help cope with the environment as well as help the bank steer ahead performance. While managerial learning is not enough since all staff ware not managers, the researcher probed further for learning of other staff. This generated responses that, the organization has different types of trainings and learning for the employees. More often the banks conduct cross-business training for the employees, provide off job training and general employee training to enhance them with the right organizational values to manage and venture the competitive banking market.

While provision of trainings is on one hand, the interviewer too sought to understand the spirit and willingness to learn from the employees. The respondents held that, majority of the staff members are in a position to learn new things, innovate and develop more skills as a result of merger formation. The willingness to learn makes the process of new business easy to develop products that match client needs and create competitive advantage.

4.5.3 Product Re-engineering Strategic Change Practices

Product reengineering involves modifying the existing products to optimize performance by developing new features and functionalities as well as taking advantaging of new technologies. Product reengineering can be done though differentiation, innovation and imitation. Through these practices, an organization has an opportunity to venture the market with courage that their products are superior or match the standards of the market leader.

One of the key developments in the product re-reengineering process at NCBA was to develop products that the clients can access from the point they are in what was termed as self-service. Development of self-service products led to cutting associated costs and optimizing performance. As a result, the bank is in a position to develop other products that serve a large market such as insurance services.

From the respondents, product re-engineering led to development of more products and services to remain competitive in the banking sector. Other interviewees held that they have embraced product differentiation to attract more customers and find easy penetration to the market. Product re-engineering saw the development of mobile applications and secure internet banking portal that the client can use to access banking products and create bank accounts without making their way to bank branches. Customer services was also equipped to handle client queries and leave a satisfied client in the bank and over mobile phones or social media platforms.

4.5.4 Handling Rightsizing, Downsizing and Down scoping

Rightsizing can be described as the systematic review of staffing levels in an organization, review of tasks and work processes to redetermine the appropriate number and mix of employees required to meet organizational goals. Downsizing on the other hand entails permanent reduction of organizational staff which is linked with corporate reorganization. Down scoping is the divestiture, spin-off or a way of doing away with businesses that are not related to organizations core business to boost performance.

All the three strategies are undertaken as a result of changes in technology or technological advances, dwindling market for organizations product, organizational change and due to competition. These processes result to employee reduction or layoffs. Managing layoffs in an organization is a challenging process as it entails the organization to consider the human element, who goes and who stays, freezing further recruitments, restricting overtime, adopting part-time employee mechanism, initiating job sharing and implementing early retirement programs.

Merger effect is not an exclusion when it comes to right sizing, downsizing and down scoping. This is because, some branches might seize from existing, hence the new organization will have ‘duplication of tasks’ – several employees performing similar task. In a bid to establish how NCBA has handled rightsizing and downsizing, the respondents indicated that they use target operating model. Target operating model refers to a viewpoint of how the organization should operate at a future point in time due to new strategy that has been formulated and implemented. Target operating model requires big transformation effort in form of program change.

With regard to downsizing and rightsizing, other respondents indicated that, the bank is planning for downsizing and rightsizing gradually that is likely to take effect in two-months’ time. While this research was conducted during the period when many companies were laying off staff due to Covid-19 pandemic, the researcher sought to understand if the rightsizing/downsizing is due to Covid-19 economic situation or due to merger effect. The responses were that, both merger effect and the hard-economic times by Covid-19 pandemic will come into play. However, if it was only for merging strategy, very few layoffs would be undertaken. This would be based on employee performance, period of working as well as age factor.

Down scoping was implemented at NCBA. Several respondents argued that, down scoping was necessary for several reasons. This was done through closure of six branches in the country. The reason for the closure was due to duplication of branches or having two branches at the same geographical location. Closure of these branches was a way to reduce costs and increase performance for the bank. Therefore, the closure of these branches in a manner resulted to rightsizing and downsizing.

4.6 Strategic Change Management Practices and Organizational Performance

Adoption of strategic change management is likely to alter performance of an institution across the major units of operation. On this aspect, the researcher intended to understand how NCBA measure performance and how the adoption of strategic change management has contributed to the organizational performance. The respondents indicate that, the organizations use balanced score card to measure performance.

On the balanced score card, the organization has four major components to monitor and strategise. These components include; financial, customer, internal processes and organizational capacity. On financial measurements, the responses expressed using net profit, operating costs, return on equity, return on investment, return on assets and revenue in target markets. These financial metrics are done in quarterly basis based on financial reporting and analysis.

Customer based performance measures entail using indices to measure the proportion of customer response to organizational products. The interviewees indicated that, customer satisfaction index, percentage of market share index, and the percentage of focus group user index are key measures of customer satisfaction and organizational performance. The internal processes measurement tools incorporated in measuring organizational performance included; brand awareness score calculated from the customer response and market assessments, cost efficiency index and new product development as a proportion of sales.

Organizational capacity measurement tools include supply chain efficiency index, employee development plans, and technological training. These tools are on the employee efficiency measurement that in turn relate to organizational performance. From the interview process, one can tell the performance of an institutions based on employee motivation and employee support to organizational strategies. Well trained and motivated employees will produce productive workforce that will steer performance and ensure successful strategy implementation. Therefore, measuring employee satisfaction is a key performance metric in an organization.

Further the researcher asked the respondents to state or explain how their bank has gained competitive advantage and witnessed organizational progress due to utilization of strategic change. The interviewees responded that, the adopted strategies of change management has helped in giving customers quality services, advancement and development of bank products, increase in customer retention and loyalty, cost minimisation and attainment of set goals, increased responsiveness to client's requirements, enhanced information flow within the banks operational units, enhancement in innovation capabilities and development of effective training programs. Other respondents added customer convenience in terms of increased touch points, user friendly system, increased product offering, and 360-degree view of customer enhancing engagements quality.

4.7 Discussion of Results

Merger is a strategic move by organization to join efforts and benefit from increased investment capital, improved human resources as well as pool of ideas from the merging firms. The merging comes with strategic change management that seeks to improve the performance of the created institution through product reengineering, customer focus, technological advancement and new organizational culture focused on customer satisfaction and competitive advantage. The responses gathered from the field indicated that, technological practices, product re-engineering, learning culture, downsizing/rightsizing and down scoping were utilized by NCBA bank. On organizational performance, the respondents reiterated that, adoption of these strategic change management practices has led to improved organizational performance within the balanced score card dimensions.

With these findings, it can be deduced that, there is strong and positive association between strategic change management practices and organizational performance. These findings are in agreement with the findings of Jordan (2014) who looked at organization integration strategies of mergers and acquisitions. In her study that was done in two private companies, domiciled in Iowa and Arizona and used inductive analysis held that, while M&A seek to grow faster through integration strategies, people that includes skillset, spirit and motivation are the major determinants of successful M&A.

The findings on product- reengineering, downsizing, down scoping and rightsizing have positive impact on organizational performance. This is because some underperforming operations ae truncated to reduce associated costs in the firm. While there is an aspect of laying off employees, the strategies have been utilized in several organization to help the organization steer ahead. These findings concur with Wambui and Gathunga (2016) who delved on organizational restructuring on performance of telecommunication industry. From the inferential statistics conducted, their study found out that, business re-engineering indicated a strongly positive impact on performance. Further, the findings indicated that rightsizing, downsizing and down scoping had positive link with performance.

Communication is key when driving learning culture in an organization. The findings of this study indicated engaging employees through a stable communication scheme and implementation of feedback system to ensure total support to the strategy implementation. These findings are reflected in the study done by Mutisya (2016) seeking to identify how communication impacts strategy implementation in pharmaceuticals companies in Nairobi. In his study, Mutisya (2016) employed survey research where descriptive and inferential analysis was used. The findings indicated that, strategy communication has affirmative effect on performance. The study further found out that horizontal communication mechanism was majorly employed in these companies with no feedback from other units and levels of organization on strategy implementation.

The findings also find congruence in the study conducted by Sang et al. (2017) that looked on how strategic change management impacts performance of large and medium hotels in Nairobi County. Their study embraced explanatory design with a sample of 225 respondents. Their study results were related to the results of this study that technology and leadership change have significant effect on organizational performance.

Strategic change management practices as found in this research results indicate that innovation is key for organizational improvements. These findings agree with Mohammed et al. (2019) who did a study on roles of strategic change in attaining corporate excellence via institutional dexterity. Their findings were that strategic alignment embodies a set of attributes and behaviours that aim at developing innovation and transformation to find new ways of exploring innovation and synergies available to them.

The results of this study were different with the findings of Ntinyari (2015) found out that private label was a major strategic practice used in large supermarkets within Nairobi. Ntinyari (2015) study also indicated that incompatibility to the structure of organization, cultural diversity and resistance to change were the major challenges affecting strategic change management. Therefore, these findings differ with Ntinyari (2015) indicating broad view of strategic change management practices.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter tackles the summary of the findings as analysed from the interviews. It also covers conclusions and recommendations in line with strategic change management practices at NCBA bank, Kenya. The summary, conclusion and recommendations are in line with study objectives. Further, limitation of the study as well as suggestion for further research is reported in this chapter.

5.2 Summary of the Study

The study was done to establish the effect of strategic change management practices on organizational performance at NCBA bank, Kenya. The response rate of this study was 73% from the respondents who committed to responding the research interview. This response rate was from 38 respondents out of 52 who were sampled in this study.

The demographic information indicated that, majority of the responses have been working for 2-12 years. This period covers the period worked at NIC and CBA banks before merging to NCBA bank, Kenya. Majority of the respondents were departmental heads and branch managers who have knowledge on key strategic change management practices. The findings indicated that, the bank has adopted technological practices, learning culture, product reengineering, downsizing, rightsizing and down scoping practices.

On technological strategic practices, the respondents indicated that system integration from the two banks (CBA and NIC) was incorporated on the merged NCBA bank system to ensure continued operations. System future enhancements were suggested and development team engaged in developing these enhancements to fit the bank operations and future goals. Other technological practices included developing bug-free banking apps and robust systems that will help deal with cybersecurity.

Learning culture entails instilling knowledge and values to employees. This is majorly done though training and effective communication. The respondents indicated that the bank integration of both NIC and CBA led to numerous cultural changes and new NCBA values to be adopted. This harnessed the power of employees from both banks to work, to serve and to ensure the new brand is accepted in the market. Other respondents insisted that, communication was the key driver between the management and the staff to ensure unity horizontally and vertically.

Product re-engineering strategic practices saw development of new banking products and providing self-service platform for the customers as a way to reduce cost and provide convenience to customers. Planned rightsizing and downsizing were noted from the respondents. On down scoping the bank embarked on closing six branches which were operating within the same geographical location. The adoption of these strategic change management practices resulted to increased performance in the bank.

5.3 Conclusion of the Study

The adoption of technological strategic change management practice was to improve the bank performance internally and externally. These practices that involved new innovations and acquiring new technologies were found to have a positive effect on organizational performance. Therefore, in opting strategic change management practices, technological strategic practices are key drivers in creating efficiency in the organization.

Instilling key organizational values have a possibility of making the human resource support the strategy formulation, implementation and evaluation. The findings indicated that the bank has been involved in training the staff as well as maintaining constant communication. Successful implementation of learning culture strategies leads to increased performance as employees are motivated to participate in banks programs seeking to attract more customers and enhance customer satisfaction.

Product re-engineering as was implemented at NCBA, seeks to develop products with fewer defects and product that are accepted by customers as well as products that match the standards of the market leader. These strategic practices of product re-engineering ensure constant improvement to fit market standards while improving organizational performance. The findings indicated that, as a result adopting technological strategic practices, leaning culture, product re-engineering, downsizing, rightsizing and down scoping has resulted in increased performance in the bank. Therefore, this study reached into a conclusion that these strategic practices have positive effect on organizational performance. Hence, the study adds to the body of knowledge that support strategic change management practices enhances organizational performance.

5.4 Recommendations of the Study

a) Technological strategic practices were found to affect organizational performance positively. The adoption of these practices however must be checked to conform with environment and other standards. Therefore, this study recommends businesses seeking strategic change management practices to factor technological advancement. This is because, technology come with new innovations that are secure and address customer issues leading to efficiency and effectiveness in rolling out organizational programs.

b) Strategic change management practices will not be implemented successfully if employees are not involved in the entire process. Involving employees in strategy formulation, implementation and evaluation entails providing training on key organizational facets, motivating the employees and preparing them for change. As it was evident in this study, that training and communication were key, the study recommends trainings and communication to prepare employees on planned organizational changes.

c) Organization restructure to gain competitive advantage and harness market opportunities. To benefit from these opportunities, the organization must have strategic product reengineering practices that will help improve their standards to gain acceptance. Therefore, product re-engineering is a key strategic practice that can be utilized for firms seeking to enhance their performance. Therefore, this study recommends institutions seeking strategic change management to include product re-engineering practices in their matrix to achieve the anticipated changes.

d) With restructuring, not all areas are affected positively. Some result to negative impacts such as employee layoffs. For the case of down-scoping, several organizational units are rendered redundant hence leaving the employees in those units with no value addition task to perform. Therefore, this study recommends that institution before undertaking strategic change practices likely to impact negatively on the human resource they should embark on preparing them for change and suggestions of likelihood of losing their jobs. Preparing employees psychologically for change gives them an opportunity to welcome any change that might affect their jobs.

5.5 Limitations of the Study

The researcher used interviews to collect data from responses. The target groups were people in management. While strategic change management is a key area in an organization especially for those opted for merger, the respondents were resistance in providing such key information. This resulted to some failing to provide information at all.

Some respondents were in fear that they should not provide such an information without the lead management consent. While the researcher had gone through the data collection requirements and ethical considerations, some were still adamant and provided incomplete responses as well as blocking any move to seek more information.

Data collection for this study was done when Covid-19 pandemic was at peak in Kenya. During this period, many employees were working from home. Therefore, not all employees of the bank were present during the time this data was collected. This made the researcher to make several visits to attain a considerable response for the study.

5.6 Areas Suggested for Further Research

Product re-engineering was one of the key strategic practices in this study found to have a positive impact on organizational performance. This study therefore suggests further research to be done on strategic product innovations on organizational performance. This will help in reinforcing the findings of product reengineering on performance.

This study was done at NCBA following its merger from CBA and NIC banks. A similar research can be undertaken in another bank formed as a result for merger or acquisition. This will help validate the findings of this study.

Banks are not the only institutions that opt strategic change management practices. Firms as seeking to enhance their operations consider strategies that will make their goals realistic. Therefore, strategic change management practices can be undertaken in other sectors or industries that offer both good s and services. This will bring out key issues of strategic change management and performance in institutions and how institutions can plan for these changes.

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APPENDICES

Appendix I: Letter from MBA Office

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS

Telephone: 020-8095398
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsities
Our Ref: **D61/10888/2018**

Tel: 020 8095398
Nairobi, Kenya

Date: 16th November, 2020

TO WHOM IT MAY CONCERN

The bearer of this letter, **Justine M. Maina** of Registration Number **D61/10888/2018** is a Master of Business Administration (MBA) student of the University of Nairobi.

He is required to submit as part of his coursework assessment a research project report. We would like the student to do his project on **Strategic change management practices and performance of NCBA Banks, Kenya.** We would, therefore, appreciate if you assist him by allowing him to collect data within your organization for the research.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organization on request.

Thank you.

PHILIP NGIGI

FOR: DEAN, SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
16 NOV 2020
P.O. Box 30197 – 00100, NAIROBI

Appendix II: Introductory Letter

Dear Respondent,

My name is Justine Murimi Maina. I am a Masters student at the University of Nairobi, School of Business, Department of Busines Administration. I am doing research on **Strategic Change Management Practices and performance of NCBA bank Kenya.** As part of my research to understands strategic change management practices and how they influence performance, your institution has been selected. In this regard, I request you to spare little time and respond to my interview which will help me produce a significant report on the research phenomena.

The information you provide shall be under ethical considerations of research, that, confidentiality will be upheld. Therefore, the researcher will not include any individual identification or attribute opinions and responses to an individual.

Yours faithfully,

Justine Murimi Maina

Appendix III: Interview Guide

Part A: Background Information

1. How long have you worked in this institution?

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2. What is your position and department of operation?

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Part B: Strategic Change Management practices

3. Please indicate the Strategic Change Management practices adopted in relation to technology in your organization, following the merger effect.

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4. How did you prepare and continue to encourage employees to support change and implementation of strategies?

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5. Product reengineering has been found to be a key strategic change management practice in organizations similar to yours. How has your organization implemented this strategy to promote performance?

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6. How do you manage the following practices with regard to strategic change?
   a) Rightsizing

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   b) Downsizing

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      …………………………………………………………………………………………
   c) Down scoping

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Part C: Organizational Performance

7. How do you measure performance in your bank and why use the measure?

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8. As a result of the strategic change management practices adopted in your organizations, kindly explain, how your organization has benefited or gained competitive advantage

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