BUSINESS CONTINUITY PRACTICES AND PERFORMANCE OF COMMERCIAL BANKS IN KENYA: A POST COVID-19 REVIEW

BY

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A RESEARCH PROJECT PRESENTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, IN STRATEGIC MANAGEMENT, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

2022

DECLARATION

Student Declaration

This research project is my original work and has not been presented for a degree in any other university for an academic award

Sign Date 21st November 2022

Penina Mwangi

D61/7456/2017

Supervisors' Declaration

This research project has been submitted with our approval as University Supervisors.

Sign…… …Date…24.11.2022…………………

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DEDICATION

This project is dedicated to my sister Bilha Mwangi and mum Grace Mwangi. I am truly humbled and challenged by my sister who against all odds, was able to achieve academic success and my mum who has supported me a great deal through the ups, downs and the long nights in my quest to complete this project.

ACKNOWLEDGEMENT

This research is a culmination of a journey of academic passion and fulfilment of a dream. I wish to thank God Almighty for continued grace and favor. Indeed, I can testify that He, who began a good work in me, has been faithful to complete it.

Secondly, I would wish to sincerely thank my supervisor Prof. Justus Munyoki for his guidance and direction in my scholarly journey. I truly appreciate the time and effort he spared to ensure the high standard of quality of this study, while also imparting me with nuggets of wisdom that I will carry with me in my life and career journey as well. I also thank both the teaching and non-teaching staff at the Faculty of Business in the University of Nairobi for their gracious support.

ABSTRACT

This study sought to examine the effect of business continuity strategies on performance of commercial banks in Kenya. The study was anchored on two theories namely the contingency theory and the institutional theory. The target population for this study is 42 Commercial Banks Kenya. Primary data was collected using self-administered questionnaires. A response of 34 questionnaires were returned yielding a response of 81%. . (How was analysis done?) The regression analysis findings revealed a statistically significant effect of business continuity on organizational performance of commercial banks as shown by significance level of 0.000 which is <0.05. This affirms that the model is statistically fit as an estimator of bank performance. The coefficient of determination (R^2) 0.519 value implied that 51.9 % of performance of commercial banks is attributed to business continuity practices namely management support, organizational preparedness, embeddedness to continuity practices and adaptation to external environment. The coefficients output in the regression model show that management support, organizational preparedness, embeddedness to continuity practices and adaptation to external environment have a positive and statistically significant impact on bank performance. The study recommends the need for the top management to continue supporting the business continuity plans through adequate resourcing through purchase of sophisticated risk detection systems and inviting professionals to enlighten the staff on matters to business continuity, constant lookout for information to timely predict and respond to global shocks which is achievable by having a competent team that is able to forecast and simulate scenarios for appropriate action, setting up a business continuity department and keeping an eye to cautious to ensure that the measures blend with our local circumstances do not strain the local systems and resources and ultimately drive performance

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LIST OF ACRONYMNS AND ABBREVIATIONS

BCM	Business Continuity Management
CBK	Central Bank of Kenya
MFC	Mortgage Microfinance Corporation
UNICEF	United Nations Children's Fund
SPSS	Statistical Package for Social Sciences

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The running of modern businesses is driven by solid business objectives such as availability of service, prompt service delivery and meeting customers' expectations. To survive, the business must deliver the correct product, at the right time and at an affordable price to the customer on a continual basis. Therefore, it is imperative that the business establishes a working plan to ensure that critical business functions resume effectively and quickly in the event of unforeseen disruption (Wong, 2009). A business continuity plan is a key factor in enhancing the organization's resilience to withstand extreme internal and external pressures (Sawalha, 2013). Businesses that integrate business continuity practices into their strategic management earn key competencies over their rivals with regards to operational resiliency during crisis and thus minimizing adverse impacts to their value and reputation (Low et al., 2010).

The study was guided by contingency theory advanced by Edward Fielder (1967). The theory argues that a suitable structural design is one whereby the structure accommodates contingencies. According to the theory, there is no universal criteria to manage a but rather, company course of action is informed by the prevailing internal and external situation. Reference will also be made to the strategic fit theory which expresses the extent to which the firm matches its capabilities and resources with opportunities presented by the external environment. The matching is implemented through a strategy and thus the firm should have actual resources and capabilities to execute a strategy. The study will further be anchored on the institutional theory which provide a framework for effective response (Herbane, 2010). According to the institutional theory, the homogeneity of industrial practices across entities is dependent on environmental actors as opposed to organizational structures (Daddi et al., 2016).

The competitiveness of Kenya's banking improved in 2020 manifesting the sector's resilience to shocks. The sector's assets expanded by 12.4% to 5.4 Trillion in 2020 from 4.8 Trillion in 2019 (Kiemo &Kamau, 2020). The improvement in performance by commercial banks has been attributed to a series of initiatives in the last five years that were instituted to salvage the banks deterioration of loans, assets and deposits since 2003 (Kenya Bankers Association, 2021). Mergers and acquisitions by top banks such as CBA and NIC have supported the growth of the sector due to benefits of economies of scale. Locally, we have recently witnessed the sale out of Barclay's bank's Africa segment, Dubai Bank being placed under receivership and chase bank being acquired by the Mauritius Bank. These scenarios point out the need to relook at the risks inherent in the financial sector and how business continuity planning as a concept can be used to mitigate them.

1.1.1 Business Continuity Practices

A business continuity plan is defined as the undertakings required to keep a business in operation during times of disruption of normal operations (SANS Institute, 2002). In case a disruption arises, it is the business continuity plan that spells out the procedures and systems needed to reinstate the firm's operations. It presents the comprehensive guidelines for implementation of the recovery strategy, the roles and succession in the management of operational challenges (Moore& Lakha,2004). A Business plan should keep business active during the disaster and thus support the continuity of the business even after the disaster occurs (Martin, 2002). A business continuity plan entails the business implementing a strategy for averting risk and a framework for impact evaluation. It outlines the business response strategy to a crisis, spells out the recovery plan as well as the policies and procedures for communication and staff management (Woodman &Hutchings, 2020).

Internal and external disruptions whether caused by natural changes, technological failures or data breaches have a severe impact on business operations due to supply chain interruptions. This may influence the organization's ability to deliver services and products to their customers efficiently and effectively. Business continuity plan must be precise and comprehensive to incorporate strategies, plans, policies, standards and procedures for restoration of operations accordingly in the event of a shock and the financial system is kept up and running (Conlon & Smith, 2010).

Business continuity practices refer to critical success factors adapted by a business to maneuver during times of crisis (Järveläinen ,2013). Business continuity practices offer a framework to build resilience and capacity to towards efficient response which protect the interest of the shareholders, brand reputation and value (Woodman &Hutchings, 2020). Business continuity practices support the development of competencies needed to safeguard business assets and ensure business continuity if a disaster arises (Zhang &McMurray, 2013).

Wong (2009) argues that incorporation of business continuity practices into the firm's strategic management accords it a competitive edge over its rivals with respect to resilience. Firms with business continuity practices realize speedy recovery during times of crisis and reduce detrimental effects to their reputation and value. Ahmed (2016) found a positive and significant influence of all dimensions of top management support on the performance of the public sector in Pakistan

1.1.2 Organizational Performance

Marmouse (1997) defines financial performance as the measurable and verifiable indicators that can be used to gauge the extent to which the organization has attained the set goals or objectives. These indicators may either be financial or non-financial (Salem, 2013). Performance and its sustenance is what all companies focus at since it will enable the firm to grow and make progress. Strategic decision making is a very important factor in management and is arguably a highly significant pointer of a company's performance (Corina et al., 2011).

Sabina (2013) argues that performance measurement is critical since it enables managers and researchers to assess specific actions of the enterprise and the firms' performance in comparison to the rivals. It also tracks the firms' performance over time. Performance is measured from different perspectives with key focus on major stakeholders such as the customers, employees, supplier's financial successes and key business processes to ascertain the current, past and future performance. As such, the organization is able to measure progress and institute measures where necessary.

The balance scorecard by Kaplan and Norton (1992) will be adopted to measure performance in the study. According to the model proponents, the true reflection of financial performance of an organization is not only depicted by the financial indicators, but also the non-financial measures. The model proposes four performance measures namely, the customer perspective, financial perspective, learning and growth and internal business processes. The customer perspective measures whether the customer is content with services and considers the customers' needs such as quality and cost. The financial perspective deals with the investment decisions of the firm and profitability. On the other hand, internal business processes evaluate the seamlessness in the firm's internal processes such as communication, administration and use of technology while learning and growth constitute the experience gained as a result of being in business over time.

1.1.3 Banking Sector in Kenya

Kenya's banking sector is regulated by the Central Bank of Kenya through the Banking Act Cap 488) using powers derived from Central Act Cap 491. The Kenyan banking sector constitutes 43 institutions among which forty-two are commercial banks and one mortgage finance company (MFC) (CBK,2019). Thirty -one of the forty-three institutions are locally owned, twelve foreign owned and eight exhibits both foreign and local ownership. Kenya has created laws that ensure the formulation and management of banks such as the Banking Act, Microfinance Act, Kenya Deposit Insurance Act and Central Bank of Kenya Act among others (CBK, 2020)

According to Dia et al., (2020), the banking sector constitute a vital facet of the financial system. Banks generate additional income to the economy by sourcing funds from depositors and lending to investors to fund productive projects thus enabling smooth running of the country's economic activities (Dietrich and Wanzeried 2011). The sector makes significant tax contribution to the economy contributing to 42.4 Billion in 2020 which is used to support different economic activities (KBA, 2021).

The Covid-19 pandemic exposed banks to unprecedented risks forcing them to re-structure their operations in order navigate through the tough times. Restructuring loans, maintaining cash and liquidity to re-adjusting operations were among the measures taken by financial institutions to maintain financial stability and ensure survival. The banks' ability to implement such measures was anchored on having solid business continuity measures and ability to absorb shocks accruing from both the internal and external environment. In March 2021, the CBK ordered banks to develop precautionary measures to keep their operations running (CBK, 2021).

1.2 Research Problem

Firms operate in a highly dynamic and unpredictable business environment. Globalization has exposed firms to a more political, environmental, technological, sociological, legal and economic turbulence. Turbulence creates both opportunities to be leveraged as well as risks that if not well addressed can imperil the very success of the company (Wambutura, 2010). The Covid-19 pandemic triggered major financial and operational challenges to organizations making continuity difficult hence most were forced to downsize or shut down their operations or workforce (Juergensen, Guimón, & Narula, 2020). Business Continuity in times of crisis is critical for all businesses. This can only be achieved through clearly planned measures defining the risks and their mitigating factors (Thiga, 2009)

Kenyan banks are vulnerable to operational disruptions triggered by external and internal threats including wars, fire, pandemics and system failures. These disasters subject the company to serious operational disruptions thus threatening their solvency and business continuity. According to Cummings et.al, 2010, of the businesses that are confronted by a crisis without robust business continuity, 43% fail to reopen, 51% close within two years while only 6% will survive in the long run. KPMG (2014) established that the cost of lag for a period of 12 months is over 100,000$ for 36% of organizations. Listed banks in Kenya appeared in the list of poor performers in 2020 having been worst hit by the Covid- 19 pandemic forcing them to restructure loans. Equity Bank, KCB and ABSA stood out as the most affected banks (CMA, 2020). The question arises on to whether these banks had robust business recovery plans which aided resilience.

Numerous studies have been carried out both locally and globally on business continuity factors and performance. Globally, Bakar, Yaacob & Udin (2014) analyzed the nexus between business continuity factors and firm performance in Malaysia. The study was conducted abroad and therefore may not give a reflection of Kenya's banking sector. Similarly, Low &Liu (2010) examined business continuity management in large construction firms in Singapore which presents a contextual gap both regionally and sector wise. Further, Sawalha (2013) undertook an empirical review on business continuity management practices and firm performance. The study relied on secondary data to derive inferences, but the current study will be based on primary data will is timelier and more reliable. In addition, Javelainen (2020) focused on stakeholder involvement in business continuity management while Sawalha, Anchor & Meaton (2012), explored business continuity management in Jordanian Banks which both present contextual gaps.

Locally, Njuguna (2011) conducted a study on business continuity management practices in UNICEF, Kenya. The study established that UNICEF has a business continuity system in place and business continuity planning is highly ingrained in the planning process. The study was more skewed towards establishing the business continuity management practices adopted without connecting with performance. Chepkorir (2018) examined the effect of business continuity practices on the performance of security firms and established that the performance of security firms is influenced by the support accorded to business continuity factors by the top management. Apart from focusing in the security sector, emphasize was highly placed on the role of top management in supporting BCM which delineates from the focus of this study which is to link BCM factors with performance.

From the above review, it is evident that majority of the studies on business continuity factors have been conducted abroad. It is also observed that the studies adopted different variables thus insufficient grounds for comparison and development of policy. The few studies available locally were conducted in other contexts and not the banking sector. Not a single study has also examined the concept of business continuity post the pandemic in the Kenyan banking sector. Therefore, the current study seeks to breach the gap by analyzing the effect of business continuity factors on Kenya's bank performance post the Covid-19 pandemic. Hence the proposed research question of the study was; what is the effect of business continuity practices on performance of Kenyan Banks Post the Covid-19 pandemic?

1.3 Objectives of the Study

i. To establish the extent to which various business continuity practices have been implemented by Kenyan Banks

ii. To investigate the effect of business continuity practices on the performance of commercial Banks Post-Covid-19 pandemic.

1.4 Value of the Study

The research will be useful to the bank's management and other financial institutions in Kenya and other regions which will understand and appreciate the need to have business continuity practices in place to easily maneuver around pandemics. The management will gain insight of how performance is influence by business continuity management and seek measures that will enhance business continuity management in the banking sector

The study will be of great importance to regulators and policy makers since it will provide a basis for business continuity management factors that can improve bank performance. The results will inform policy makers in reviewing the development and review of existing policies that will influence growth and sustainability

The study will be utilized by future researchers and scholars to identify further areas of study. Such studies will make a contribution towards the development of frameworks and programs for management of pandemics. The study tries to address gaps in literature thus building to the existing literature on business continuity practices and organizational performance

CHAPTER TWO: REVIEW LITERATURE

2.1 Introduction

The section examines relevant literature associated with research objectives. Theoretical review focused on different theories and frameworks associated with the study elucidating their facts interconnectedness with the study's variables. On the other hand, empirical review reviewed other studies conducted that inform the study. The chapter also covers the conceptual framework analyzing how the study variables relate. A summary and outline of gaps is provided at the end of the chapter.

2.2 Theoretical Foundation

The study was anchored on three theories namely the contingency theory, the strategic fit theory and the institutional theory. Information on the founder of the theory, facts of the theory and the application to the study.

2.2.1 Contingency Theory

The theory was founded by Fred Fielder in the year 1967. According to Fielder, there is no best way to lead an organization but rather, the choice of leadership is informed by situations emanating from both internal and external sources. The contingency theory was coined from the contingency management theory. The contingency theory argues that there are various external and internal factors that can influence the attainment of optimum organizational factors which include the technology in use, size of the organizations and the number of organizations using a similar strategy (Priem, 1994). The theory dissociates external factors from organizational factors which influence strategy implementation (Myers et al.,1997).

Despite losing importance in the 1980s due to theoretical and methodological challenges, the contingency theory is slowly gaining relevance again especially in the field of strategic management (Peteraf and Reed, 2007)

In addition to the leader's psychological orientation, Fielder puts forth three other variables which are crucial in determining organizational performance namely; group atmosphere, leaders power position and task structure. Jointly, these factors are referred to as leadership style and situational favorableness implying that leadership effectiveness is prescribed by the leadership style of the person and the prevailing environmental factors.

It postulates that superior organizational performance is achieved by matching organizational attributes to contingencies that reflect organizational situation through strategy (Zott &Amid, 2008). Unlike the universalistic theory, the contingency theory does not pinpoint the best or specific way to organize but rather, organization's reach to obtain the best performance if they adopt the sufficient proportion of a variable that matches contingency and not the maximum (Wasserman, 2008)

The constructs of contingency theory are supported by views of Schweikart (1985) who established that financial systems differ from one country to another due to distinct environmental factors. Therefore, the theory will aid banks to consider factors such as environmental, societal, political, user characteristics, economical and its user attributes in resource allocation process. The is also useful in that it will help banks to devise strategies to survive in the dynamic business environment

2.2.2 Strategic Fit Theory

The strategic fit theory emanated from the works of Chandler (1962). Chandler established that the existing capacity and structures could no longer accommodate diversification thus rendering the organization inefficient (Galunic/Eisenhardt (1994)). Diversification exposes the firm to higher risks and uncertainties arising from the external environment. The solution to this is to control for centralization and explore on new areas of expertise and functions. Strategic fit expounds on the extent to which the firm is matching its capabilities and resources with opportunities presented by external environment. The matching is realized through strategy and it is therefore crucial that the firm owns the resources to execute and support strategy.

The concept of strategic fit can be applied to examine the strategic position of a company and opportunities such as diversifications of organizational units. Strategic fit is closely linked with the resource-based view identify the ability to leverage on the firm's internal capabilities and resources as key to profitability in addition to other factors such as positioning and industry selection. The firm can generate more profit through a unique combination of resources and capabilities and subsequently competitive advantage (Bresser, 2000).

Also referred to as the alignment theory, the strategic fit theory purports that the organization and its competitive status should not be viewed as interdependent entities but rather different influences in one global environment (Boston consulting group, 1968).

Strategic fit implies well alignment of both the competitive and organizational strategies. The strategic fit describes the customer priorities that a competitive strategy seeks to fulfil, and the processes and functions required to maintain the survival of the overall chain (Child, 1972)

2.2.3 Institutional Theory

The institutional theory was advanced by John Meyer and Brian Rower in the late 1970s to analyze how organizations fit, are related or shaped by their societal, national and global ecosystems. The theory explores social phenomena and views the social world as one which constitute institutions enduring practices and strategies that set conditions for action. Institutions are of essence in that non-conformity with them attracts additional costs, higher risks and fewer resources that are required to support processes and activities (Lammers and Gacia, 2014).

According to institutional theory, the limited resources in the business environment, introduce the inherent challenge of top-down approach in identifying areas of investment. Subsequently, the top-down approach limits the coordination of additional resources. The institutional theory seeks an in-depth analysis into the institutional differences between the developed and developing nations beyond the models of competition and proposes an institutional view of national global competition (Anh and York, 2012). National Institutions have potential control over resources, infrastructure and capital and thus influencing local institutions such entrepreneurship ecosystems.

While analyzing the process of change, Veblem emphasized on the importance of habits in interactions between institutions and individuals. He poised that credit was important for control of production although it made negligible contribution to the production capacity of the industry. Veblem believed that credit was purely fictitious since creditors take over and become owners of capital during periods of financial recession (Veblem, 1932). This theory is applicable to the research as it describes the risk management practices banks that may adopt to control the isomorphic pressures arising from the external environment over time.

2.3 Empirical Studies and Research Gaps

Numerous studies have been conducted globally, regionally and locally on the topic business continuity practices and organizational performance but in different contexts or using varying methodologies. For instance, Bakar, Udin and Yacoob (2015) examined the impact of business continuity management practices on organizational performance with information technology (IT) as the moderating variable. The study targeted 147 organizations certified with ISO 27001 and ISO 2230 is Malaysia. Their preference was premised on the fact that most were more committed towards the adoption of business continuity management practices. Questionnaires were administered to managers and holders of executive positions who were more directly involved in the implementation of business continuity practices (BCM). Regression analysis was conducted to test the moderating effect of IT on the association between BCM and performance. The findings showed that IT moderates the association between BCM factors and firm performance to a small extent. The paper further highlighted lack of financial support and deployment of business continuity management on enterprise basis as the key challenges encountered by BCM professionals. The study was focused on establishing the moderating role of IT on the association between BCM and performance and did not demonstrate whether there exists a nexus between the BCM factors and performance which the present study seeks to investigate.

Alharthi and Khalifa (2019) investigated the effect of business continuity management on crisis leadership. The study sought to explore a suitable approach to re-engineer performance within Abu Dhabi Government Entities. Three variables namely crisis leadership, business continuity management and business approach were evaluated against organizational crisis management performance. The study adopted a quantitative research design where 500 respondents were targeted and a response of 328 obtained. Analysis was executed using structural modelling equation using AMOS 22. It was established that leadership has a positive effect on business continuity management and that BCM positively and significantly influence organizational crisis performance. This research presents a contextual gap since it was conducted in Abu Dhabi. Further, the study evaluated the impact of leadership in crisis management through business continuity practices and not the effect of BCM on performance which is the focus of the present study.

Sakura (2018) explored the effect of business continuity management practices on firm performance of Security Companies in Nairobi. The study adopted the descriptive Survey design. 176 respondents were sampled out from a population of 328 respondents from 82 security firms to participate in the study.

A multiple linear regression analysis was performed on business continuity management practices against performance and the findings revealed that the performance of security firms is influenced by top management support, allocation of sufficient resources and adequate planning of business continuity. Overall, business continuity management was found to exhibit a statistically significant impact on performance. The current study seeks to examine whether the same findings prevail in the banking sector.

Randeree, Narwani &Mahal, (2012) evaluated a business continuity management model for UAE banks. The study focused on 10 UAE banks. A tailored Business Continuity Maturity model was advanced using two stage modality. The first approach entailed developing a model based on five existing models while the other involved validation of the model based on the results of the first stage with support of BCM experts from the selected banks. The study established that standard maturity model is a functional model for situational analysis and can be a basis evaluating the maturity of BCM processes. The investigation evaluated the efficacy of the BCM model as opposed to assessing the nexus between business continuity practices and performance which the present study seeks to investigate.

Maina (2012) explored the use of a business continuity plan as a mechanism for building resilience among SACCOS in Kenya. All the six-licensed deposit taking microfinance institutions licensed by the central bank were studied. The results indicated that deposit taking microfinance institutions in Kenya have adopted formal business continuity planning. The findings established a direct correlation between business continuity planning and priority given, existence of technical capacity, management attitude and acknowledgment of the importance of business planning. It was further established that that the client's reputation on deposit taking microfinance institutions was largely dependent on proactive management of business continuity risks. The scope of the study is like that of the current study although only that it focused on the deposit taking microfinance institutions. As such, the current study will explore whether a similar relationship will be observed among commercial banks in Kenya

Kavonga (2014) studied ICT business continuity plan and service delivery among Kenyan insurance firms. The study was conducted on major insurance firms with motor and medical insurance services. The study targeted 60 employees from insurance firms from where data collected and analyzed using regression analysis. The findings revealed that most insurance firms depend on ICT systems to execute important functions and most have BCM systems in place. It was not noted that most insurance firms do not have business continuity plans in place. The study established no significant association between ICT business continuity plans and organizational and service delivery. Apart from focusing on a different sector, the insurance sector, business continuity was only measured against on indicator of performance 'service delivery'. The current study will include various performance measures to present more solid findings.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the study's research design. In addition, it addresses population, sample size and the techniques used in data collection. It also discusses the procedures for processing and analyzing the data collected.

3.2 Research Design

Kothari (2004) defines a research design as a plan or system to be applied to articulate the research problem. It provided a guide of how the objectives were addressed by the study. The research design guides the study by providing guidelines on the data that was collected and how it was analysed. The research adopted a descriptive the cross -sectional design since the data was collected during a single period of time. This design enabled the researcher to understand the relationship between variables in this study (Teddlie & Tashakkori, 2003). The research design also enabled the researcher to collect a vast amount of data in a short span (Singleton, 2009).

3.3 Target Population

Kothari & Garg (2014) define study population is a group of elements with a minimum of one common characteristic. The study's population comprised of all the 42 Kenyan commercial banks as from 31st December 2020 (CBK, 2020). The choice of banks was informed by the shocks presented to the sector by Covid-19 which resulted to the restructuring of various services and offerings. The study was a census study since all the banks were studied.

3.4 Data Collection

Primary data was applied in the study which was gathered using a structured questionnaire. The choice of a questionnaire is informed by cost implication, effective and efficient way of collecting information in a short period. The questionnaire constituted three sections; the first section captured the respondents' bio-data, second part examined business continuity factors that have been adopted by commercial banks, section three addressed organizational performance.

The questionnaires were issued to one respondent from each of the banks preferably heads of departments from the risk management department and the strategy department. The questionnaires were dropped and picked by the investigator with the help of a research assistant.

3.5 Data Analysis

Saunders, Thornhill and Lewis (2009) stated the data collected must be processed in order to obtain meaningful information and make inferences. The data collected was subjected to data cleaning which entails testing the data for completeness and controlling for outliers. Data entry was performed by coding the data into the statistical package for social sciences (SPSS Version 23). Descriptive statistics including standard deviation and mean was executed to understand the data. The nexus between the dependent variable (performance) and independent variables (Business Continuity Practices) was assessed using regression analysis and presented using charts and tables.

The multiple regression equation was presented as follows;

$$Y = \beta_0+\beta_1 X_1+\beta_2 X_2+\beta_3 X_3+\beta_4 X_4+ e$$

Where:

Y = Organizational Performance of commercial banks

β_i = The coefficients for different variables.

β_0 = the Y intercept

X_1 = Management Support

X_2 = Organizational Preparedness

X_3 = Embeddedness of Continuity Practices

X_4 =Adaptation to external Environment

e = the error term

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.0 Introduction

This section presents the results of data collected with the aim of addressing the research objective which was to examine the effect of business continuity practices on the performance of commercial Banks in Kenya Post-Covid-19 pandemic. Descriptive statistics was generated on the extent of adoption of various business continuity strategies which was used to run regression model to measure the effect of business continuity practices on the performance of commercial banks Post Covid-19 in Kenya. The findings were presented using Tables.

4.1 Response Rate

For the study, a total of 42 questionnaires were administered to the different representatives of commercial banks who were either heads of departments from the risk management department or the strategy department. However, only 34 were fully filled and returned translating to a response rate of 81%.

According to Mugenda and Mugenda (2010), a response rate of 70% and above is the is excellent for analysis and therefore the study was fit for drawing inferences and conclusions about the population.

4.2 Demographic Factors

The study examined the demographic attributes of the respondents and the firm in order to get a glimpse of certain background characteristics of the participants and gauge their accuracy to respond and articulate the issues under investigation. For the study, fundamental components attributes of those polled such as the gender, highest education level and duration worked for the organization were assessed. The findings were as demonstrated in Table 4.2 below

4.2.1 Gender

The study sought to analyze the gender of the respondents. The findings were as shown in Table 4.1 below

Table 4.1 Gender of the Respondents

	Frequency	Percent
Male	20	59.4
Female	14	40.6
Total	**34**	**100.0**

Source: Researcher (2022)

The results presented in Table 4.1 above indicate that there are more male (59.4%) than women (40.6%) working for commercial banks in Kenya. Despite the variance, the composition is acceptable and meets the two third gender rule as recommended by the Kenyan Constitution.

4.2.2 Level of education

The investigator measured the respondent's education level to ascertain whether they had attained tertiary, undergraduate or post –graduate academic awards. The results were as depicted in Table 4.2 below

Table 4.2: Highest level of education

	Frequency	Percent
Tertiary	7	20.5
Undergraduate	19	56.0
Post graduate	8	23.5
Total	**34**	**100.0**

From the findings, it is evident that majority of those polled had attained bachelors level of education (56%) followed by 23.8% who had earned post-graduate degrees while the least, 20.5% had acquired tertiary level of education. The results demonstrate that majority of the respondents were well educated hence anticipated to have higher comprehension on the issues relating to business continuity and performance

4.2.3 Duration Worked

The study sought to investigate the duration in which the participants have been working for the commercial banks and the results were as presented in Table 4.3below.

Table 4.3 Duration in the organization

	Frequency	Percent
Less than 3 years	5	15.6
3-5 years	7	21.9
6-10 years	11	34.4
Above 10 years	9	28.1
Total	**32**	**100.0**

Source: Researcher (2022)

The findings reveal that majority have worked for their organizations for between 6-10 years (34.4%), followed by above 10 years (28.1%), then between 3-5 years (21.9%) while only 15.6% have served for less than 3 years. It can be said from the analysis that majority of the respondents have worked for the banks for a considerable period of time hence have acquired adequate experience on issues related to business continuity practices and how it contributes to performance.

4.3 Business Continuity Practices

The study sought to measure the extent to which the different business continuity practices had been applied by commercial banks in Kenya Post the Covid-19 Pandemic Period. Four variables namely the management support, organizational preparedness, embeddedness of continuity practices and adaptation to external environment were measured. The statements were evaluated in a five point Likert Scale of 1- Strongly disagree, 2- Disagree, 3- Moderate, 4-Agree, 5- Strongly agree. The results were as indicated in the sections below;

4.3.1 Management Support

The investigator measured the degree to which management support was present across different commercial banks in Kenya especially post the COVID-19 pandemic period. The respondents were presented with various statements related to management support and asked to rate in a Five –Point Likert Scale of 1- Strong Disagree, 2- Disagree, 3- Neutral, 4- Agree and 5- Strongly Agree. The results were as shown in Table 4.4 below

Table 4.4: Management Support

	N	Mean	Std. Deviation
The business continuity program is initiated and authorized by the top management	34	4.44	.70
The top management has made substantial financial commitment to avert risk	34	4.24	.89
The business continuity program is sponsored by the top management	34	4.21	.64
There is lesser chance of innovation and commitment without transformational and visionary leaders	34	4.02	.95
The senior management is committed to ensuring that business operations run normally under situations of risk such as Covid-19	34	3.85	.78
Staff undertake business continuity initiatives seriously when there is commitment by the top management to support programs	34	3.76	1.28
Average	**34**	**4.09**	**0.87**

Source: Researcher (2022)

The output in Table 4.4 above show that most of those polled agree that business continuity program is initiated and authorized by the top management (M-4.44, SD-0.70). Majority of the respondents also agree that the top management has made substantial commitments to avert risk (M-4.24, SD-0.89). Similarly, the respondents overwhelmingly agreed that the business continuity program is sponsored by the top management and that there is lesser chance of innovation without transformational and visionary leaders as demonstrated by means of 4.21

and 4.02 respectively. The results further show that to a large extent the senior management were committed to ensuring that run normally under situations of risk such as Covid-19 (M-3.85, SD-0.78) and finally there is some consensus that staff undertake business continuity initiatives seriously when there is commitment by the top management to support programs (M-3.76, SD-1.28). The overall mean of 4.09 shows that the management was supportive of business continuity initiatives Post-Covid 19.

4.3.2 Organizational Preparedness

The investigator measured the degree to which various organizational preparedness measures are visible across different commercial banks in Kenya especially post the COVID-19 pandemic period. Those interviewed were tasked with various statements related to organizational preparedness and asked to rate in a Five –Point Likert Scale of 1- Strong Disagree, 2- Disagree, 3- Neutral, 4- Agree and 5- Strongly Agree. The results were as shown in Table 4.5 below

Table 4.5: Organizational Preparedness

	N	Mean	Std. Deviation
The organization has taken a strategic approach to ensure that business continuity measures is way up the minimum provisions	34	4.12	.85
Business continuity initiatives are well stipulated in the organization's corporate agenda	34	4.00	.92
External parties such as legislators and regulators compel the bank to comply with business continuity provisions	34	3.93	.86
The customers advance some requiremets which motivate the management to enhance service continuity	34	3.88	.69

The firm functions with the minimum requirements as outlined by the regulators to ensure business continuity	34	2.89	1.37
Average	**34**	**3.76**	**0.94**

Source: Researcher (2022)

From the results in Table 4.5 above, it is evident that majority of the respondents agree that the organization took a strategic approach to ensure that business continuity initiatives were way up the minimum provisions in the wake of Covid-19 (M-4.12, 0.85) since the respondents disagreed that the firm functions within the minimum requirements as outlined by regulators to ensure business continuity (M-2.89, SD-1.37). Additionally, the respondents agree that business continuity initiatives are well stipulated in the organization's corporate agenda (M-4.00, S.D, 0.92). Majority of the respondents also agree that external parties such as legislators and regulators compel the bank to comply with business continuity provisions (M-3.93, SD-0.86) while the respondents to some extent opine that the customers advance some requirements which motivate the management to enhance service continuity (M-3.88, SD-0.69)

4.3.3 Embeddedness of Continuity Practices

The investigator measured the degree to which embeddedness of continuity practices has been realized across different commercial banks in Kenya especially post the COVID-19 pandemic period. The respondents were presented with various statements related to embeddedness and asked to rate in a Five –Point Likert Scale of 1- Strong Disagree, 2- Disagree, 3- Neutral, 4-Agree and 5- Strongly Agree. The results were as shown in Table 4.6 below

Table 4.6: Organizational Preparedness

	N	Mean	Std. Deviation

The organization is familiar with various recovery approaches and risk avoidance	34	4.06	.92
The organization is quickly able to identify potential risk	34	3.97	.87
Critical business functions were restored effectively by a committed team during Covid-19	34	3.74	.90
The business continuity plans are regularly updated ,tested and improvised in the organization	34	3.71	1.22
The organization has a well-established management team for crisis management	34	3.68	1.12
The organization is quickly able to recover from crisis	34	3.50	1.29
Average	**34**	**3.78**	**1.05**

Source: Researcher (2022)

The output indicated in Table 4.6 above shows that the respondents agreed that the banks are familiar with various recovery approaches and risk avoidance strategies (M-4.06, SD- 0.92). Further, the participants are of the view that the banks are quickly able to identify potential risks (M3.97, SD-0.87). Additionally, majority of those polled believe that critical business was restored effectively by a committed team during-Covid 19 pandemic (M-3.74, SD.0.90) closely followed by those who believe that the business continuity plans are regularly updated, tested and improvised in the organization (M-3.71, SD-1.22). Additionally, the respondents somewhat agreed that the organization has a well-established team for crisis management (M-3.68, SD-1.12) while most were moderate as to whether the organization is able to quickly recover from crisis (M-3.50, SD-1.29)

4.3.4 Adaptation to External Environment

The investigator measured the extent to which commercial banks in Kenya are adapted to the external environment especially post the COVID-19 pandemic period. The respondents were presented with various statements related to adaptation to external environment and asked to rate in a Five –Point Likert Scale of 1- Strong Disagree, 2- Disagree, 3- Neutral, 4- Agree and 5- Strongly Agree. The results were as shown in Table 4.7 below

Table 4.7: Adaptation to External environment

	N	Mean	Std. Deviation
Business continuity is an ongoing activity within the organization	34	4.21	1.24
Business continuity plans are embedded into existing processes	34	3.92	.90
The bank has adopted international business continuity standard and frameworks that integrate into the internal critical processes	34	3.62	.95
The organization employed a combination of ways to communicate its relevancy such as trainings and structured talks to meet needs of various target groups during Covid-19	34	3.23	.88
Average	**34**	**3.75**	**0.99**

Source: Researcher (2022)

From the findings indicated in Table 4.7 above, majority of the respondents believe that business continuity is an ongoing activity within the organization (M-4.21, SD-1.24) followed by those who agree that business continuity plans are embedded into existing processes (M-3.92, SD-0.90). On the other hand, the respondents to agree that the bank has adopted international business continuity standards and frameworks that integrate into internal critical process (M-3.62, 0.95), though most were uncertain whether the organization employed a combination of strategies to communicate its relevancy such as trainings and structured talks to meet the needs of various target groups during Covid-19 (M-3.23, SD-0.88). The average mean of 3.75 means that the firm is responsive to external factors to ensure business continuity.

4.4 Bank Performance

The study measured the extent to which banks have realized performance over the last five years. Various parameters of performance measurement were presented to the respondents and asked to rate in a five point Likert scale of 1- Strong Disagree, 2- Disagree, 3- Neutral, 4- Agree and 5- Strongly Agree. The findings were as shown below

Table 4.8: Performance

	N	Mean	Std. Deviation
There has been increased use of technology in the bank over the last five years	34	4.18	.69
Customers have reported more satisfaction in the last five years compared to the past	34	3.76	1.35
The bank has registered improved profitability over the last five years	34	3.60	.92
The banks' market share has increased over the last five years	34	3.56	.86
The banks' revenues have increased over the last five years	34	3.44	.87
The rate of employee retention has improved over the last five years	34	3.40	.85
Average	**34**	**3.66**	**0.92**

Source: Researcher (2022)

The findings as shown in Table 4.8 show that different performance indicators reported varying levels of agreement with majority of respondents agreeing with some parameters and hesitant to concur with others. Majority agreed that there has been increased use of technology in the last five years (M-4.18, SD-0.69). The participants also agreed that customers have reported increased satisfaction over the last five years (M-3.76, SD-1.35). Similarly, the respondents somehow agree that the bank has reported increased profitability over the last five years (M-

3.60, SD-0.86) and that the banks' market share has increased over the same period (M-3.56, SD-0.86). Finally, the respondents were neutral as to whether the bank's revenues have increased over the last five years (M-3.44, SD-0.87) with most of those polled being unsure whether the rate of employee retention has improved over the last five years (M-3.40, SD-0.85)

4.5 Regression Analysis

Regression analysis helps to ascertain the linear equation that links the independent and dependent variables being measured. A multiple linear regression analysis was performed on the study to test the association between business continuity practices and performance of commercial banks in Kenya. The regression analysis was executed using SPSS version 23.

Table 4.9: Model Summary

Model	R	R^2	Adjusted R^2	Std. Error
1	.720[a]	.519	.452	.65844

a. Predictors: (Constant), Management support, Organizational preparedness, Embeddedness of Continuity Practices, Adaptation to External Environment

The results illustrated in Table 4.9 shows that business continuity practices as represented by management support, organizational preparedness, embeddedness of continuity practices and adaptation to external environment have a strong relationship with performance (r=0.720). The coefficient of determination (R^2) 0.519 measures the degree to which business continuity practices affect performance of commercial banks in Kenya. From the data findings, 51.9 % of performance of commercial banks in Kenya is attributed to business continuity practices. The remaining 48.1 % variation in performance of commercial banks is influenced by other factors not factored in the model.

Table 4.10 Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.545	4	3.386	7.811	.000[b]
	Residual	12.573	29	.434		
	Total	26.118	33			

Table 4.10 presents the statistical output for analysis of variance which explains the fitness of the model to statistically test the association between the independent and dependent variables. The output depicted in Table 4.10 above show that the F statistic is 7.811 at a significance level of 0.000 which is <0.05. The F Critical value 2.66 was lesser than the F calculated value confirming the significance of the model. This affirms that the model is statistically fit as an estimator of performance of commercial banks.

Table 4.11: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.987	1.117		2.674	.012
	Management Support	.743	.182	.534	4.072	.000
	Organizational Preparedness	.429	.168	.338	2.554	.014
	Embeddedness of Continuity Practices	.753	.220	.581	3.415	.002
	Adaptation to external environment	.459	.145	.454	3.175	.004

a. Dependent Variable: Organizational Performance

The resultant regression equation is written as;

$$\mathbf{Y= 2.987+0.743X_1 +0.429X_2 +0.753X_3 +0.459\ X_4}$$

The Equation above demonstrates that performance of commercial banks will stand at 2.982 in a linear graph at the Y intercept when all other factors are held constant. A unit change in management support will result to 0.743 positive and statistically significant change in performance of commercial banks (B=0.743, P=0.000). Similarly, a unit change in organizational preparedness triggers a 0.429 positive and statistically significant change in performance of commercial banks (B=0.429, P=0.014). On the other hand, a unit variation in embeddedness of continuity practices provokes a 0.753 positive and statistically significant change in the performance of commercial banks while a unit change in adaptation to external environment causes a 0.459 positive and statistically significant variation in bank performance.

4.6 Discussion of the Findings

Descriptive statistics results on the extent to which the management is supportive to business continuity functions show a huge presence of management as shown by an average mean of 4.09 on all the attributes tested. The findings reveal that the top management initiate and authorize business continuity functions and resource it accordingly to ensure that operations run smoothly under situations of risk such as the Covid-19. Acknowledging that there is lesser chance for innovation without visionary leaders, the top management has committed to support various programs to ensure that business continuity programs are successful. Regression analysis findings demonstrate a positive and statistically significant relationship between management support and bank performance which agree with Ahmed (2016) who found a positive and significant influence of all dimensions of top management support on the performance of the public sector in Pakistan

The findings on organizational preparedness show different levels of acceptance with respect to the attributes tested. It emerged that the organization has clearly taken a strategic approach to ensure that business continuity measures is way up the minimum provisions which are well stipulated in the organization’s corporate agenda. According to the findings, in as much as external parties such as regulators and legislators compel the banks to comply with business continuity provisions, banks operate way above the minimum provisions outlined to ensure continuity. The results further show that organizational preparedness cause a positive and statistically significant effect on performance which is in line with Labaš, (2017) who confirmed the existence of a positive and statistically significant positive impact of organizational crisis preparedness and business success.

Additionally, the findings show that commercial banks have embedded various practices to ensure continuity and survival of banks in the highly competitive and dynamic business environment. It was clear that the banks were familiar with various recovery and risk avoidance approaches and its ability to quickly able to identify potential risk allowed restoration of business functions effectively in the event of a breakdown. The findings also demonstrate that the continuity plans were regularly updated, tested and improvised to accommodate new shifts in crisis management. This results concur with Herbane (2004) who reported that embeddedness of continuity practices contributes to positive impacts in which the firm will become more robust and minimize the potential risks of accidents and recover speedily compared to its rivals in the event of a crisis.

Further, the results demonstrate a statistically significant nexus between adaptation to external environment and performance of commercial banks in Kenya. As such, the business continuity has been commissioned as an ongoing process to accommodate external shocks with rapid deployment and adoption of international business continuity standards and framework that integrate into internal critical processes. Nonetheless, the study noted that little was done to reach out to various target groups through structured programmes and trainings during Covid-19. From the regression analysis findings, the study concludes that adaptation to external environment is key in influencing bank performance which is in tandem with Elliott (2020) who reported that adaptation to external drivers is critical in making sure that service continuity is realized which is akin in the attainment of performance.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCUSIONS AND RECCOMENDATIONS

5.1 Introduction

The section details summary of findings, conclusions, recommendations and suggestion for future studies. The conclusions and recommendations are derived based on the study's objectives.

5.2 Summary of the Findings

Below is a summary of the findings emerging from the analysis of the results and subsequent discussions.

Demographic information findings show that that there were more male (59.4%) than women (40.6%) working for commercial banks in Kenya. Despite the variance, the composition is acceptable and meets the two third gender rule as recommended by the Kenyan Constitution. As on the level of education majority of the respondents had attained bachelors level of education followed post-graduate degrees while the least number of bank employees had acquired tertiary level of education. Finally, the findings reveal that majority of bank employees have worked for their organizations for between 6-10 years (34.4%), followed by above 10 years (28.1%), then between 3-5 years (21.9%) while only 15.6% have served for less than 3 years.

On the other hand, the findings show that the management is supportive to business continuity functions show a huge presence of management as shown by an average mean of 4.09 on all the attributes tested. The findings reveal that the top management initiate and authorize business continuity functions and resource it accordingly to ensure that operations run smoothly under situations of risk such as Covid-19. Acknowledging that there is lesser chance for innovation without visionary leaders, the top management has committed to support various programs to ensure that business continuity programs are successful. Regression analysis findings demonstrate a positive and statistically significant relationship between management support and bank performance (B=0.743, p- 0.000).

Similarly, organizational preparedness was found to have a positive and statistically significant effect on performance on bank performance (B=0.429, P-0.014) alluding the organization has clearly taken a strategic approach to ensure that business continuity measures is way up the minimum provisions which are well stipulated in the organization's corporate agenda. According to the findings, in as much as external parties such as regulators and legislators compel the banks to comply with business continuity provisions, banks operate way above the minimum provisions outlined to ensure continuity. Additionally, embeddedness of continuity practices produced a positive and statistically significant impact on the performance of commercial banks (B=0.753, P=0.002). It was clear that the banks were familiar with various recovery and risk avoidance approaches and its ability to quickly able to identify potential risk arising from situations such as Covid-19 allowed restoration of business functions effectively. The findings also demonstrate that the continuity plans were regularly updated, tested and improvised to accommodate new shifts in crisis management

Finally, the results indicated a positive and statistically significant nexus between adaptation to external environment and bank performance (B=0.459, P=0.004). The descriptive analysis findings show that the business continuity has been commissioned as an ongoing process to accommodate external shocks with rapid deployment and adoption of international business continuity standards and framework that integrate into internal critical processes. Nonetheless, the study noted that little has been done to reach out to various target groups through structured programmes and trainings.

The coefficient of determination (R^2) which measures the degree to which business continuity practices explain the performance of banks showed that 51.9 % of performance of commercial banks is attributed to business continuity practices. The findings further reveal that business continuity is statistically significant in predicting performance of commercial banks in Kenya as demonstrated by the p value of 0.000 which is less than 0.05. The regression coefficient results show that a unit change in management support will result to 0.743 positive and statistically significant change in performance of commercial banks (B=0.743, P=0.000). Similarly, a unit change in organizational preparedness triggers a 0.429 positive and statistically significant change in performance of commercial banks (B=0.429, P=0.014). On the other hand, a unit variation in embeddedness of continuity practices provokes a 0.753 positive and statistically significant change in the performance of commercial banks while a unit change in adaptation to external environment causes a 0.459 positive and statistically significant variation in bank performance.

5.3 Conclusions

The findings reveal that business continuity practices have a positive and statistically significant effect on performance of commercial banks in Kenya. It is therefore imperative that banks adopt the business continuity practices to ameliorate risks and realize superior performance in situations of risk such as Covid-19. In light of this, commercial banks have deployed various strategies to a large extent such as top management support, organizational preparedness, embeddedness of continuity practices and adaptation to external environment.

The study concludes that top management support has a positive and statistically significant effect on bank performance. Therefore, the management has been seen to support continuity initiatives by initiating and authorizing programs and resourcing it accordingly to avert risks and realize performance. The findings reveal that innovation around continuity is pegged on transformational and committed leadership who are committed to ensuring that business operations run smoothly even under situations of risk.

Similarly, organizational preparedness positively and statistically translates to performance of commercial banks in Kenya henceforth the banks have taken strategic approaches to ensure that business continuity measures are well laid out at any given point and supported by a good corporate agenda. It also emerged that the banks have put up measures to ensure that they operate way above the minimum measures set out by the regulators and legislators in a bid to remain cushioned from shocks, realize performance and meet the requirements of the customers.

Further, the study concludes that embeddedness of continuity practices is key in the realization of superior performance by commercial banks during shocks such as the Covid-19 pandemic in Kenya as demonstrated by a positive and statistically significant impact by the regression coefficient output. As such, the banks have robust teams to restore business functions in the event of a breakdown hence able to quickly recover from crisis. Additionally, the continuity plans are regularly updated, tested and improvised for effective crisis management.

The findings also show a positive and statistically significant impact between adaptation to external environment and performance of commercial banks which has seen the bank comply with international business continuity standards and frameworks. The study however notes that efforts are still needed to communicate continuity efforts to different stakeholders such as customers through deployment of various channels.

5.4 Recommendations

There is need for the top management to continue supporting the business continuity plans through adequate resourcing through purchase of sophisticated risk detection systems and inviting professionals to enlighten the staff on matters dealing with business continuity to ameliorate risks arising from pandemics. Involvement of all the employees on matters related to business continuity encourage innovation since there is a sense of ownership and accountability which is critical in the realization of performance.

To remain adequately prepared to changing dynamics in the banking space, the management of the banks should be in constant lookout for information to timely predict and respond to global shocks and pandemics which is achievable by having a competent team that is able to forecast and simulate scenarios for appropriate action. Observing customer trends and positioning accordingly is also a way of ensuring continuity and realizing performance. Ensuring that the bank operates above the minimum requirements set by regulators by for emulating best practices from successful international banks with respect business continuity will go in handy in realizing performance.

As on the embeddedness of continuity practices, the study recommends the banks to invest more in setting up a team for business continuity management, since it emerged that in as much as continuity processes existed, the business continuity function was not domiciled as a department for most banks yet it is very crucial for the bank continuity especially during periods of crisis such as Covid-19. Having a department specific for business continuity will aid quick recovery from crisis.

The study concluded that the communication channels to convey critical information with various target stakeholders were not fully effective hence the bank must create more communication channels to communicate interventions for business continuity with key stakeholders such as customers and shareholders to maintain trust and attract the necessary advice. As on the adherence to international standards, the banks must be cautious to ensure that the measures blend with our local circumstances do not strain the local systems and resources and ultimately drive performance

5.5 Limitations of the Study

The study time-frame was limited between proposal defense and the submission of the final report. However, the researcher planned her schedule accordingly to ensure that the work was delivered without compromise. Resource constraints was also a challenge which was attributed to the payment of fees for the project and the resources involved for logistics to collect the data given the hard economic times that we live in. Despite this limitation, the researcher was able to allocate the available resources prudently, to make the study a success. Getting the questionnaires back was also a challenge which compelled the investigator to make several calls and visits to the bank. Some respondents were also hesitant to spell out some aspects of the business continuity practices on grounds that the banking business is a competitive venture hence the need to keep their strategies a secret. The respondents were however assured of non-disclosure and confidentiality of the information provided and that it would only be used for academic purposes.

5.6 Suggestions for further Studies

A study on the effect of business continuity on performance should be conducted using secondary data, primary data was exclusively utilized by the current study.It is clear that business continuity practices have received minimal attention from the preceding studies.. Furthermore, in-depth research on the performance commercial banks in Kenya should be undertaken incorporating more variables since 48.1 % in the variation of bank performance remained unexplained. The study should be conducted in other fields such as the oil industry, public sector and small businesses to find if the same findings prevail. In a nutshell, the aforementioned studies will be paramount in the identification of gaps, anchoring the scientific manuscripts and appraisal of references.

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APPENDICES

Questionnaire

Introduction

This questionnaire has been designed to collect data for academic purposes on the effect of business continuity practices on organizational performance of Commercial Banks in Kenya. The questionnaire contains three sections. Kindly tick the most appropriate response for each question

Section A: Demographic information

1. Kindly indicate your gender

   Male [ ]

   Female [ ]

2. Kindly indicate highest level of education that you have attained

Tertiary college level [ ]

Undergraduate level [ ]

Postgraduate level [ ]

Top management support					
The business continuity program is initiated and authorized by the top management					
The business continuity program is sponsored by the top management					
The senior management is committed to ensuring that business operations run normally under situations of risk					
The top management has made substantial financial commitment to avert risk					
Staff undertake business continuity initiatives seriously when there is commitment by the top management to support programs					
There is lesser chance of innovation and commitment without transformational and visionary leaders					

3. How long have you been in your current position?

Less than 3 years [ ]

3 to 5 years [ ]

6 to 10 years [ ]

Above 10 years [ ]

Section B: Business Continuity Practices

Indicate the degree to which you agree with the following statements the extent of implementation of each business continuity practice as it may be applicable in your bank. Rate the attributes in a five point Likert Scale of 1-Strongly disagree, 2-Disagree, 3- Moderate, 4-Agree, 5-Strongy agree. Provide your response by ticking the box accordingly

External Environment					
External parties such as legislators and regulators compel the bank to comply with business continuity provisions					
The customers advance some requirements which motivate the management to enhance service continuity					
Business continuity initiatives are well stipulated in the organization’s corporate agenda					

The firm functions with the minimum requirements as outlined by the regulators to ensure business continuity					
The organization has taken a strategic approach to ensure that business continuity measures is way up the minimum provisions					

Organizational Preparedness					
The organization is quickly able to identify potential risk					
The organization is quickly able to recover from crisis					
The organization is familiar with various recovery approaches and risk avoidance					
The business continuity plans are regularly updated ,tested and improvised in the organization					
The organization has a well-established management team for crisis management					
Critical business functions can be restored effectively by more than one person in the event of a breakdown					

Embeddedness of continuity practice					
Business continuity plans are embedded into existing processes					
The organization employs a combination of ways to communicate its relevancy such as trainings and structured talks to meet needs of various target groups					
Business continuity is an ongoing activity within the organization					
The bank has adopted international business continuity standard and frameworks that integrate into the internal critical processes					

Section C: Organizational Performance

Indicate the extent to which you agree with the following measures of performance in your bank over the last five years. Use the scale of: 5= Strongly agree 4= Agree 3= Neutral 2= Disagree 1= Strongly disagree

	1	2	3	4	5
The banks’ market share has increased over the last five years					
There has been increased use of technology in the bank over the last three years					
The bank has registered improved profitability over the last five years					

Customers have reported more satisfaction in the last five years compared to the past					
The rate of employee retention has improved over the last five years					
The banks' revenues have increased over the last five years					

Thank You