THE INFLUENCE OF SELECTED DETERMINANTS ON STRATEGIC CHANGE MANAGEMENT PRACTICES AT KENYA COMMERCIAL BANK LIMITED

BY

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

NOVEMBER 2016

DECLARATION

This research project is my original work and has not been submitted anywhere for examination in any other university or institute of higher learning.

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This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

This research project is dedicated to my loving family, my lecturers and my fellow colleagues for the encouragement and the support they offered all through my study period.

ACKNOWLEDGEMENT

My gratitude is owed, to my very able supervisor Professor Aosa whose patience and timely support; supervision, the timely advice and dedication to ensure successful completion of my work. I wish to mention my colleagues at work who were willing to stand in for me when I needed to attend to my project. Once again, I express my gratitude to my family for their support and prayers. Thanks to the Almighty God for his guidance throughout the period of this project.

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ABSTRACT

Organizations engage in organizational changes so as to achieve new and efficient methods of utilizing their resources, a move that is aimed at increasing the organization's capacity to generate value as well as improving stakeholders' returns. Since these organizational changes have significantly impacted on the administration of businesses, it is clear that when strategic change is effectively managed, it becomes vital for the wellbeing of any organization. In the Kenyan context, the economy has undergone inevitable changes due to the manner of operations of an organization, that is, the dynamic and constant increase in competition in the business market. The forces that bring about the changes emanate from both internal and external environments. Organizational seeking to be business leaders take proactive initiatives to minimize the impact of the environmental forces. In order to do so they have to be cognizant of these forces and how they are likely to influence success of their business. This study, hence sought to establish the influence of selected determinants on the change management practices at the Kenya commercial bank Ltd. The study was guided by Lewin's three step theory of change, Kanter's theory of change management and Transaction Cost Theory. The research was carried out through a case study where the researcher administered an interview guide as a primary data collection method. The interview guide was administered to fourteen section heads or their equivalent at the Kenya Commercial Bank Ltd. The data collected was analyzed using content analysis technique. The study found that managers that need to anticipate recognize and proactively deal with the environmental forces in time before they impact negatively on the business. The study further revealed challenges faced by businesses such as inadequate top management support, resistance to change, poor communication, lack of adequate resources, incompatibility of change with new with existing organizational structures, rapid technological change, political interference and change of consumer behavior. The study noted that gradual planning and continuous application of management practices are significant in managing organization changes in case an organization needs to efficiently succeed in achieving the changes and they are largely influenced by such factors as organizational culture, structure, strategy, globalization, technology and top management. Some of the notable change management practices included the setting of vision, evaluation of the results, developing plans and infrastructure, embracing on effective communication strategies, engaging the senior management officials and involving all the stakeholders in the organization. Therefore, top level organization management should be actively involved in the decision making process even when implementing organizational changes. The study concludes that companies must strive to anticipate forces from the environment and proactively adapt strategic management practices to cope with the ever-dynamic business environment. The study thus recommends that organizations should strive to ensure that every individual in the organization is aligned about the process of strategic change and the leadership should play a leading role in not only but also providing support and facilitate implementation of change initiatives.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The management of strategic organizational change has gained tremendous attention in many organizations across the globe. The domestic and global changes that continue to be implemented are attributable to the extreme changes in competing market forces. The transition of organizations from the current state to some desirable future change so as to enhance effectiveness is known as "organizational change," Osano (2009).

Organizational change seeks better alternatives of utilizing the capabilities and resources so as to enhance the organization's ability of increasing productivity and improve stakeholder returns. Therefore, an organization which is on its decline phase requires restructuring of its resource systems if at all it needs to return to the competitive profitability trend. Change refers to a sequence of events that are needed to bring about the required value addition, in an organization. Whether the intended change is from a less participative, corporate culture or along some other dimension, the process tends to follow a certain pattern (Gordon, 2011).

The organizational changes have also influenced business management in Kenya's financial institutions. Due to this, strategic change management ought to be implemented in Kenyan businesses since it will guarantee survival of companies during tough business climates. For instance, the turbulent and probabilistic business environment has made it challenging for businesses to survive hence the need for implementation of organizational changes in order to weather those storms. The turbulence and uncertainty are caused by fluctuations in the economy, entry of new products or product branding, changes in technology, tectonic shifts in customer preference and globalization. Nevertheless, it's significant, noting that due to the dynamic conditions of the business environment, fresh opportunities along with their challenges have also surfaced (Gekonge, 2009). The challenges have proved that not all businesses will have a guaranteed success, hence the need to explore adaptive strategies that will ensure re-alignment with business' goals in order to survive the turbulent business environments. Therefore, in order to uphold success and make gainful progress, managers ought to be focused and alert to ensure adaptability. Owing to the dynamism that the business environment presents, coping with these challenges has been the greatest challenge faced by managers. This makes organizational change a very vital part of the life of the organization. In this study, we realize the relevance of the Transaction Cost theory which attempts to explain issues affecting organizational change. Such issues include; commitment to management and cooperation of employees, which we unpack in this discourse. However, the transaction cost is not well known. In fact, whether social or personal, all expenses should be directed at reaching a contractual agreement. Otherwise, it remains as a kind of residual. Kanter theory of change management focuses on managing the political context by providing information, resources and support for the change effort (Rainey, 2009). Kurt Lewin (1952), developed a model of three stages; unfreeze, change and refreeze. In the first stage, then unfreeze, the need for change is acknowledged and further agree that the need to move from the comfort zone is the focus in this change.

Kenya Commercial Bank is part of the Kenyan banking sector which has made efforts in coping with the new developments and advancements in the financial sector. The board members of KCB have instituted a journey of transformation aimed at enhancing the bank's status in the year 2011. According to Jelagat (2013), the objective of change strategies is aimed at rationalizing costs, driving business efficiency, growth, adding value to stakeholders, increase productivity and move the bank to the next level. The aim of this is to transform KCB to Great statues, however, notes that the bank is yet to incorporate the strategies of change that were formulated to improve the bank's performance in the financial sector (Gekonge, 2009).

1.1.1 The Concept of Strategic Change

The process of re-organizing the business and marketing plan framework of an organization so as to meet the organization's objectives is called strategic change. This change may include altering the organization's policies, mission and vision, target market or even in some cases, the structure of the organization. The problem or situation that different organizations continue to face at the moment, informs the type of change that should be instituted (Kanter, 2012). Burnes, (2004) holds the opinion that change should be seen as a one-off event, something that falls outside the normal running of the organization and ultimately, a thing that should be tackled on an issue by issue basis. Burnes, (2004), claims that, organizational change can be seen as a one-off event to the organization management thus can be tackled systematically every occasion it arises. Further to this, Whipp (2007) and Pettigrew agree that such a change is not only just reformative, it is also an interactive and cumulative process. Organizational changes can either be operational or strategic. The latest deals with broad, long-term issues that affect the institution as it edges into the future while the former deals with procedures and new systems or technological structures which directly affect the organizational arrangements (Armstrong &Taylor, 2014). Moreover, strategic change is vital in any business and can be termed as inevitable. Thus, managers ought to hone their skills in management of change and judging when the change is needed even as they strive to adapt to other external factors necessitating the change (Kaplan & Norton, 2002). Environmental changes such as technological innovation, competition, globalization, regulation and deregulation and consumer behavior have affected many organizations. These organizations have been forced to improve business processes so as to effectively survive in this ever increasingly competitive business environment.

1.1.2 Strategic Change Management

According to Paton and McCalman (2008), the process of change management is extremely important since it is a structured process designed to facilitate the transitioning of people, groups as well as an organizations present circumstance to a better and improved state. This mechanism involves the organization defining new values and behaviors, roles and positions among its workers so as to prepare them for the new changes and to cement goal congruence and a common vision between an organization and its customers. Paton and McCalman (2008), put forward a model that would ensure there is success in organizational change management. His proposal involves five interconnected factors which include; environmental assessment factors-which entail collecting and utilizing information on external and internal business environment; spearheading change- which entails creating a positive change climate, the identifying future directors and linking together people's actions and assessing their impact all organizational level; Combining operational and strategic change; personnel as both assets and liabilities and ensuring that coherence of purpose is upheld. Strategic change in an organization is key in the development of important plans to ensure success in the daily operations of the business.

1.1.3 Banking Industry in Kenya

An analysis of the financial sector in particular, the Sub-Saharan countries in Africa countries, shows that strategic changes have positively contributed to the success in efficiency that is currently experiencing in the banking and financial systems since the 1990s. Subsequently, these commercial banks have strengthened their capital base and improved risk management practices; also advancing credit to the private sectors skyrocketed. In view of these, the banking landscape in most sub-Saharan African countries are bound to be influenced by factors such as mobile banking expansion and expansion of regional banking groups (Revoltella, 2013). Of course, the Kenyan Banking Industry is guided by the following; the Banking Act under chapter 488, the Companies' Act under CAP 486 as well as the Central Bank of Kenya guidelines, CBK (2010). In view of these, Kenyan banks are improving each day in service delivery to customers and clients as well as operational management. According to Revoltella (2013), there is a need to initiate change by delegating requisite resources in meeting the organization's daily needs. In the words of Stephen and Armstrong (2008), leaders ought to be aware that" most people resist change."

Sirkin, Kennan & Jackson (2015), highlighted four main factors influencing change management, that is, the abilities of the project team, commitment of executive and staff, performance integrity, and efforts made by employees. According to Revoltella (2013), the current rapid expansion in Kenya's mobile phone-based transaction system, M-PESA, is a perfect example of the effectiveness realized by new ICT innovations. The M-PESA system which was launched in 2007 facilitates quick, and affordable transfer of money between individuals who do not necessarily have a bank account. Recently, most commercial banks have partnered with leading telecommunication firms in developing joint mobile banking products such as M-Shwari, KCB M-Pesa, which are mobile phone-based system that connects the MPESA and bank accounts, thus enabling customers to easily save their hard earn monies directly to the banks without necessarily visiting the banks.

1.1.4 Kenya Commercial Bank (KCB)

In Kenya and East Africa at large, the Kenya Commercial Bank (KCB) is one of the largest and oldest in regard to its assets. It started its operations in the early 1896 in Zanzibar where it was a branch of the National Bank of India. Eventually, in 1904, it stretched its operations and opened offices in Nairobi, Kenya and has since then expanded tremendously to the point of becoming a trusted commercial bank and taking center stage in enhancing economic empowerment. Since 1997 the bank has further expanded regionally and currently has 60 branches across East Africa regions, including Uganda, Tanzania, Rwanda, Burundi and South Sudan. Moreover, due to a successful strategic management, the journey of KCB's transformation that began in 2011 led to the realization of the impressive financial results, key among them, a 391 Billion Balance sheet and a 20.1 Billion Profit Before Tax in the 2013 financial year (CBK, 2013).

According to Jelagat (2013), the main objective of organizational change strategies is to rationalize costs, drive efficiency, assure investor confidence, deliver growth of business, increase productivity and ultimately move KCB Ltd to the next level. Implementation of such strategies ensured the bank's transformation into a top tier bank, a position it currently holds. Despite the excellent steps made by the institution, thus far, there still remains some change strategies that are yet to be implemented. Therefore, as far as KCB is concerned, more emphasis is still required, especially on behavioral change management in order to continue in the upward trend. Jelagat (2013), points out that the bank still has challenges in managing change and that the challenges are both behavioral and systemic. Therefore, it is on the basis of this that we formulate this report.

1.2 Research Problem

Strategic change management is one of the broadest hurdles that most businesses face. This not only requires great amounts of financing but it also needs great commitment throughout the process to ensure the whole business component succeeds. It deliberately brings important changes designed to meet people's expectations while at the same time advancing the business forward without hitches. It is evident that businesses have to respond well to changes if at all they want to remain relevant in the turbulent business environment. This is because such changes have proved to be the only way, though painful, for the business to survive (Self & Schraeder, 2009).

The challenge of managing behavioral and systemic change has been a major issue in the Kenya Commercial Bank Group. KCB Group Ltd has always remained relevant in ensuring unmatched efficiency in service delivery (Jelagat, 2013). Unless strategy is translated into measures that employees can understand then it will be difficult to accept its functionality.

Richard (2012), in his paper on "*key determinants in the strategic realignment within a digital global business environment in Ghana*," found that while noting the restriction that the above places on this study, both the issues concerned are not deemed to be so pervasive as to significantly influence the findings of this study. Being aware of the difficulties that may arise, will allow the researcher to place greater emphasis on overcoming and addressing the difficulties concerned. Of particular note in this regard, is the use made of interviews with African executives to gain an understanding of contemporary strategic management issues within the context of information and communication technology.

A number of studies on strategic change in Kenya have been done in various institutions, Wanjiru and Njeru (2014), in their paper titled, "*Impact of strategic response to change on the financial performance of commercial banks in Kenya,"* found out that for banks to survive in the current and future uncertain business environment which is marred by turbulence, there is need for strategies that focus and analyze the impact of their activities and a detailed description of ways of dealing with emerging industrial and environmental challenges. In their research findings, they concluded that technological innovation had a correlation with the performance of banks. Similarly, Nyangau (2011), investigated the "Effects of Cultural Change on Strategic Planning in the Banking Sector of Commercial Banks in Kisii Central Business District, Kenya." From the Study, it was found out that cultural change affects strategic planning of commercial banks a great extent. Similarly, Otieno (2013), investigated strategic management change at Kenya Commercial Bank Group Ltd here in the study it was found out that management of strategic change had a number of challenges during its implementation stage such as resistance to change by employees and the cost implication of the process and it recommends that a similar study be carried out to cover other financial institutions that have embraced change as a strategy.

Therefore, in our study, we seek to answer the question, “What is the influence of selected determinants on strategic change management practices at Kenya Commercial Bank Limited?”

1.3 Research Objective

- To study the influence of selected determinants on strategic change management practices at the Kenya Commercial Bank Limited.

1.4 Value of the Study

This research project intends to furnish policy makers with in depth information concerning diverse issues likely to impact the success of strategic change management practices implementation in the banking sector in Kenya. Hence, during the implementation of policy, formulation and enhancing effective change management, stakeholders will see the need to incorporate the findings of this research in all its facets.

The results of this project will be beneficial to bank managers since it will give them more insight on the determinants of strategic change initiatives that can be incorporated to meet institutional goals. Such strategic initiatives include; organization strategy, organization capability, organization culture and management's commitment to change. To this end, hopefully, the recommendations derived from the findings of this research will provide a framework and guideline of ensuring effectiveness is achieved as far as change management is concerned thus guaranteeing productivity and enhancing performance.

To the academicians, this project is significant since it provides solid knowledge regarding issues under consideration, especially when planning a successful implementation of strategic change initiatives. The results can be extrapolated and applied to fit different institutions. Hopefully, the study findings will be of great significance to interested scholars who are inclined towards this field. It is expected that the findings of the report will largely contribute to vast knowledge in the area of strategic change. Other researchers who are determined to further their studies on areas of interest which have not yet been exploited, will gladly find a basis of reference in the concepts presented herein.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Chapter two of this work presents a thorough review of related literature on the influence of selected determinants on strategic change management practices at the Kenya Commercial Bank Limited as presented by various authors, scholars, researchers and analysts. The chapter also provides the theories underpinning the study, strategic change management initiatives, determinants of strategic change management practices as well as research gaps.

2.2 Theoretical Foundations

An examination of the various theories the study employed so as to provide insight in regard to the influence of selected determinants on strategic change management practices at the Kenya Commercial Bank Limited are discussed and therefore these theories guided the study; Transaction Cost theory, Kanter theory of change management and Lewin's Three Steps Theory.

2.2.1 Transaction Cost Theory

It was Williamson (1985) who developed the theory of Transaction Cost. In his theory, the author discusses the duties that the State does so as to define the basics of pre-set arrangement and accesses how these fundamentals depend on existing technologies and natural occurrences. Other than entering public corporations where they act as building blocks when it comes to the decision making process, public institutions are affected by current structures. Weimer and Vining (2006) argue that investments are always influenced by transactions performed by one or more organization for instance knowledge that is less significant, hence resorting to reluctance in entering agreements unless they receive reliable assurances concerning the good and resourceful behavior of other parties especially in manipulating their susceptibility. Blackburn & Christensen (2009), state that the key inquiries of governmental economy is about ways in which regimes can give credible assurances to induce citizens that their savings will be safe and that their funds will not be debased.

The theory of transactional cost is relevant in the sense that it attempts to give a detailed explanation of diverse issues about organizational change. The paper examines issues such as cooperation of employees and the commitment of the management body. However, we also take note that the concept of transaction costs is not as vibrant. In other words, this idea is a remnant of varieties due to the design of expenses, however, regardless of them being personal or social, that is, it remains as a kind of residual (Llopis, 2014).

2.2.2 Kanter Theory of Change Management

Kanter's theory postulates that the way an organization operates is a function of the way employees derive their attitudes and behaviors. According to Kanter (1983), the models of change management are targeted at the senior management in an organization. Moreover, both the academicians and practitioners can develop these models. (Carrol & Hatakenaka, 2001). The practitioner models are designed in such a way as to rely on illustrative opinions and anecdotes thus making solid and well informed recommendations to managers. In addition to that, these models also provide detailed instructions concerning ways in which organizational change may be initiated.

Carrol and Hatakenaka (2001), hold the opinion that transformational change has the capability of contributing to employee resistance. In fact, some employees shown a great reluctance in embracing change and thus tend to maintain status quo as far as patterns of behavior as concerned. Moreover, some proposed changes failed in challenging current work habits, organizational culture, such as processes and employee relationships.

It is worthwhile noting that transformational change results in public sector 'segmentalism.' Kanter (1983), holds the opinion that the segmentalism process is related to categorizing actions, problems and events in an organization into different partitions. He further states that these partitions or compartments become isolated from each other with time and as a result, it becomes possible for such organizations problems to be analyzed closely away from their initial context as it is too important since one is able to view the problem in isolation from the other problems and establish the link between the two. The theory is relevant to the study because it is recognized that changes in some organizations faces complexity ramifications of a different order when compared to other organizations especially those adopting a hierarchical structure. In fact, there is a likelihood that success will depend as on sensitivity to different perspectives, implementation quality, and also on the level of support obtained from organization members that are influential along side principle that are sound and influences change (Weimer &Vining, 2006). This implies that change that is positive and transformative provide an essential impact that can be seen in the public sector organizations along with employees.

2.2.3 Lewin's Three Step Theory

Many theories of organizational change can be linked to the works of Lewin (1952) the social psychologist. He came up with a three-phase model which is commonly referred to as "unfreeze, change, and the refreeze." In the first phase that is referred to as unfreeze, people notice the necessity of change and recognize the need of moving away from their comfort zone is the focus in this change. Managers need to create an understanding that current behavior is simply not effective. Communication at this stage and at all stages is very necessary and must not be overlooked. In the changing stage, the actual change is implemented and employees are provided with new information and new behavioral models. Learning mechanism such as models, mentors, experts, and benchmarking results can be used to expedite change. This stage is usually marked with uncertainty and fear. Level of Education, support, training, communication, and time are very crucial for employees since these are some of the ways in which change can be expedited.

It is also recommended that when facilitating change, the facilitators or managers should convey as a process that is continuous rather than being an event that is only sought once. The more people are prepared for change, the easier it is to complete it (Kreitner, 2002). While refreezing stage reinforces, stabilizes and solidifies the new norm after a change. The theory is relevant to the study because it needs managers to first of all identify problems, for example, through questioning, identifying factors that compel or strongly endorses the needed change. These factors could be termed 'driving forces' to change, and also identifying factors that are obstacles to change ‘restraining forces’. After a change is implemented, it is very important to incorporate the new norms into organization culture.

2.3 Strategic Change Management Practices

According to (Otley, 2009), strategic change management involves utilization of systematic methods that make certain that organizational change that is planned is implemented while keeping operational costs at the minimum, and guided accordingly as planned and in an effective way and ultimately done within time constraints while achieving set objectives. Moreover, she argued that when the change processes are successful, they involve three vital stages, that is the preparation stage where the organization comes up with the needs that require changes. The second stage is the initial change which is also the moment that change is initiated while the third stage that is referred to as the firming or cementing stage involves ensuring that every employee or stakeholder embraces the change process and hence overcoming resistance. As a result, these three stages revolve around the following seven change management practices:

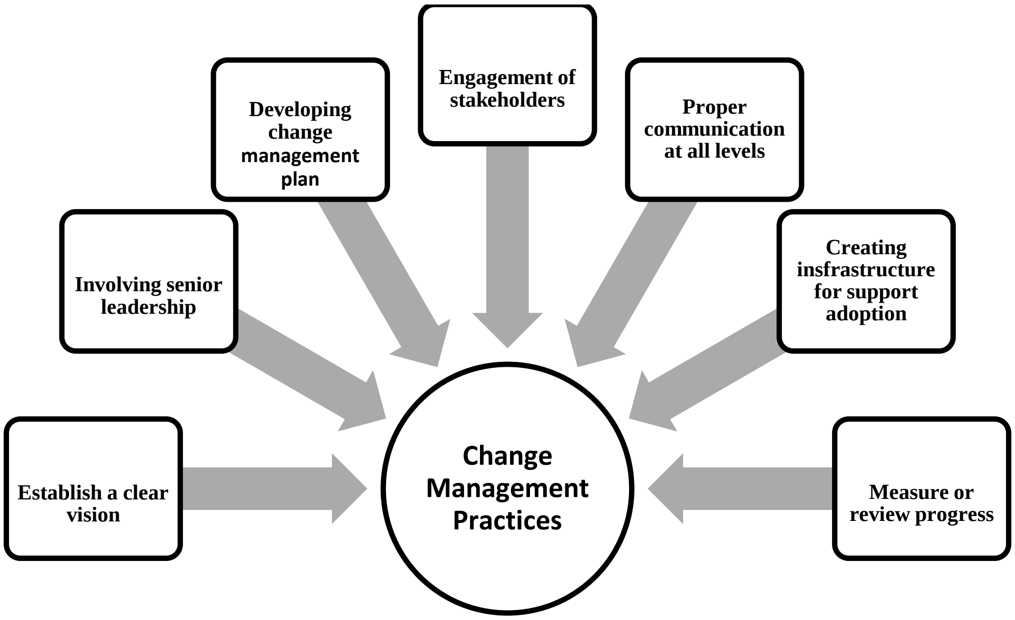

Figure 1: Change Management Practices at KCB Bank Limited

Indeed, just like Kazmi (2012) observed, strategic change entails thorough transitions that integrate a number of strategies and processes in every element of an organization including the structures. Managing this type of change can be viewed as the second and most crucial step after the development of an organization's strategy.

2.3.1 Establish a clear Vision

Kazmi (2012) observed by vision, the change management ought to contain a clear and elaborate objective with which all the staff members would rejoice to defend and identify. An affirmative action of good leadership and management, there must prevail an outline of vision having desired state which will stand to be realized by the mutual collaboration of the employees and all the relevant stakeholders at large. mission.

2.3.2 Involve the efforts of the senior management team or managers

Kanter (2001) notes that during the times of hardship, the efforts of the managers are needed to for strategic management decisions and coordination of the day to day organizational activities. The managers are hawk-eyes of the company and help to locate weak areas within the firm so as to devise ways of superbly facing business misfits or difficulties by rolling over the necessary research in strategic management fact finding mission.

2.3.3 Develop change management strategies or plans

Ichangi (2011) in his detailed strategic management documentation revealed that the central level management as well as the bottom one are charged with the organization responsibility of originating, defending and ensuring that every organizational member follows the development plans so as to accomplish the entire change management strategy in a gradual and seamless manner. Members in any organization are guided by organizational plans which acts as a unifying factor and a bridge to the realization of the implemented strategic change management.

2.3.4 Engaging Stakeholders

In a study conducted by Obonyo and Kerongo (2015) on "*factors affecting strategic change management and the performance of Commercial Banks in Kenya, A Case Study of Kenya Commercial Bank in Nairobi Region*," the culture of an organization is strongly linked to its management style and processes, which of course was "people-centered".The same examination found out that interpersonal skills when it comes to the process of decision making and people engaged, worked out in favor of strategic change management implementation.

2.3.5 Embrace proper communication at all levels

In his research within the sugar belt regions, Nafula (2005) noted that proper communication is a necessity that acts in favor of the wider organizational goals, strategic change management inclusive. Therefore, any form of communication done within the required time lime and regularly actually turned the results of the sugar manufacturing companies back to the profitability trends. He further noted that the influence of proper customer service in the supply chain management was one area that customers liked and always failed victims of loyalty regarding the consumption of goods offered by those firms.

2.3.6 Creating infrastructure for supporting adoption

According to Thompson et al. (2006), the factors that guarantee long-term survival of the organization are the amount of infrastructure, and should be identified and implemented in the process of strategic change management as way of adoption. Globalization of the world economies has resulted in high environmental unpredictability and can only be rectified through efficient and intensive infrastructure's ability. Environmental changes such as advancement in information technology, innovations, political, social and consumer behavior have affected many organizations and they are part and parcel of infrastructure that can improve business processes so as to match the current tough business environment which has become very competitive (Paton & McLaughlin, 2008).

2.3.7 Measure or review progress

Fundamentally, Thompson et al. (2006) found out that the sole mandate of the management is to take control in the management affairs of the organization serves an important part in ensuring excellent change management in commercial banks. The banks have to adopt a number of practices meant to enhance their performance, including those that evaluate, measure or review the prevailing situation of the company.

2.4 Influence of selected determinants on Strategic Change Management Practices

At its very core, the strategic change management process is based on contextual analytical thinking and the recognition that in many instances, organizational activities are for a smaller or larger degree impacted on by the changing nature of its external or macro environment. There are several determinants of strategic change management, which includes;

2.4.1 Organizational Capability

The conception of organizational capability is attracting great attention in many spheres in the world today. Davenport (2009), pointed out that human resources consists of tangible efforts that workers give their employers as far as the daily business operations are concerned. According to Armstrong (2006), talks of human resources as the human abilities both acquired or innate attributes, whose value could be harnessed and developed by appropriate investment developments. Ulrich & Lake (2010), hold the opinion that in order to build better goods or services, there is need for enhancing technological innovation in research and manufacturing operations. Chumpton (2006), in his study that focused on "'employees' perceived performance management effectiveness and challenges facing the banking industry in Thailand," Where he conducted an analysis of the data he obtained from 476 correspondents that were drawn from four of the largest banks in Thailand and the results confirmed that there was a strong correlation that existed among performance attitudes evaluation and performance management efficiency. Also, Cader (2012), in his study on "change management on commercial banks in Mauritius," where he utilized data he obtained from the over 30 committees that comprised of top level managers.

2.4.2 Organizational Culture

The likelihood for success in organizational and strategic change management practices is influenced by the structure of the organization and culture, especially if the culture is well aligned with the organization's mission and vision (Schein, 2009). Though culture is resistant to change, it also makes it possible for an organization to embrace change regardless of how fast a product needs to be developed or whether there is an organized reduction in costs. Otherwise, when companies incorporate the ideas and energy aimed as organizational change, then as long as the changes structures are culturally aligned, then the initiatives become more sustainable. Experienced managers responsible for facilitating the change process are often aware of how to manage the change and the best practices of the organizations, and therefore, they do their best to maximize the company's existing culture.

In order to utilize the poignant energy, managers need to identify cultural aspects of the organization that have been incorporated in the changes then draw attention to them as well as the those that will be affected in whatever way by the changes (Aguirre & Alpern, 2014). The main justification for this change that is being experienced in corporate culture is the fact that banks operate in a highly dynamic environment on both the local and international fronts. Due to the competitiveness in the banking industry, the uncertainty and turbulence are attributable to the rapid changes that continue to be experienced (Osano, 2009).

2.4.3 Management Commitment

Change management has been implemented in full-force in major industries; a majority of leaders are trained in such a way as to operationalize the necessary requirements for change in businesses in order to avert distractions. According to Llopis (2014), in several organizations, attentiveness starts at the top management hence facilitating outright transparency in emphasis of purpose; there could also be an orientation in strategic resolution and philosophy.

2.4.4 Organizational Strategy

According to Kotter (2012), increased urgency should inform the strategic focus of an institution. This will in turn inspire people to make real and relevant goals and objectives. It also means getting the relevant people with the correct mix of emotional commitment and the right skills set. In view of this, the structure of the organization should include many individuals with these qualities and skills just to ensure their communication translates to greater results to the benefit of the organization.

Osano (2009) also notices the tough financial times that institutions face during turbulence. He also says that in order to manage in such times and still remains profitable; one needs clear strategies and efficient plans that will guarantee great changes. In addition to that, he also affirms the role of technology in finance by highlighting the threats and opportunities that it presents.

Before starting organizational change, the following questions should be considered: What goals necessitate the change required? Why, when and how to recognize when the change has occurred successfully? Who did the changes affect and what is their reaction? What amount of the change can be achieved individually?

2.5 Research Gaps

Many studies have been explored on strategic change management practices both locally and internationally. Boikhutso (2010), investigated change management: the impact of systems implementation. The study found that poor implementation during projects is the reason for failure of system implementation. Similarly, Richard (2012), in his study on *“key determinants in the strategic realignment within a digital global business environment in Ghana,”* he found out that while noting the restriction that the above places on this study, both the issues examined are not concerned with the strategic change management practices, thus are not deemed to be so pervasive as to significantly influence the findings of this study.

From the review of literature , it can be observed that a few studies have been done in the Banking Sector in Kenya in regard to the influence of selected determinants on strategic change management practices outlined earlier and also efficient strategic change implementation initiatives. In fact, many of these studies were conducted outside the Kenyan's context and therefore could not be incorporated in the Kenyan context other than using them to analyze the components of the studies. For instance, in Nigeria, Olufemy (2009) endeavored to examine the relationship that existed between the development of human resource practices and some aspects of organizational success. Locally, no study has been done on the influence of the selected determinants on strategic change management of the Kenya Commercial Bank Limited, hence the research gap to be filled by this study. What is the influence of selected determinants on the strategic change management practices at the Kenya Commercial Bank Ltd?

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section presents a discussion on the type of research design that was used in the study, the methods that were involved in collecting data, the techniques that were employed in analyzing the data along with the method that the research utilized in presenting the analyzed data

3.2 Research Design

The study assumed a case study as the research design so as to support this study as it enabled the researcher to comprehend fully the operations of the Kenya Commercial Bank Limited's operations. This was in line with the guidance by Cooper and Schindler (2006), where they claim that case studies emphasizes more on the general context of the interrelating factors. The case study research design was appropriate as it provided insights into the research problem by describing the variables of interest in details. By using case studies, researchers are able to collect data and explain phenomenon more deeply and exhaustively.

3.3 Data Collection

The study utilized the primary method of data collection by way of interview guide to obtain data that was significant for the research. A 20-question interview guide was used for each of the fourteen section heads or their equivalent as it enabled administration of questions using a face-to-face encounter, thus allowing in depth collection of data. The interview method was chosen due to the highest cooperation and lowest rates of rejection, thus it assured quality feedback and clarifications when it was needed. This involved in-depth discussion through individual meetings with section heads or their equivalent. The interviewer was at liberty to select questions whether unstructured or open ended and this allowed each party to give insight of their feelings (Cooper & Schindler, 2006).

3.4 Data Analysis

The study used content analysis in analysing the collected data. The data that was collected was later analysed through content analysis where the thematic framework was be developed according to Cooper & Schindler, (2006). Content analysis is the best method of analysing the open-ended questions because of its flexibility and allows for objective and systematic description of the content of communication. The main objective of content analysis is to examine the data that obtained and establish the components that explain an observable fact. Drawing from Kothari (2004), content analysis employs some sets of classifications that bring about data validity since it applies the obtained results in their rightful context.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This section is a presentation of data analysis along with the discussion of findings that was guided by the research objective which was to establish the influence of selected determinants on strategic change management practices at the Kenya Commercial Bank Limited. The primary data was collected through in-depth interviews of fourteen departmental heads of the Kenya Commercial Bank or their equivalent and eventually analysed in line with the study objectives and the finding that were obtained are presented in different categories as outlined in the consequent sections in this chapter.

4.2 Influence of selected Determinants on Strategic Change management practices at Kenya Commercial Bank Ltd

We discuss the influence of the selected determinants here below.

4.2.1 Influence of Organizational Strategy, Organizational Capability and Technological Innovation on Strategic Change Management

The influence of organizational strategy provide strategic plans that are part of the strategic change management practices for an organization, especially a bank. These plans usually go through an annual process to be achieved and also require that all the organizational levels are involved. In Kenya Commercial Bank Limited, the top level management comes up with a broader organizational strategy.

Furthermore the respondents agreed that organizational capability bear a lot of impact on the strategic change management practices. The respondents noted that workplace changes at times bring about role confusions and resistance from some employees. However, this can be overcome if strategic change management process is refined in a constant manner so as to address the organizational capability and requirements that every structure in the organization desires. To achieve this, employees can be influenced in a way that will make them to adapt the new changes while also managing the stress that changes brings. This will in turn solve the change challenges in a more creative manner which is also unpredictable and involves minimum systematic steps. This will be significantly manageable and hence the success of strategic change management in the banking sector.

The respondents were in favor of technological innovation such as mobile and internet banking that allows customers with busy schedules to conveniently bank their money and carry out other transactions through their mobile telephones. This strategy is more about making the banking services easily accessible by the bank members as well as other people who do not have bank accounts, including the ones below the economic pyramid; that is the one of the remote areas who could otherwise benefit from the banking services, for instance, accessing loan and savings services something that was not in place in the past. This kind of innovation has brought about tremendous impacts in the strategic change management practices observed in the Kenya Commercial Bank Limited.

4.2.2 Influence of Organizational Culture, Operational Change and Organizational Structure on Strategic Change Management practices

The result explained that organizational culture strongly affects organizational change management practices since this culture comes from the nature of the organization along with its components. In Kenya Commercial Bank Limited, the organization culture being a system of value and norm of the organization, this culture is visible through the organizations ways of operation seen in its employees and have been adopted and also developed through a shared experience. This organizational culture in turn influences the society around the organization and the kind of values, assumptions as well as the organization attitudes shared by the individuals from this organization significantly impact on the immediate initiatives as it shapes them. Through this initiative, the organizational members provide meaning to situations in and outside the organization and one is able to comprehend what is happening. Therefore, the culture of an organization could be said to be in such a manner that it is collective interpretive initiatives are shared among the organizational members which in turn provide meanings that could be interpreted by others inside and outside the business environment.

The correspondents further stated that an organization shared beliefs as well as the established values when communicated and implemented by the management eventually shape the perceptions of employees alongside their behaviors and how they comprehends the policies of the organization. In this case, the Kenya Commercial Bank Limited. In this regard it can observe that the structure and the desire of an organization are its body while the culture will be its soul. This is due to the manner in which organizations and circumstances happen to be unique and it thus complex to suggest that there is a fixed culture in all organizations that could meet the needs of its members. However, studies do not suggest that an organization needs a strong culture, widely shared values and competitive business environment so as to improve its general efficiency.

About Operational Change an effective operational change which will involve embracing new systems, and process is very significant since it would provide instant effects on organizational operations. For instance, when it comes to operational change management, real and sustainable value could be unlocked and hence bring about successful change in the organization. This is because operational change is a strong substitute to cutting of organizational costs that involves human resource reductions through layoffs, retrenchments, closing of business branches as well as redlining some organization expenses. When an organization implements operational changes successfully, such way can be avoided and the organization could still operate in a more efficient manner. During this process, it is important that the managers at Kenya Commercial Bank Limited endeavor to have a comprehensive knowledge of how people respond to change and also to know ways that could resolve, thus implementing actions that are high profile but meeting the employees’ reactions. When change management is viewed in a systematic manner, it can be seen a way that helps an organization achieve their strategic plan goals while all stakeholders are involved. When every member in the organization is involved, the project implementation becomes so successful and it is easy to meet the organization set objectives. Where some stakeholders are hesitant to change, the organization could have them to an unchained engagement which will also involve a recognition of the needs of all people that will take part in the change process

With regard to organizational structure managers indicated that the Kenya Commercial Bank Limited could also operate through few unique structures while influencing strategic change management practices. While structures that are managed poorly could be faced with a number of challenges, some of the Bank's structures that are well formed to meet the success of specific tasks and operations could impact positively to strategic change management. An organizational structure is often illustrated on a chart and demonstrated or rather presents the authority along with the duties and relationships between various positions available in an organization whereby every level of management is shown illustrates who reports to whom. Therefore, it is important to recognize the fact that the organization structures are intended to present the relationship structure that in set out to achieve the organizational objectives. For instance, where the operation is in the production areas, the dominant character would the manufacturing.

4.2.3 Influence of New Systems and Globalization on Strategic Change Management Practices

The respondents indicated that the new systems Implementation have notable influence of change management practices at the Kenya Commercial Bank. During the interview the managers showed that due to the operational changes and their relation to better systems and structures as well as organizational processes, working arrangements will be instantly and largely affected, if at all these changes are not explained to the people during the initial stages. This because the changes pose challenges that if not addressed early could bring about failure in terms of organizational performance both in employees and operations. Therefore, it was also established out that when tasks are not efficiently performed the organization is the one to be blamed and not its employees. When changes are made especially in Kenya Commercial Bank Limited, a new environment is created and therefore by taking people through the new system and policies, the changes become refined and hence improved performance. Such form of involvement is a very significant factor. When new changes are made in an organization, it is to give the members and stakeholders the ability to adapt to new missions and organization systems that are in line with the sponsor. In additions it helps the management to identify where resistance comes from and therefore come up with ways to address the source and minimize this resistance. Often times, organizations are in a constant change state, regardless of whether the change is gradual or continuous. Unfortunately, this change increase tension in the social system of the organization and even so, employees need to be able to adapt to this change so as to develop professionally. In Kenya Commercial Bank Limited, it was established that changes in organizational activities affect most of the users. This could be due to new or altered organizational processes or policies or even procedures that are linked to the system that the sponsor implements.

The respondents indicated that due to the procedure of globalizations, users of Kenya Commercial Bank experience difficulties especially in regard to open doors. These difficulties have incorporated access to developed markets that had already been out of operation due to the control the issues and roundabout boundaries among other factors that are but not limited to challenges that come from other contenders trying to come up in the business environment as well as from domestic contenders who try to reduce their expenses and venturing into other developing markets. This has results to globalization that has consequently impacted on the strategic change management as it poses a challenge to organizations while also giving them an opportunity to stretch geographically in terms of their scope operations. In addition, since globalization brings about various growth opportunities, it thus impacts positively on change management strategy as it provides room for knowledge sharing, influences social values and above all leads to increase in development due to the wider audience brought about by technology. Moreover, due to the manner in which globalization is rapidly developing, Kenya Commercial Bank Limited has been in a position to hold a strong global leadership growth in terms of information technology and this can be evident considering the number of branches it has across the East African hence setting one of the major global agenda. Through service delivery, KCB is supposed to abide by the local and international regulatory framework. Also, it is supposed to observe the streamlined manner that is involved in managing its operations regardless of where its operating.

4.2.4 Influence of Environmental Changes, Consumer Behavior and Effect of New Product Development on the strategic Change Management practices

The respondents indicated that environmental changes determinant had serious effects towards change management practices at the Kenya Commercial Bank. According to the interviewees, every business organization comprises of both internal and external operational environments. The internal operational environment is linked to the employees who also the human resource in the organization and perform their duties in line with the mission and vision of the organization as change management practices. Moreover, the internal operational environment is often controlled and could be altered by way of planning by the management process. On the other hand, the external operational environment cannot be controlled since it involves business competitors who are independent and therefore not part of the Kenya Commercial Bank Limited. Even so, managers have the ability to control their reactions towards the changes that they experience in this external operational environment. The respondents noted that Kenya Commercial Bank Ltd usually utilizes its leadership attitudes. And to have a smooth transition, the members need to demonstrate calmness and a focus on the goals of the organization and continue to be committed. Due to the advancement is technology and other innovations, a broader world of opportunities is opened, but organizations should move up and beyond their current comfort zones so as to address the needs of their customers besides those of the global market environment.

Organizations could also acquire and embrace joint goals that could promote and cement their global market position which eventually requires a change of leadership besides the internal organization culture. Where a workforce involved a global market environment, the management is supposed to come up with improved skills which will also require a clear communication within every changed division to be efficiently maintained. In addition, where, new skills have been developed, the management requires to manage resources in a very unique manner through a personnel with the new skill sets leading every structure or department that has been developed.

On consumer behavior managers were bound to the opinion that consumer behavior affected strategic change management whereby the indicated that marketers ought to comprehend the things that appeal to customers, hence influencing them to purchase specific goods and seek specific service, this would provide them with the ability to be certain on which goods and services customers would require in the market place and thus come up with better ways to present them to the consumers. The interviewers noted that how the consumers behave brought out an assumption that they were the main actors in the business environment. Therefore, these behaviors also show that the consumers influence how the process of decision making is being conducted.

They also state that the way in which a consumer portrays himself or herself and how they respond or react on a continuous basis forms a trend that the market could utilize to understand his consumers and therefore be in a position to establish the kind of changes that are going on in the market. Drawing from the market trends that are going round in the market, an organization will be in a position to come up with changes that are aimed at meeting the demand of the consumers hence implementing and adjustment. The consumer trends, in addition assist an organization to predict future market trends, through this, the utilize the available time to make preparations that will be directed at making use of the new opportunities while also finding ways to overcome the challenges that come up. On New Product development determinantrespondents indicated that in order to increase its service and product sales it needs to develop new products and services, hence widen its product portfolio size and consequently, its financial strength. There is also need for organizations to be innovative so as to maintain its presence on the global markets. This could be by making sure they embrace new opportunities besides creating them as this could improve its profits and competitive advantage..

4.2.5 Influence of management Commitment and Regulation and Deregulation on Successful Strategic Change Management

The interviewees were in favor of management commitment as a way to influence strategic change management practices However, many of the management do not have enough commitment and this becomes a challenge during the transition processes. The researcher also found out through the managers that the regulation and deregulation of organizations was a main challenge during strategic change management and posing a great challenge, for instance, where some of the regulations are aimed are promoting the quality and safety of products and services, others are meant to restrict the products and services hence limiting completion and consequently low returns.

However, the interviewees felt that these regulations were significant since they protect the interests of the consumers from businesses that are not honest and therefore ensuring there is a fair competition. In addition, they held that such regulation and deregulations address employee needs since they assist in implementation of labor laws besides maintaining the a good living atmosphere since the environment is protected from pollutants. Even so, such regulation at times affects the growth of the economy and become a challenge to the government.

4.2.6 Influence of Organizational Strategy and Social and Political Upheaval on Change Management Practices

Other issues affecting strategic change management at KCB Ltd include millennial behaviors. According to the interviewees, the millennial are more excited about a new offering from technology giants like Google or Apple than from their own bank, and a third believe they won’t need a bank at all in the future. With more and more customers expecting to perform core banking functions on mobile devices, these statistics are alarming. Banks around the globe are competing on tech companies’ turf to roll out digital platforms for customers who, in the aftermath of the 2008 crisis, have little trust in the financial industry. Today’s customers are also better informed and pricier sensitive than before and they are not shy about broadcasting a bad banking experience to the world via social media. Banks will have very little room for error as they shift to online and mobile services, especially when competing against established and well-trusted non-bank alternatives.

4.2.7 Influence of Top Management, Employee Internal Behaviors and Public Agencies on Successful Strategic Change Management

The respondents indicated role of the top management team is to make decisions that affect every member in the organization. Eventually, regardless of how good or bad these decisions are, they also impact on the success of the organization either negatively of positively depending on which way they are. Therefore, a when an organization management is aware of the consequences of their decisions, they are in a position to initiate changes that are geared towards improving the success of the organization. The top management of the Kenya Commercial Bank Limited was founded to provide the best leadership since they involve their junior staff in every stage of the decision making process. This is one way to motivate employees and make them feel that there are part and parcel of the organization. In addition, the researcher found out that KCB Ltd also, it is transparent to its staff members in regard to the vision; this, too, motivates employees to work efficiently since they have defined roles and duties hence increasing the organization's performance.

Fundamentally, employee behavior is the manner that employees react to certain situations in the workplace. Though various aspects determine employee's behaviors at the work place, the organization culture as well as an individual employee culture plays a big role in shaping the behaviors of employees. This culture could influence how employees interact with each other and also with the management of the organization. Moreover, the beliefs of every individual employee are very significant as it has an impact on their ethical responsibility. KCB Ltd counts on its employees to provide high quality banking services and it was established that besides culture and the decision making process of the organization, there are other factors that affect the performance of their employees, this includes internal and external factors during the course of their duties. A clear knowledge of the factors of the top management of an organization come up with better and efficient ways to address these factors hence promoting organizational performance and employee loyalty.

It was further found out that employee attitudes impacted on the organization's culture. Where an employee consistently demonstrates good behaviors he bout to have a positive work attitude, the vice versa is true and might lower productivity hence poor service delivery. In addition, when management respects their employees, the employees are bound to maintain a positive work attitude that fosters development

On the impact of agencies including the government respondents stated the center goals of money related control are to save the strength and soundness of the monetary framework and to ensure the stores of people in general. There are two fundamental ways to deal with budgetary control: firstly, as far as possible or limitations on the supervises in order to hinder them to take part in specific exercises that involve over the top danger and furthermore, to furnish money related firms with an arrangement of the motivating forces that would prompt them to adjust their private targets to social objectives. Along these lines, control is intended to characterize the standards and impetuses by which market members must act, yet without constituting an obstruction for the characteristic advancement of the business. Without a doubt, it is expressed that the test of monetary direction is to improve rivalry, openness, and advancement in the money related division while keeping up sound prudential oversight, proper.

The bank controls refer to the restrictions that governments implement that control the way banking institutions operate or are being managed. Such controls enable a unified structure. The controls went for guaranteeing the protected and sound operation of money in Kenya Commercial Bank Limited and related organizations, set of both state and government powers. Given the between connectedness of the keeping money industry and its dependence on the local and global economy. Those who support this type of limitations argue that this is put in place since it ensures numerous budgetary foundations hold an excessive amount of control over the economy to fizzle without colossal results.

4.2.8 The Future of Kenya Commercial Bank Limited

In the future, the Kenya Commercial Bank Limited organization capability will make certain that it aligns the skill and efforts of its employees and the organizational goals and strategies. This could be done by improving the internal structures and processes so that they could meet and address the needs of their consumers. It will also ensure that it maintains a culture that recognizes and retains loyal employees a move that will strengthen and cement relationships between its clients and other stakeholders. Moreover, the bank will ensure that its supply chain is very effective and responsive to the constant emerging markets that are influenced by globalization besides meeting the demands of its customers.

The bank will also make sure that its committed to identifying the goals it need to achieve so as to be in line with the needs of the global market. In addition the bank intends to efficiently prepare on how to address threats that come from the external environment. Through all these improvements the bank will be able to recognize its set objectives, whether they are short term or long term.

4.3 Discussion of the Findings

This section presents discussions of the findings whereby it compares them with other theories that other scholars came up with. The discussions also link the findings with those of other studies from other scholars.

4.3.1 Comparison with Theory

The study was guided by Lewin’s three step theory of change, Kanter’s theory of change management and Transaction Cost Theory. Three step theory simply referred to Unfreeze, Change and refreeze, recognizes why there is a need for changes to be initiated in the organization, whereby the organizations, identifies the change that is needed, and sets out goals that needs to be achieved. This theory can be linked to what the study established that organizations need a gradual preparation when they intend to make changes in the organization. Otherwise, without such a process, the performance of an organization is bound to fail. Therefore, organizations need to recognize the need for change, understand why the change needs to be done.

The study also found out that when banks fail to involve all levels of the organization when implementing the changes, the strategic change management process could stall since there will be a lot of barriers in the event of implementing changes. Top managers should therefore make certain that they include every employee so as to avoid unclear communication and tension among workers. Since change involves a continuous process, the management needs to facilitate this change by conveying this idea to the employees and let them be aware that it doesn't happen once but it's always a continuous process. If one person is prepared for the change process, it becomes easier for them to embrace the change. This theory is in line with the transaction cost theory that emphasizes the manner in which people are forced to come into agreements. The study established that this theory was very significant since it makes it possible for one to comprehend the different issues pertaining changes in an organization. Employee cooperation and commitment were seen to be the ones affecting the success of implantation of change.

Drawing from the respondents, the barriers of change are influenced by methodological determinants. These dominant features involve the top level management commitment as well as a clear, open communication and how employees react to these changes and how to overcome resistance. It was further noted that there are other factors that affected change management and this include government policies through the laws that have been implemented to control their operations. These policies include judicial decision among other factors that keep on changing and sometimes become a barrier for effective change to take place. This corresponds to Kanter's model of change management that looks at the administration of the political environment and offers significant information that could support a change. Therefore, for an organization to achieve change, it needs to be systematic and addresses all other factors that could affect the implementation of change.

4.3.2 Comparison with Other Empirical Studies

The study established that when organizations involve the five interrelated factors that promote effective change management for instance "Environmental assessment-collect and utilize information on internal and external environment; Driving change-making of a constructive atmosphere for change, the distinguishing proof of future chiefs and connecting together of activity by individuals at all levels in the association; Linking key and operational change; HR as both resources and liabilities and coherence of reason." This finding also, correspond with Kithinji (2010) who observed that strategic change management is made to encounter fatigue, which could come up when people are pressured to go through a number of changes all at once. Such poorly planned changes and implemented without some break would negatively impact on employee productivity.

The study also established that strategic plans do take time to be completed depending on the organization involved. The top level management is the one involved in making decisions of the organization while the middle management and lower management are involved in the implementation process. This findings drew from Ongore and Kusa (2013) findings that argued that the unified efforts in strategic change management is like a journey that requires commitment and has challenges that should be overcome so as to meet the set goals and objectives. The lower level management in the organization is also tasked with the daily operations of the organization and are therefore geared towards achieving the ultimate goal regardless of how long it would take to achieve these objectives. However, due to this gradual process, workers are bound to be confused and are demotivated and could thus affect their productivity.

The results from the research found out that organizations provided more attention on the internal processes and structures and their ability to meet the needs of the clients and hence coming up with specific plans that are unique and provide a competitive advantage. In addition, the organizations try their best to ensure that the skills of their employees are aligned with the organizational goals and strategic plans. Therefore, organizations should focus their capabilities on their ability to satisfy the need of their clients. This observation matched those of Salmi (1999), who said that vital change is both inescapable and essential in any business, thus it is vital for administrators to hone their abilities in change administration. All through a large portion of the cutting edge business history, enterprises have endeavored to open worth by coordinating their structures to the techniques. Associations are in this way undertaking vital changes with a specific end goal to adjust their business systems to the earth accordingly coordinating the assets and exercises of an association to that environment.

The report noted the consumer behavior shows how specific customers or organizations utilize certain goods and services so as to have their needs satisfied. This trend can be obtained by observing the market environment and therefore come up with a database that could be used to comply with these trends and at the end be in a position to predict the future trends of the parties involved. These findings corresponded to the ones observed by Kiggundu (2002), who found out that marketers need to comprehend the things that appeal to their consumers and what motivates them to go for specific products and services. Through this, organizations will be in a position to determine the kind of products and services they could provide to their customers and also come up with innovative ways to present them in the market. This can be achieved through market sensing which involves the compiling of data that could help understand the behaviors of the consumers.

Lastly, the study revealed that organization that did not employ the use of a gradual process during the change management planning and implementation were bound to encounter failures among other challenges during change implementation. This implies that organizations should be in a position to recognize when change is needed and why it is important for the organization to embrace it. In addition, the organization should understand that it requires the top level management of the organization to make the decision and this decision so be communicated early and Cleary to every member in the organization so as to avoid some of the barriers that come with poor communication strategies. If such changes are not communicated in time, employees would become tensed and very confused and could cause challenges that could have been avoided. The findings were similar to Waweru and Kalani (2009), who argued that when employees display a negative attitude in their workplace, they will become disengaged and lack motivation in their work. This could influence their productivity negatively and eventually lead to low productivity and employees could avoid coming to work often or ask to change supervisors.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This Study section is a summary along with the conclusions and recommendations that come about from the study findings. This study focused on establishing the determinants of successful strategic change management at the Kenya Commercial Bank Limited.

5.2 Summary of the findings

Drawing from the research findings a successful strategic change management in the Kenya Commercial Bank Limited requires five unified factors or determinant: "Environmental assessment-collect and utilize information on internal and external environment; Driving change-making of a constructive atmosphere for change, the distinguishing proof of future chiefs and connecting together of activity by individuals at all levels in the association; Linking key and operational change; HR as both resources and liabilities and coherence of reason." Those determinants influence the strategic change management practices in an interrelated way to bring about the required organizational goals. Such strategic change management practices include the setting of vision, evaluation of the results, developing plans and infrastructure, embracing on effective communication strategies and engaging the senior management officials.

From the findings it was clear that in organizations such as the ones in the banking sectors, strategic planning takes more time to be complete. For instance, it could take up to a year since it requires that all members in the different level in the organization are involved. This is because all the levels will have a role to play, for instance, the top level will be involved in generating the strategy to be implemented while the central level will be tasked with the role of adopting the set out plans and hence implement the strategy in a gradual manner while overcoming the challenging that would be coming by and thus achieve their desired goals according to the organization's mission and objectives.

From the findings, it was established that the ability of an organization revolves around its internal processes so as to meet the needs of the consumers by coming up with organizational custom competencies aimed at maintain a competitive advantage due to their unique nature as compared to the other goods and services provided by other competitors. Such measures were also found out to make certain that the skills and competencies of the employees are focused on the need to realize the set goals. Hence, Kenya Commercial Bank Limited abilities should revolve on the institution's capability to satisfy the demand of its customers.

Also from the findings, the researcher found out that the way consumers of Kenya Commercial Bank Limited carry themselves, or rather behaves illustrates the manner in which they utilize the goods and services offered so as to meet and address their needs and demands. These behaviors are the actions demonstrated by the consumers in the business environment as well as what appeals to them, hence influencing their choice of goods and services.

Lastly, the finding further showed that the banking sector required a gradual change planning process otherwise, without such a systematic mechanism, the change might bring about more challenges rather than the predicted or required benefits. Therefore, the management of the Kenya Commercial Bank Limited needs to recognize the specific changes that are needed and also the manner in which these changes should be implemented. Failure to specific these change factors, KCB Ltd, will find a great challenge, especially when it comes to collected involvement in the change process and this will in turn pose barriers that would be hard to overcome during the process of transition. The top management should always be the one involved in the decision making process that will specify the kind of changes to be implemented.

5.3 Conclusion

This study focused on establishing the influence of selected determinants on strategic change management practices in the Kenya Commercial Bank Limited. In line with the findings the following conclusions are drawn; "Strategic change initiatives such as organization culture, organization capability, organization strategy and management's commitment to change have a direct impact" on the success of strategic change management of the Kenya Commercial Bank Limited. Importantly, the strategic change management practices such as setting of vision, evaluation of the results, developing plans and infrastructure, embracing on effective communication strategies and engaging the senior management officials were played an integral role i1n the effective management of the entire organization's management.

The study noted that gradual planning and continuous application of management practices are significant in managing organization changes in case an organization needs to efficiently succeed in achieving the changes and they are largely influenced by such factors as organizational culture, structure, strategy, globalization, technology and top management. Some of the notable change management practices included the setting of vision, evaluation of the results, developing plans and infrastructure, embracing on effective communication strategies, engaging the senior management officials and involving all the stakeholders in the organization. Therefore, top level organization management should be actively involved in the decision making process even when implementing organizational changes. The study concluded that companies must strive to anticipate forces from the environment and proactively adapt strategic management practices to cope with the ever-dynamic business environment. The study thus recommended that organizations should strive to ensure that every individual in the organization is aligned about the process of strategic change and the leadership should play a leading role in not only but also providing support and facilitate implementation of change initiatives

5.4 Recommendations

The study recommends that the strategic change management in the Kenya Commercial Bank Limited is very significant since it should be a continuous process that should be utilized to incorporate new structures and policies and also the banking institutions should put an emphasis on behavioral change management due to the fact that human being are the key stakeholders when it comes to organizational strategic change management processes.

The study recommends that understanding change is important, therefore, it is crucial for all individuals from top to bottom of the organization to understand that change is not only inevitable but also necessary. This is because there are such forces as technological, economic, social, legal, competition, political and ecological among others which will always affect organizational operations. The company need to be proactive in its operations by initiating the required change that could give them a competitive edge.

5.5 Limitations of the study

Though the study was successful, it encountered a number of limitations among them being the challenge of time, which made the research to focus only on one banking institution, that is the Kenya Commercial Bank Limited. Meanwhile, Kenya Commercial Bank Limited which does not represent the vast majority of banks, thus the findings of this research may not be generalized to other enterprises in the region.

Secondly, the study was also geographically limited since the study was only conducted in Kenya and within the Central Business District of Nairobi town and the respondents involves only a number of the bank management personnel along with a few staff members. In the event of a more corroborative research work between the academia and industry, the number of managers and department could be increased.

5.6 Suggestion for Further Research

Since the study examined the influence of selected determinants on the strategic change management practices of the Kenya Commercial Bank Ltd, there is a need for another research to be conducted focusing on the effects of strategic change management practices in the banking sector in Kenya where it could involve more sample population hence come up with a comprehensible research in this area.

Strategic change management practices also apply in other organizations. The study focused on te Kenya Commercial Bank Ltd thus a further study need to be carried out in other organizations to enhance more understanding in this area of strategic change management practices. This will help show where there are similarities and differences in the strategic change management practices.

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APPENDIX: INTERVIEW SCHEDULE

1. Could you please explain what is meant by strategic change management? What are the strategic change management practices in your bank?
2. What is the influence of organizational capability on change management practices at the Kenya Commercial Bank Limited?
3. How does technological innovation, influence the successful strategic change management at the Kenya Commercial Bank Limited?
4. Does organizational culture influence change management practices at the Kenya Commercial Bank Limited?
5. How does operational change influence the change management practices at the Kenya Commercial Bank Limited?
6. What is the influence of new systems in the change management practices at the Kenya Commercial Bank Limited?
7. Explain how organizational structure influences on the change management practices at the Kenya Commercial Bank Limited?
8. How does globalization affect change management practices at the Kenya Commercial Bank Limited?
9. Explain how environmental changes affect change management practices at the Kenya Commercial Bank Limited?
10. How Does consumer behavior influence change management practices at the Kenya Commercial Bank Limited?
11. Does management commitment influence change management practices at the Kenya Commercial Bank Limited? Explain?
12. What is the influence of organizational strategy on the change management practices at the Kenya Commercial Bank Limited? Explain?

13. What effect does regulation and deregulation of employees have on change management practices at the Kenya Commercial Bank Limited?

14. What challenges does Kenya Commercial Bank Limited face while implementing strategic change management?

15. What is the role of top management on change management practices at the Kenya Commercial Bank Limited?

16. What effect does new product development have on change management practices at the Kenya Commercial Bank Limited?

17. How does social and political upheaval affects the change management practices at the Kenya Commercial Bank Limited?

18. How do employee internal behaviors influence the change management practices at the Kenya Commercial Bank Limited? Explain?

19. What is the influence of public agencies on change management practices at the Kenya Commercial Bank Limited? Explain?

20. What do you think about the future for the Kenya Commercial Bank Limited?