Factors Affecting Strategic Change Management and the Performance of Commercial Banks in Kenya: A Case Study of Kenya Commercial Bank in Nairobi Region

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Abstract

The main objective of this study is to establish the strategic change management among commercial banks in Kenya: a case of KCB Bank Limited, with the specific objectives being to: analyze the effect of organization culture on strategic change management at KCB Bank Limited; determine the effect organization structure on strategic change management at KCB Bank Limited; investigate the effect of leadership on strategic change management at KCB Bank Limited and to establish the effect of environment on strategic change management at KCB Bank Limited. The target population for this research study will consist of top management staff, middle management and lower management staff KCB Bank Limited. The culture of an organization is strongly linked to its management style and processes. The organization's structure and that organization structure is of both strategic and operational advantage in change management, flexibility had further been emphasized as essential in dealing with many uncertainties in the environment. Leadership especially top management is probably the most critical element in a major organizational change effort in whichever context. Organizations must continuously engage in strategic renewal, Strategic change management is a set of processes that is employed to ensure that significant changes are implemented in an orderly, controlled and systematic fashion to effect organizational change.

Key Words: Strategy, Change Management, Culture, Leadership and Structure

Introduction

In an ever-changing global economy, Johnson and Scholes (2003) notes that organizations must find ways for operating by developing new competences as the old advantage and competences gained is quickly eroded owing to environmental changes. Because of the fact that changes are a necessity in private as well as public sector, every organization must change with the environment otherwise, it would become irrelevant. Rose and Lawton (1999) observes that changes in the service institutions arise out of the need for efficiency, economy, effectives, performance evaluation ethics and market concerns. Rising demand for services and expectations of quality of those services have placed extreme pressure on managers and their organizations, depicting change as a continuous episode in the life of corporations.

Organizational change is a socially constructed reality with negotiated meaning as outcomes of power relationships and struggles for supremacy (Grant, 2005). "Between the lines" a particular strategy is primarily about power and control, dominance and supremacy, whose access to resources will be enlarged or reduced, who can stay and who has to go. On the one hand, this struggle for supremacy, power and control is about personal interests. For example, senior managers are well aware of the fact that initiating a new strategic change initiative can, irrespective of the factual outcomes for the organization, increase their credibility (Staw and Epstein, 2000) and their market value outside the organization as well as their position and influence inside the organization.

Kenya currently has 43 licensed commercial banks and one mortgage finance company. Of these 44 institutions, 31 are locally owned and 13 are foreign owned. Citibank, Habib Bank and Barclays Bank are among the foreign-owned financial institutions in Kenya. The government of Kenya has a substantial stake in three of Kenya's commercial banks. The remaining local commercial banks are largely family owned. Commercial banks in Kenya accept deposits from individuals and turn a profit by using the deposits to offer loans to businesses with a high interest rate.

The history of Kenya Commercial Bank dates back to 1896 when its predecessor, the National Bank of India, opened a small branch in the coastal town, Mombasa. In 1958 Grindlays Bank of Britain merged with the National Bank of India to form the National and Grindlays Bank. In 1970, the Government of Kenya acquired 60% shareholding in National and Grindlays Bank and renamed it the Kenya Commercial Bank. In 1976, the Government acquired 100% of the shares to take full control of the largest commercial bank in Kenya. The

Government has over the years reduced its shareholding in the Bank to the current 26% with the public owning the remaining 74%.

Since incorporation, KCB Group has achieved tremendous growth to emerge as a leader in Kenya's banking and financial sector. In 1999, the bank had 32 full- time branches, of which 25 were located in rural areas, five in Nairobi and two in Mombasa. Today, the KCB Group has the widest network of outlets in the country, comprising 166 full-time branches and over 220 automated teller machines. It has been listed on the Nairobi Stock Exchange since 1988 when the Government of Kenya began to divest from the Bank and was cross-listed in the Uganda Securities Exchange and the Dar-es-Salaam Stock Exchange in 2008. In May 2005, KCB began to offer its' shares to investors in Rwanda through cross-listing at the Rwanda over the Counter Market to boost its' regional profile.

Statement of the Problem

Strategic change has become a constant phenomenon which must be attended to and managed properly if an organization is to survive. Changes in technology, the marketplace, information systems, the global economy, social values, workforce demographics and the political environment have a significant effect on the processes, products and services produced (Simons, 1999). While organizational change is a constant experience, knowledge and awareness about many of the critical issues involved in the management of such change is often lacking in those responsible for its progress. Research undertaken by Paton and McCalman (1996) indicated that one-half to two-thirds of all major corporate change efforts fail and resistance is the little-recognized but critically important contributor to that failure. Similarly, Emery, (1992) and Tichy, (1983) found failure of the management and workers to be the major impediment to the use of change management practices in Australian banking industry. Gekonge, (1999) conducted a survey of the strategic change management practices by Kenyan companies: a case of companies listed by the NSE, Bwibo (2000) did a survey of strategic change management practices within non-governmental organizations in Kenya, Sikasa, (2004) carried out a study on customer perception of change management practices in the mortgage industry the case of HFCK while Otiso (2008) studied strategic change management practices the case of Africa merchant assurance company. No study has been done on strategic change management among Commercial Banks in Kenya. This study therefore seeks to fill the existing gap by carrying out a strategic change management at KCB Bank Limited.

Objectives of the Study
1.3.1 General Objective
The main objective of this study was to establish the factors affecting strategic change management and the performance of commercial banks in Kenya: a case study of 15 branches of Nairobi Region and Head Office Unit of KCB Bank Limited.

1.3.2 Specific Objectives
   i.   To analyze the effects of organization culture on strategic change management and performance of KCB Bank Limited.

   ii.   To determine the effects of organization structure on strategic change management and performance of KCB Bank Limited.

   iii. To investigate the effects of leadership on strategic change management and performance of KCB Bank Limited.

   iv.   To establish the effects of environment on strategic change management and performance of KCB Bank Limited.

LITERATURE REVIEW
Theoretical Framework
Three-Step Model of Change
Unfreezing: "To break open the shell of complacency and self-righteousness it is sometimes necessary to bring about an emotional stir up" (Lewin, 1997, p. 330). Moving (change): Unfreezing cannot be considered as an end; rather it is a means or preparation for the change itself. Moving is what Lewin refers to as the notion of change-realization, the establishment of new strategies and structure. Lewin understanding of moving is best described. Refreezing: The final phase in the change process is called refreezing and entails institutionalizing the changes

made. Securing that moving the equilibrium does not go wrong requires employees to demonstrate commitment to the new structures or processes.

ADKAR Model of Change Management

The ADKAR model was first published by Prosci in 1998 after research with more than 300 companies undergoing major change projects. In 2006, Prosci released the first complete text on the ADKAR model in Jeff (2006). ADKAR is a goal-oriented change management model that allows change management teams to focus their activities on specific business results. The model was initially used as a tool for determining if change management activities like communications and training were having the desired results during organizational change.

PCT (Project Change Triangle) Model

The change management is based on Prosci PCT Model (Project Change Triangle) - the application of the tools, processes, techniques and principles for managing the "people" side of the project or initiative to achieve a desired outcome (Jeff, 2006). While the Project Management corner is focused on the tasks related to designing and developing a solution, the Change Management corner's focus is how to encourage employees to embrace and adopt that solution.
Kotter's Model on Change Process. Kotter (1995) developed a list of factors that he believes lead to successful changes, and those that lead to failure. He has devised an 8 step method where the first four steps focus on de-freezing the organization, the next three steps make the change happen, and the last step re-freezes the organization with a new culture. When people need to make big changes significantly and effectively, he says that this goes best if the 8 steps happen in order. Form a powerful guiding coalition: Change efforts often start with just one or two people, and should grow continually to include more and more who believe the changes are necessary. The need in this phase is to gather a large enough initial core of believer.

Conceptual Framework

Figure 2.1: Conceptual Framework
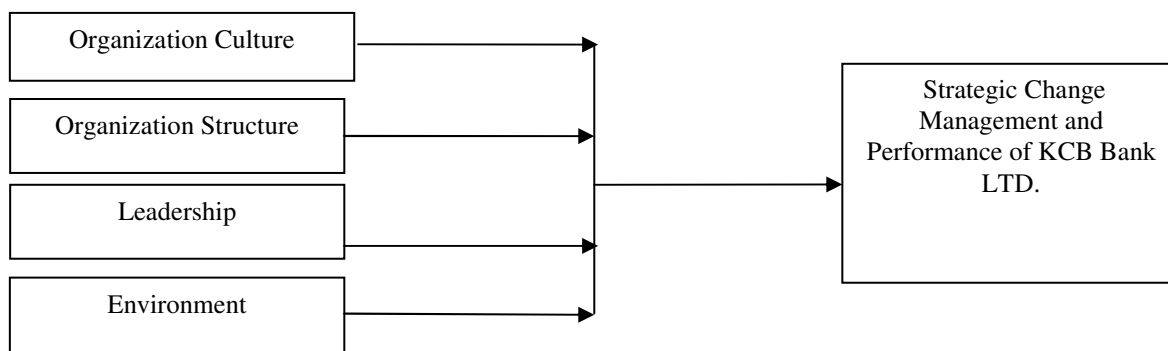
Independent Variables   **Dependent Variable**

Organization Culture
Culture is comprised of the assumptions, values, norms and tangible signs (artifacts) of organization members and their behaviors. Members of an organization soon come to sense the particular culture of an organization. Culture is one of those terms that are difficult to express distinctly, but everyone knows it when they sense it.

The culture of an organization is strongly linked to its management style and processes. Management patterns set the "tone" of an organization, establish the rhythm for operation, influence the process of decision making, create action impulses etc. The culture created through the influences of these management patterns influences the ways in which managers and employees play their roles in approaching problems, serving customers, reacting to

the environment and carrying out their various activities to satisfy themselves and other stakeholders. The culture sets the norms for the whole organization and provides a sense of direction which governs how to behave, what to do, where to place organizational priorities, etc. Culture shapes the willingness of people to exert high levels of effort in creating a vision of the future directed towards the attainment of organizational goals, and is conditioned by people's ability, behavior and values.

Organization Structure

Organizational change usually involves change in the organization's structure. Organizational structure refers to the clustering of tasks and people into smaller groups. According to De wit and Meyer (2004), the way labour is divided within an organization influences how strategic change will be implemented. Therefore organization structure is of both strategic and operational advantage in change management. Huczynski and Buchanan (2003) stated that organizational change is a strategic imperative. This simply means that major or radical shifts in organizational design reflect changes happening in the wider social, economic, political and technological environment. Organizations must be able to respond rapidly to external changes if they are to survive, and that the necessary internal restructuring is likely to be strategic or 'mould breaking'.

Hill and Jones (2000) note that strategic managers also turn to restructuring as a means of implementing strategic change aimed at improving performance. They further note that when organizations rely on innovation as the source of their competitive advantage, they need to adopt flexible structures such as matrix or cross-functional team structures, which give people the freedom to experiment and be creative. According to Meyer and Stensaker, (2006), organizations need to develop capacity for change, by allocation and development of change and operational capabilities that sustain long term performance. They argue that making change happen without destroying well-functioning aspects in an organization and harming subsequent changes requires both capabilities to change in the short and long term, and capabilities to maintain daily operations. Johnson and Scholes, (2002) stated that resource management and development must support an organization's strategies.

Leadership

As business environments become increasingly competitive and complex, organizations must be alert and flexible to remain competitive. Complacency within an organization can lead to inertia. Organizations that do not remain competitive will often begin a gradual downward trend in financial performance and must be revitalized for continued survival. When an organization is in need of a strategic turnaround, charismatic leaders are frequently put in charge. Effective charismatic leaders are often capable of communicating a vision and mobilizing the energy necessary for a turnaround. Many organizations are also creating teams of employees to accomplish work goals.

Leadership especially top management is probably the most critical element in a major organizational change effort in whichever context. If the leader perceives the need for change, makes it a top priority, and gives it a great deal of time and attention, the organization will change. When the leader is leading the change, everyone quickly picks up on it and any ambiguity regarding what's taking place is quickly removed. The results are multiplied when this leadership role is being exercised by the entire organization (Thompson, Strickland and Kramer, 1998).

Environment

Organizations must constantly be aligned with their environments by either reacting to external events or by proactively shaping the businesses in which they operate. Organizations must continuously engage in strategic renewal (De Wit and Meyer, 2004). This is the process of constantly enacting strategic change to remain in harmony with the external conations. These actions are therefore closely tied to the organizations environment. Strategic change management is a set of processes that is employed to ensure that significant changes are implemented in an orderly, controlled and systematic fashion to effect organizational change (Mullins, 1999).

Most of authors agree that strategy must include both internal and external environment analysis of the organizational selection of generic strategies that will give a firm position to have sustainable competitive advantage over its competitors (Porter, 1996). Strategic change is the transition that results from the implementation of an organization strategy. Aosa (1998) argues that an effective strategy is one that links strategy development and execution and makes line managers responsible for strategy development and implementation with the assistance of planning personnel in making the strategic decisions.

RESEARCH METHODOLOGY

This research problem will be studied through the use of a descriptive research design. The target population for this research study consisted of top management staff, middle management and lower management staff of KCB

Bank Limited in Nairobi Region. The total number of targeted employees is 500 and the total sample size is 200. The sample will be composed of 30% of the accessible population. Mugenda and Mugenda (1999) suggest that a good sample is about 10%-30% of the accessible population. The study collected primary data. Primary data was collected using a questionnaire.

DATA ANALYSIS AND PRESENTATION OF RESULTS

Adoption of Strategic Change in Management

The study inquired from the respondents on whether the institution had adopted any strategic change in management in their departments.

Adoption of Strategic Change in Management

	Number	Percentage
Yes	124	83.2
No	25	16.8
Total	149	100.0

The study findings indicate that 83.2% of the respondents pointed out that the institution had adopted any strategic change in management in their departments while 16% indicated that the institution had not. This implies that the institution had adopted the strategic change management in the organization as implied by majority of the respondents.

Effect of organizational culture on strategic change management at KCB
Whether or not Organizational Culture affects KCB

	Number	Percentage
Yes	131	87.9
No	18	12.1
Total	149	100.0

From the study findings majority, 87.9% of the respondents indicated that the culture within KCB affected strategic change management while 12.1% of the respondents indicated that culture within KCB did not affect strategic change management. It can therefore be deduced that culture within KCB had significant impact on the strategic change managements.

Extent of Organizational Culture Effect on Strategic Change Management

The study further inquired on the extent to which KCB's organizational culture affected strategic change management process.

Extent of Organizational Culture Effect on Strategic Change Management

	Number	Percentage
To a very Great Extent	26	19.8
To a great Extent	52	39.7
To a moderate extent	39	29.8
To a little extent	14	10.7
Total	131	100.0

From the data findings, majority 39.7% of the respondents indicated that KCB's organizational culture affected strategic change management process to a great extent, 29.8% to a moderate extent, 19.8% to a very great extent while 10.7% to a little extent.

Effects of Organizational Culture on Strategic Change Management at KCB

The study sought to find out the extent to which the respondents agreed with the following statements about organizational culture and its influence on strategic change management.

Effects of Organizational Culture on Strategic Change Management at KCB

Statement	Mean	Std. deviation
The culture of an organization is strongly linked to its management style and processes	4.01	.7634
New approaches usually sink into a culture only after it's very clear that they work and are superior to old methods	4.17	.8039
The culture sets the norms for the whole organization and provides a sense of direction which governs how to behave, what to do, where to place organizational priorities	3.80	.9196

From the study findings, the respondents strongly agreed that the culture of an organization was strongly linked to its management style and processes as shown by mean of 4.01. The respondents' agreed that new approaches usually sink into a culture only after it's very clear that they work and are superior to old methods as shown by mean of 4.17. The respondents further agreed that the culture sets the norms for the whole organization and provides a sense of direction which governs how to behave, what to do, where to place organizational priorities as shown by mean of 3.80.

Effect of organizational structure on strategic change management at KCB
Whether or not Organizational Structure of KCB affects strategic change management

	Number	Percentage
Yes	138	92.6
No	11	7.4
Total	149	100.0

From the study findings majority 92.6% of the respondents indicated that organizational structure of KCB affected strategic change management while 7.4% of the respondents indicated that organizational structure of KCB did not affect strategic change management. It can therefore be deduced that organizational structure of KCB affected strategic change management.

Extent of the organizational Structure effect on Strategic Change Management

	Number	Percentage
To a very Great Extent	28	20.3
To a great Extent	55	39.9
To a moderate extent	42	30.4
To a little extent	13	9.,4
Total	138	100.0

From the data findings, majority of the respondents (39.9%) indicated that KCB's organizational structure affected strategic change management process to a great extent, 30.4% to a moderate extent, 20.3% to a very great extent while 9.4% to a little extent. We can therefore deduce from the findings that Organization Structure affects strategic change management.

Effects of Organizational Structure on Strategic Change Management

Statement	Mean	Std. deviation
Organizational change usually involves change in the organization's structure	4.12	1.0362
The way labour is divided within an organization influences how strategic change will be implemented	3.56	1.0763
Organization structure is of both strategic and operational advantage in change management	4.13	0.9210
Strategic managers also turn to restructuring as a means of implementing strategic change aimed at improving performance	3.72	1.1744
Flexibility has further been emphasized as essential in dealing with many uncertainties in the environment	3.54	1.4137

From the study findings, the respondents strongly agreed that organizational change usually involve change in the organization's structure and that organization structure is of both strategic and operational advantage in change management as shown by means of 4.12 and 4.13 respectively. The respondents further agreed that flexibility had further been emphasized as essential in dealing with many uncertainties in the environment, strategic managers also turn to restructuring as a means of implementing strategic change aimed at improving performance and that the way labour was divided within an organization influenced how strategic change would be implemented as shown by means of 3.54, 3.72 and 3.56 respectively.

Effect of Leadership on Strategic Change Management at KCB
Whether or not Leadership of KCB affects Strategic Change Management

	Number	Percentage
Yes	124	83.2
No	25	16.8
Total	149	100.0

From the study findings majority 83.2% of the respondents indicated that leadership affected strategic change management at KCB while 16.8% of the respondents indicated that leadership did not affect strategic change management at KCB. It can therefore be deduced that leadership affected strategic change management at KCB.

Extent of the leadership effect on Strategic Change Management

	Number	Percentage
To a very Great Extent	28	22.6
To a great Extent	45	36.3
To a moderate extent	33	26.6
To a little extent	18	14.5
Total	124	100.0

From the data findings, majority 36.3% of the respondents indicated that leadership affected strategic change management at KCB to a great extent, 26.6% to a moderate extent, 22.6% to a very great extent while 14.5% to a little extent. From the data above we can deduce that to a great extent leadership of KCB affects Strategic Change Management.

Statements on leadership effect on Strategic Change Management

Statement	Mean	Std. deviation
When an organization is in need of a strategic turnaround, charismatic leaders are frequently put in charge	3.75	1.4131
Effective charismatic leaders are often capable of communicating a vision and mobilizing the energy necessary for a turnaround	3.61	.9193
Organization structure is of both strategic and operational advantage in change management	3.83	1.5559

From the study findings, the respondents strongly agreed that when the leader is leading the change, everyone quickly picks up on it and any ambiguity regarding what's taking place is quickly removed as shown by mean of 4.14. The respondents agreed that organization structure is of both strategic and operational advantage in change management, Leadership especially top management is probably the most critical element in a major organizational change effort in whichever context.

Effect of Environment on Strategic Change Management
Whether or not Environmental affects Strategic Change Management

	Number	Percentage
Yes	142	95.3
No	7	4.7
Total	149	100.0

From the study findings majority 95.3% of the respondents indicated that environment affected strategic change management at KCB while 4.7% of the respondents indicated that environment did not affect strategic change management at KCB. It can therefore be deduced that environment did affect strategic change management at KCB.

Extent of the Environmental effect on Strategic Change Management

	Number	Percentage
To a very Great Extent	34	23.9
To a great Extent	55	38.7
To a moderate extent	37	26.1
To a little extent	16	11.3
Total	142	100.0

From the data findings, majority (38.7%) of the respondents indicated that environment affected strategic change management at KCB to a great extent, 26.1% to a moderate extent, 23.9% to a very great extent while 11.3% to a little extent. It can therefore be deduced based on the findings that environment affects strategic change management at a great extent.

Environmental effect on Strategic Change Management

Statement	Mean	Std. deviation
Organizations must constantly be aligned with their environments by either reacting to external events or by proactively shaping the businesses in which they operate	3.45	1.6827
Organizations must continuously engage in strategic renewal	3.82	1.2043
Strategic change management is a set of processes that is employed to ensure that significant changes are implemented in an orderly, controlled and systematic fashion to effect organizational change	3.77	1.0328
Organizations need to develop a strategy to respond to the environmental changes	3.78	1.2424

From the study findings, the respondents agreed that Organizations must continuously engage in strategic renewal, Strategic change management is a set of processes that is employed to ensure that significant changes are implemented in an orderly, controlled and systematic fashion to effect organizational change, Organizations need to develop a strategy to respond to the environmental changes and that a firm needs to do a strategic diagnosis to determine the changes that have to be made to a firm's success in the environment as shown by means of 3.82, 3.77, 3.78 and 3.62 respectively.

Conclusions
This study concludes that organizational culture has effect on strategic change management. The extent to which organizational culture affects strategic change management is great. The culture of an organization is strongly linked to its management style and processes, new approaches usually sink into a culture only after it's very clear that they work and are superior to old methods and that culture shaped the willingness of people to exert high levels of effort in creating a vision of the future directed towards the attainment of organizational goals.

Culture sets the norms for the whole organization and provides a sense of direction which governs how to behave, what to do, where to place organizational priorities, cultural traits must be consistent with what is necessary for driving new decisions, changing symbols can help reshape beliefs and expectations because meaning becomes apparent in the day-to-day experiences people have of organizations and that well established routines can also be serious blockages to change

Organizational structure affects strategic change management and its effect is great. organizational change usually involved change in the organization's structure and that organization structure is of both strategic and operational advantage in change management, flexibility had further been emphasized as essential in dealing with many uncertainties in the environment.

Leadership has great impact on the strategic change management. Leadership especially top management is probably the most critical element in a major organizational change effort in whichever context, Effective charismatic leaders are often capable of communicating a vision and mobilizing the energy necessary for a turnaround and When an organization is in need of a strategic turnaround, charismatic leaders are frequently put in charge.

Environmental effect on strategic change management is great. Organizations must continuously engage in strategic renewal, Strategic change management is a set of processes that is employed to ensure that significant changes are implemented in an orderly, controlled and systematic fashion to effect organizational change, Organizations need to develop a strategy to respond to the environmental changes and that a firm needs to do a strategic diagnosis to determine the changes that have to be made to a firm's success in the environment.

Recommendation

This study recommends that organizations should put in place strategies that ensure that the existing organizational culture promotes strategic change management in that organization. This study further recommends that the management should review the organizational structure so as to ensure that it supports the strategic change management in the organization. The leaders should adopt the leadership styles that enhance strategic change management in the organization. The management should take measure that will ensure that environment enhances strategic change management.

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