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ABSTRACT

Higher Education Loans Board is a governmental organization that is under the jurisdiction of the Ministry of Education. The objective of the study was to strategic change interventions and performance of higher education loans board in Kenya. This study employed a descriptive research technique to thoroughly account for all the elements being evaluated. There were 260 people who filled out the survey, making it a representative cross-section of HELB's workforce from upper-level executives to department heads and lower-level cadre employees. Data for the research were gathered from a variety of sources, included primary and secondary resources. While surveys constituted the bulk of the data collection process, secondary sources included HELB financial records, published articles, and quarterly recovery reports. Evidence from this study demonstrated a favourable correlation between performance and some interventions aimed at bringing about strategic change. A significant relationship was observed, indicating that cultural factors such as shared values, beliefs, and work practices influence key performance indicators. A positive and strong organizational culture fosters teamwork, productivity, and efficiency, ultimately enhancing HELB's operational success. A favourable and statistically significant impact on organisational performance was shown by the outcomes of the sustainable finance initiatives. Sustainable financial measures, including a variety of financing mechanisms, ethical lending practices, and careful planning for the future of the organization's finances, seem to have a positive effect on both efficiency and stability. Organisational success was not positively correlated with technical innovation, according to the results. This indicates that, despite the implementation of technical innovations, there has been no direct correlation between them and improved performance. Research shows that HELB may improve its performance as a whole if its employees work together in harmony and adhere to the highest standards of ethics in the workplace. HELB should continuously upgrade its technological infrastructure, including digital platforms, automation systems, and data analytics, to enhance operational efficiency and service delivery. It is important to regularly educate staff workers so they can adapt to new technologies and have good digital abilities.

Key Words: *Strategic change interventions, performance, Higher Education Loans Board*

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INTRODUCTION

The Kenyan government has put the burden of funding Kenya's higher education on HELB. Management at HELB must consistently assess the company's progress towards this goal by looking at financial outcomes, product market performance, and investor returns. Some examples of financial outcomes include making a profit, producing surpluses, and calculating ROI relative to expenses. Looking at product sales and market share is a great way to gauge market success. The monetary worth and overall return to shareholders are both included in investor returns (Richard et al., 2009).

Assessing the organizational performance of HELB is crucial as it offers an unbiased framework for measuring its efficacy and efficiency. It encompasses measuring HELB’s actual outcomes against the intended strategic goals. To ensure that targets are derived from the HELB strategic goals, a top-down approach to setting performance criteria is preferable compared to the bottom-up approach which works when setting priority organizational goals. This ensures that the goals of the organizations are cascaded from among all the levels of stakeholders thus ensuring that the success of one level triggers the success of other lower levels. (Dessler,2012) outlines performance measurement as a compilation of work events, the overall degree of accomplishment, and the measurement of future outcomes.

In 1990, the United Kingdom introduced a higher education funding loan scheme that had the poor accessing education for free while the rich met the costs of their education and the costs of the poor students. In Africa, many countries have seen a rising demand for education funding with students growing in numbers every year.. The Loan Schemes designed for funding higher learning have kept evolving to reduce demands on national budgets by encouraging elevated cost sharing through raising of fees in the university by using alternative models. According to World Bank, (2008), Loan Programs have in the recent past been proposed in many other countries like Tanzania, South Africa, Kenya, Rwanda, and Uganda. For Kenya, a similar mandate has been placed on the Higher Education Loans Board (HELB) since its existence from the year 1995.

Statement of the Problem

By means of grants and bursaries that are distributed by the HELB, the Kenyan government has been providing financial support for higher education. All Kenyans who are interested in pursuing higher education should be able to get funding that is both affordable and competitive by the Board. Regardless, the increasing number of students enrolling in courses given by universities and TVET schools has been causing the Board to face problems. As a result of the ever-increasing demand, it has become now difficult to provide enough loans and bursaries to students who are vulnerable and in need and who are pursuing higher education (HELB Report, 2019).

According to the Board Chairman Ekwee Ethuro during the 2021 Universities Consultative Forum (Press release, 2021), HELB has empowered the dreams of more than 1,065,200 students and disbursed over Kshs.115.8B. As of 31st January 2021, HELB boasted 563,293 mature loan accounts worth Kshs.69.33B while 501,907 beneficiaries holding Kshs.46.464B had not matured for repayment. Out of these mature loans, 220,944 accounts holding Kshs.34.9B are repaying their loans while a total of 101,312 loanees holding Kshs.9.9B are in default. A total of 241,037 loanees holding Kshs.24.54B have completed repayment of their loans. There has been a yearly uptick in both the number of students enrolled in and the total expense of higher education. Because of recent developments that make beneficiaries unable to make timely repayments, the existing loan recovery tactics have proven to be unsuccessful, and HELB's dependence on government support is its greatest difficulty. These include high numbers of unemployed graduates, shrinking employability, increasing labor export, and loss of employment through wind-ups and mergers (Loan Repayment Projection Report, March 2021).

There is a possibility that HELB might be categorized alongside MSEs. According to Lotay (2016), academics are in agreement that SMEs implement strategic change intervention management in a way that is both inconsistent and uncoordinated. Furthermore, the results indicated that the firm's senior management's willingness to carry out strategic change interventions was a crucial factor in attaining the targeted outcomes. Neither the rate of technological adoption nor the company's culture were included into the success metrics. A study conducted by Mwawasi, Wanja, and Mkala (2013) examined the implementation of strategic plans in public and state-run organisations. They did not, however, conduct HELB-specific research.

Atandi (2010) investigated the implementation of strategic plans, focussing on HELB activities in particular. The results indicate that there is no singular approach that can be used to execute strategic plans in enterprises. Although these studies examined several areas of strategic management, they did not effectively address the disparities in strategic change intervention and organizational performance at HELB. With a total of 101,312 loanees holding unpaid Ksh.34.9 billion, this shows that there are unforeseen future risks necessitating this study to be undertaken to investigate whether a major shift on strategic change interventions at HELB driven by employees' culture, technological advancement, customer-centered leadership, sustainable financing initiatives may lead towards improving performance of the Board.

Research Objectives

The general objective of this study was to determine the effect of strategic change interventions and performance of higher education loans board in Kenya. Specifically, the study's goals included:

- To find out the effect of employees governance and culture on the organizational performance of the HELB.
- To establish the influence of sustainable financing initiative on the organizational performance of the HELB.
- To determine the influence of technological advancement on the organizational performance of the HELB.
- To investigate the influence of customer centered leadership on the organizational performance of the HELB.

LITERATURE REVIEW

Institutional Theory

According to Meyer and Rowan (1977), this theory focuses on some aspects of the social structure that are more robust and internal, such as schemes, norms, routines, and rules, which have the potential to take precedence over imposing procedures of social conduct. Different mechanisms describe how elements are created and when they are diffused, adapted, and even adopted over time. Based on their research, DiMaggio and Powel (1991) conclude that institutions are robust social structures. Not only does this consist of cognitive components, but it also includes cultural, normative, and regulatory components. Each of these components, together with the activities and resources that are connected with them, gives social life a sense of stability and a common goal.

Using institutional theory presents a number of significant obstacles. One of these issues is the difficulty of defining institutional factors in any manner other than via the use of basic and nominal categories (Deephouse, 1996). This difficulty arises from the fact that institutional reasons are not subject to change. One may be able to draw different conclusions about behavior from one version of the institutional method to another because different researchers may have access to different sets of empirical data when they conduct studies using different versions of the method. Despite its expanded use, this theory has come under fire for attempting to account for the uniformity and durability of events. According to

Goodstein (Scott, 2002), this approach failed to fully use the possibilities of institutional theory.

Institutional theory relevance is seen when we are explaining not only the individual but also organizational actions. The theory is vital, and its conclusions can be of use when attending to deeper and more robust aspects of social culture. To create efficient and effective organizational management structures appropriate schemas, rules, routines, and norms, structures need to be properly anchored. It is the purpose of this theory to explain not only how the components are generated, but also how they are dispersed, accepted, and altered throughout the course of time, as well as how they finally become obsolete and eventually decline. Because of this, the theory provides support for the employee culture factors in this research.

Resource-based view (RBV) theory

The Resource-Based View (RBV) theory tackles the problem of effectively and responsibly managing the resources that are available to an organization in order to allow that organization to accomplish its goals and objectives. Organisations are capable of achieving great performance, producing value, and putting ideas into action because of their resource management and utilisation capabilities. To get a competitive edge, businesses must first assess their own internal strengths and shortcomings (Williams, 1992).The theory was introduced by Penrose (1959) and an extension of it was done by others including (Wernerfelt, 1984), (Rumelt, 1984), (Barney, 1996), and (Derrick & Cool, 1989). The theory states that a business has a better chance of outperforming its competitors if it focuses its human, material, and organizational resources on things that clearly provide more value than similar things that competitors can't replicate.

RBV theory also scrutinizes the link between the internal resources, strategy as well as the performance of the organization. Instead of aligning human resources with the organization's present strategic objectives, the company is placing a greater emphasis on achieving sustainable success via investments in its workforce (Torrington, 2005). Rare, one-of-a-kind, and irreplaceable resources provide superior results (Wright, McMahan, and McWilliams, 2004). It is therefore the human resource in the organization that lead to performance. HR practices and systems can easily be duplicated by other organizations, but knowledge, abilities, and skills possessed by individuals within an organization remain unique. The way a firm allocates its resources makes certain of its performance and adequate resources can be a basis of competitive advantage.

Consequently, RBV theory is applicable to this study since resources are crucial to a business's operations. Through the application of this theory, one may have a better understanding of how resources should be used in order to achieve optimal productivity. The theory therefore supports sustainable financing initiatives and customer-centered leadership variables in this study. Both financial and human (leadership) resources are expected to boost organizational performance. However, the RBV theory has been criticized for not addressing how resources are deployed in ways that match the dynamic marketplace environment. In as much as the RBV is an excellent theory to study organizational resources and capabilities and offers organizations an avenue to create value in business when applied, it has its drawbacks. No clarification on how sustained competitive advantage is achievable through the employment of resources (Kim, Song & Triche, 2015).

Technology Acceptance Model (TAM)

According to (Davis, 1989), the likely advantages and simplicity of use of technology are the driving forces for its adoption (Surendran, 2012). The efficacy and usability of technology determine the degree to which it can be adapted. Prioritising efficiency and ease of use are crucial considerations when selecting a technological solution. The theory thus suggests that acceptance of technology is influenced by its effectiveness, user-friendliness, and attitude (Venkatesh *et al.,* 2012).

The TAM model considers two factors when considering computer behaviors. In Davis's (1989) definition, perceived usefulness is the idea that the performance of potential users will be improved by using a certain system that they regard to be user-friendly and proficient. Given this, another way to look at EOU is as the user's expectation of how little work the system will need from them. The TAM is illustrated in Figure 1.

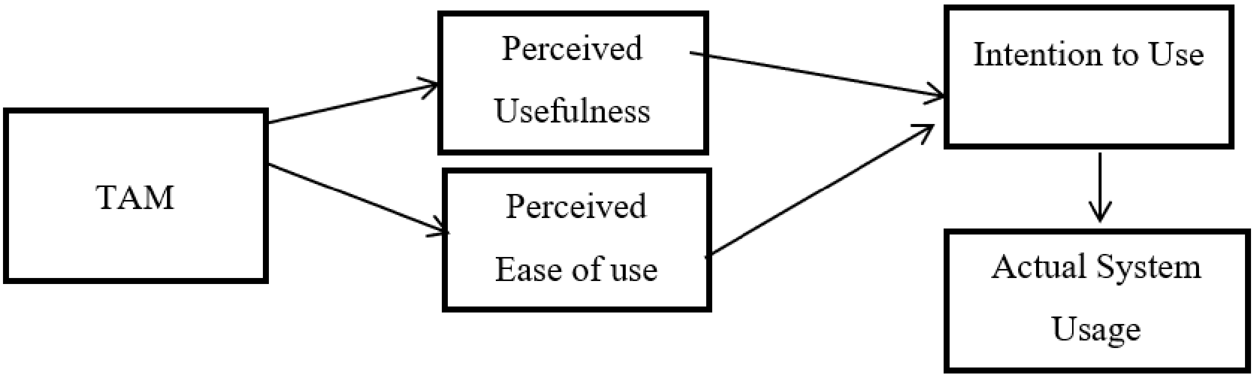


Figure 1: Technology Acceptance Model (TAM) (Source; Davis, 1989)

The idea is crucial, say Venkatesh et al. (2012), since it clarifies how technology may be used to increase productivity, which in turn improves work and output. In this research technological advancement will be assessed to determine how it influences organizational performance. This hypothesis therefore provides the theoretical groundwork for the research variable of technological development.

Empirical Literature Review

Employee Governance and Culture and Performance

The study's authors used a descriptive research strategy to elucidate how public sector companies' cultures affect their productivity. The study polled 205 participants; 103 were chosen at random from the pool of potential participants. With 205 participants, the target sample size was met. Scientists employ a method known as random sampling to decide how many people to include in their study. Using a standardized questionnaire, we were able to gather data that revealed the existence of a formal set of rules, regulations, and instructions inside the organization. Many have voiced their opinions on the matter, urging the company to be more innovative and creative in its hiring practices, to invest in capacity-building programs for staff to boost performance, to prioritise timely service delivery, and to support market intelligence to better understand the advantages and disadvantages of their main rivals. Thus, a methodological gap existed between the two studies because the former used simple random sampling and used primary data exclusively, whereas the latter used stratified random sampling and included primary and secondary data (Almas, 2019).

Worker production in Kenyan government agencies was studied by Misigo and Moronge (2017) in relation to organisational culture. At the Ministry of Water and Irrigation, researchers spoke with 797 employees. A total of eighty-two workers were recruited for the research using a stratified random selection technique. Primary and secondary sources, in addition to validated questionnaires, were used to compile the data used in the research. Descriptive statistics were used to analyse the data, including central trend, frequency, and percentage measures. An SPSS program was used in this investigation. The study's authors concluded that elements including business values, purpose, communication, and incentive systems all have a role in enhancing performance. In order to boost productivity, the study's authors argued that the government should implement rules that take these factors into account. They arrived at this conclusion based on the data they collected. The researchers may have missed other public sector sectors when they focused on only one; hence, their findings may not be generalisable. The effects of corporate culture on employee output were the primary focus of the research.

Misigo, Were, and Odhiambo (2019) set out to study how administrative culture affects the effectiveness of Kenya's public water companies. In this research, personnel from all levels of 17 different public water companies were polled using a mix of descriptive and correlational methodologies. Descriptive, diagnostic, and inferential analyses were all run on the data. Utilising the statistical tool SPSS Version 23.0, the tables, figures, and correlations were generated. Organisational performance improved by 0.327 units for every one unit rise in adhocracy culture, as shown by regression analysis. Based on these findings, it seems that the adhocracy culture helps the public water corporations in Kenya be more productive. Nevertheless, the study may benefit from more context as it focused on public water corporations rather than the education loan board. One of the primary goals of this research was to examine how corporate culture affects workers' productivity.

Sustainable Financing Initiatives and Performance

Cui (2017) carried out an empirical investigation on green financing in China, with a particular emphasis on the viewpoint of Chinese banks that provide loans. It was decided to build a panel dataset that included information on green financing from twenty-four Chinese banks between the years 2009 and 2015. For the purpose of determining whether or not green finance operations carried out by banks lead to increased financial performance, the research applied 2SLS and RE. According to the data, renewable energy loans surged at a pace that was much higher than that of other forms of loans. Moreover, a lower percentage of NPLs was associated with banks that had a larger proportion of green loans in their total loan portfolio. According to the results, green finance is a popular investment option due to its reduced risk and high appeal. There are significant organisational variations between this research and Kenya, hence the findings may not be applicable to Kenya. The purpose of this research is to examine the relationship between company culture and management practices and their effects on company performance in Kenya.

Financial sustainability, capital structure, and performance were studied by Cantino, Devalle, and Fiandrino (2017). They used ESG ratings and the debt ratio as measurements. This deductive, quantitative research relied on secondary data from the Thomson Reuters (Eikon) database and was a cross-sectional study evaluating companies in 2019. Results showed no clear correlation between capital structure and financial sustainability, which would indicate that sustainability efforts do not impact the optimum capital structure. However, the study emphasized the importance of sustainability initiatives for their other valuable effects. Despite potentially contentious outcomes, the research provides a balanced view of the financial sector's priorities and underscores the need to align sustainable objectives with financial profitability.In the study, however, the mode of financing firms differs. The firms in this study by Cantino et al. (2017) used equity and debt to finance business operations thus it contrasts educational institutions like HELB that rely on grants from the government. The theories used were different from the current study, hence representing a theoretical gap.

Alshehhi, Nobanee, and Khare (2018) performed research on how sustainable practices affect the bottom lines of companies. A content analysis was conducted on the available academic literature to ascertain the present state of the research. Seventy-eight percent of publications found that there is a favorable connection between the financial success of corporations and their sustainability. The research methodologies and metrics in issue gave rise to differing viewpoints on the nature of the link. Stricter CSR is replacing sustainability in the literature, with an emphasis on sustainability's social component and a diminishing of its environmental and economic components. Next, further research is required to confirm a causal relationship between environmentally conscious business practices and financial success. But the HELB may not be affected by the results.

Technological Advancement and Performance

A study was conducted by Ndonye (2019) to investigate the effects that technology improvements have had on the effectiveness of law enforcement agents. An investigation was conducted with the intention of obtaining a sample size of 170 police officers, and the descriptive research design was chosen from a sample space consisting of 1700 police officers. It was discovered that police performance improved greatly due to advanced technology. It was also noted that there was use of technology in the forces but not at an advanced level. It was also noted that globalization and new technology facilitated cyber-crimes operations thus adding more responsibilities to the law enforcement agencies. New advancements also rendered their forensic tools old and obsolete. The study's results suggest that the explanatory research methodology may have been inadequate to establish a cause-and-effect relationship among the variables. Consequently, there will be a gap in the methodology since the suggested study would use the descriptive research design.

Njoroge, Muathe, and Bula (2016) examined the effect of technology on performance using a mixed-methods research strategy combining descriptive and explanatory techniques. One hundred seventy individuals were chosen to reflect the target demographic of three hundred eighty-one respondents from Kenya's mobile phone carriers. The study relied heavily on questionnaires to gather data, with primary data collected by stratified random sampling. According to the study's findings, technological factors significantly impacted Kenya's mobile phone carrier growth. In addition, it was concluded that businesses must begin to put money into cutting-edge tech in order to keep up with the trends and improve their performance. In contrast to the planned research, which will focus on HELB, the previous one focused on mobile phone providers.

Kamau (2019) investigated how business efficiency in the real estate industry in Nairobi County was affected by technological developments. Researchers in this study surveyed 150 real estate industry employees from different organisations using a descriptive technique. Next to operational integration, internet innovation had the second-highest impact on performance (R=0.658 correlation coefficient). The data also showed that the mean of 3.93 for building technology was higher than the overall mean of 3.817, which included all of the building technology sub-variables. The construction technique was determined using a coefficient of 48.9%. The analysis of variance revealed a p-value of 0.0000, which is much lower than 0.05, indicating that technical developments had a significant impact on performance in the construction business. While HELB operates in a variety of contexts and with a variety of orientations, the study's narrow emphasis on Kenyan real estate creates a contextual gap.

Customer-Centered Leadership and Performance

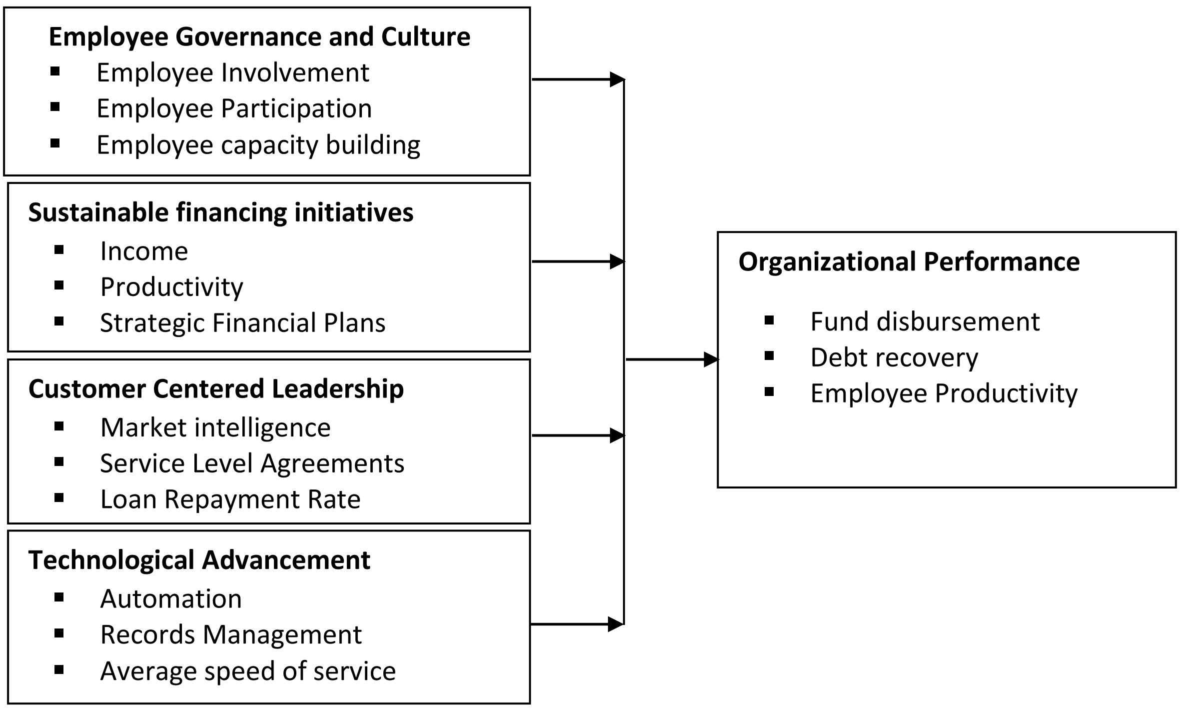
Dola, (2015) studied how transformative leadership impacts productivity in the workplace. The research adopted a representative research design with cross-sectional elements with several relevant bodies being involved. The research population involved a specified section of employees of Kenya Wildlife Service. The selected employees were those on permanent and pensionable terms of employment for a duration of more 10 years and above. The rationale for this was that they were assumed to have experienced a change of hand management. Findings indicated a robust relationship between transformative leadership and performance on the job. Employing worker output as its dependent variable, the research found a theoretical void. The suggested research will make use of organizational performance.

At the Netherlands, Ceri-Booms ET AL., (2017) conducted research to determine the influence that person-focused leadership styles have on the performance of teams. For the purpose of this research, a modest positive correlation (ρ =.33) was discovered between both forms of leadership behaviors and team performance. The data for this study was collected from 89 independent samples. For task-focused leadership behaviors, the impact sizes were found to be less, but they were still positive (ρ =.19), whereas for person-focused leadership behaviors, the effect sizes were found to be greater (ρ =.18). Remarkably, the research indicated that leaders were more likely to find connections when they evaluated their own leadership behaviors and when assessments were conducted at the person level instead of the team level.

Research on the effects of strategic leadership on the performance of SMEs in Kenya was carried out by Nyamao (2016). This descriptive survey study aimed to gather information from 3,001 registered SMEs in Kenya. All 301 respondents were either owners or managers of SMEs, and they were selected using the stratified sampling technique. During the primary data collecting process, structured questionnaires were sent to the participants. A number of different strategic leadership techniques were the subject of the research. These activities included the following: the emphasis on organizational culture; the decision of corporate strategic direction; ethical practices; and the balanced management of organizational controls and corporate resource portfolios. Organisational performance tools were also examined, including customer satisfaction, net profit margin, high yearly revenue, and low annual staff turnover. This inquiry was conducted using the exploratory survey design. To prove the lack of methodology, the planned study would use a descriptive research strategy.

Being more precise, the dependent variable here is the organization's performance.

Conceptual Framework



Independent Variables **Dependent Variables**

Figure 2: Conceptual Framework - Source: Author (2024)

METHODOLOGY

Research design

A descriptive survey method was used in the present inquiry. Kothari (2004) states that characterising a phenomena by outlining its features within a specified framework is one way to conduct a descriptive survey.

Target Population

According to Cooper and Schindler (2014), a population is defined as a collection of humans and things that share observable characteristics in terms of their characteristics. There are 260 workers of the HELB who were the focus of this research. These individuals had been specifically targeted to offer feedback that is relevant.

Table 1: Target Population

Categories	Number of staff	Percentage
Top Management	27	10 %
Middle level management	35	14%
Heads of departments	24	9 %
Lower-level Staff	174	67 %
Total	**260**	100%

Source, HELB (2024)

Researchers used a stratified random selection method to choose research participants. The target population is divided into three distinct strata, which is why this strategy was selected. This will guarantee that individuals from diverse backgrounds are given an equal chance to participate in the sample. According to Alvi (2016), researchers use sampling in order to get conclusions from a population. To make sure the comparison includes the whole population, the sample size was big. Conversely, sampling verifies accurate results while cutting down on research time and money (Gentles et al., 2015). The following Fishers' formula was used to calculate the sample size;

$$n = \frac{z^2 p(1-p)}{d^2}$$

Where by;

n represents the sample size

z represents the standard normal deviation value for the level of confidence, for instance, 95% level of confidence =1.96.

d is the margin of error or level of precision at 0.1 for CI at 90%

p represents the proportion to be estimated, Israel (2009) suggests that in cases when the value of p is unknown, it is advisable to assume that p is equal to 0.5.

The sample size is arrived at as follows:

$$n = \frac{(1.96^2)(0.5)(1-0.5)}{(0.1)^2}$$

$$n = 96$$

Given that the population is less than 10,000, the sample size is also modified in the following manner:

$$n_0 = n/\ (1+((n-1)/\ N))$$

$$n_0 = 96/\ (1+((96-1)/134))$$

$$n_0 = 70$$

Stratified random sample was utilised to pick 70 responders from HELB, including top management, middle management, and department heads. This is because they are all vital in the process of organisational strategic change, both in terms of decision-making and intervention implementation. Cleaning staff, security guards, and massage therapists are examples of lower-grade support workers that were not be a part of the study since they do not have a say in the organization's major decisions.

Table 2: Sample Size

Categories	Number of staff	Sample Size
Top Management	28	23
Middle level management	35	28
Heads of departments	24	19
Total	**87**	**70**

Source; Author (2024)

Data Analysis and Presentation

Data analysis is the process of gathering, cleaning, modeling, and transforming data to make it more useful, according to Heeringa et al. (2017). To facilitate easier analysis, the surveys were structured in a systematic way. Quantitative and qualitative techniques were used to examine the data in the research. The research variables were connected to each other via the use of statistical procedures including Multiple Regression Analysis, ANOVA, and Pearson's Correlation. Their numerical values were assigned based on the codes that correspond to the replies. The study's results was presented using data visualization techniques such as tables, pie charts, and bar graphs.The model's structure necessitates were used to several linear regression models to ascertain the degree of correlation between the independent and dependent variables. The final values of the coefficients determine the significance level, the coefficient of determination, and the correlation coefficient.

$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$

Where:

Y = Organizational performance

β_0= Constant

{β_i; i=1,2,3,4} = The coefficients for the various independent variables

X_i for;

X_1 = Employee Governance

X_2 = Sustainable Financing Incentives

X_3 = Technological Advancement

X_4 = Customer-Centered Leadership

ε = error term

FINDINGS AND DISCUSSIONS

Only 65 of the 70 targeted workers actually filled out the survey. Consequently, the response rate of 92.86% was outstanding.

Inferential Analysis

Correlation Results

Correlation analysis was used to look at the relationship between the independent and dependent variables in the study (Omondi & Hood, 2017). The correlation analysis values are shown in Table 3

Table 3: Correlation Results

		EC	SFI	TA	CCL	P
Employee culture	Pearson Correlation					
	Sig. (2-tailed)					
	N	65				
Sustainable Financing Initiatives	Pearson Correlation	.305**				
	Sig. (2-tailed)	.334				
	N	65	65			
Technological Advancement	Pearson Correlation	.041	-.323**			
	Sig. (2-tailed)	.707	.302			
	N	65	65	65		
Customer Centered Leadership	Pearson Correlation	.040	-.176	.901**		
	Sig. (2-tailed)	.711	.103	.300		
	N	65	65	65	65	
Performance	Pearson Correlation	.549**	.641**	.261*	.362**	
	Sig. (2-tailed)	.000	.000	.015	.001	
	N	65	65	65	65	65

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 3 shows that there was a very significant connection (P=549, sig=0.000) between company culture and performance. The sustainable financing initiative and the variables in question were positively correlated (P=0.641, sig=0.000). Research on the correlation between technological progress and productivity revealed a modest but statistically significant one (P= 0.261, sig=0.015). The correlation between customer centered leadership was weak, positive and significant (P=362, sig=0.001). The results were supported by Almas, (2019) and Sengottuvel and Aktharsha (2016) that employee culture, sustainable financing initiatives, technological advancement, and customer centred leadership significant affects performance.

Regression analysis Results

The model explained how changes in the independent variables affected the dependent variable, as indicated in Table 4.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.870[a]	.757	.745	1.47785

a. Predictors: (Constant),

According to the findings in Table 4, employee culture, sustainable financing initiatives, technical innovation, and customer-centred leadership accounted for 74.5% (Adjusted R2 = 0.745) of the variation in strategic change interventions. The dependent variable and the independent variables had a good association (R=0.870).

Analysis of variance is used to evaluate the study's model's significance. The results are displayed in Table 5 below.

Table 5: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	558.725	4	139.681	63.956	.000[b]
1	Residual	179.091	225	2.184		
	Total	737.816	229			

a. Dependent Variable: Performance

b. Predictors: (Constant),

Source: Field Data (2025)

The results in ANOVA table 5 showed that the entire model was significant (sig=0.000) at 95% confidence interval. This is demonstrated by the fact that the calculated F of 63.956 is more than the F critical ($F_{4,82}$) = 2.986. These explain how the beta coefficient can be used to illustrate a linear relationship between variables.

Table 6 displays the regression coefficients, which indicate the degree and direction of the impact of changes in the independent variables on the dependent variables.

Table 6: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	18.594	2.973		6.254	.000
	Employee Culture	.672	.119	.327	5.637	.000
1	Sustainable Financing Initiatives	1.215	.118	.660	10.331	.000
	Technological Advancement	.353	.218	.221	1.615	.110
	Customer Centered Leadership	.432	.212	.266	2.032	.045

a. Dependent Variable: Performance

According to the Table 6, study's findings, three independent factors technological innovation, customer-centred leadership, and sustainable funding initiatives were important in explaining changes in the dependent variable, service delivery (Sig<0.05). The adopted model below contained three independent variables:

$P=18.594+0.672EC+1.215SFI+0.353TA+0.432CCL+\varepsilon$

This was the model's take on things. A performance value of 18.594 units would be predicted by the model given that all other parameters remain same. Alterations to employee culture had a substantial effect on performance changes (sig=0.000<0.05). Performance would vary by 0.672 units for every one unit shift in company culture. The study's findings confirmed Almas' (2019) assertion that staff culture greatly enhanced performance.. Additionally, Sengottuvel and Aktharsha (2016) found that employee culture significantly influences performance of employees and competitive advantage.

According to the coefficient of regression data, there was a substantial positive correlation between sustainable finance initiatives and performance (sig=0.000<0.05). Performance changes by 1.215 significant units as a result of changes in sustainable funding initiatives (B=1.215). The findings of the study confirmed Wachira's (2018) assertion that performance is positively and significantly impacted by sustainable finance strategies. Cui (2017) also concurred that performance is greatly impacted by sustainable finance strategies.

The technical advancement variable was not significant in explaining the units variations in performance, according to the regression results (sig=0.110>0.05). The findings unequivocally show that the variations in performance could not be explained by a single unit change in technological improvement. The study disputes Habib Rana's (2017) assertion that performance is significantly improved by technology innovation. Furthermore, Mran, Maqbool, and Shafique (2017) denied that performance is greatly impacted by technology innovation.

Customer-centred leadership has a significant impact on performance, according to the regression coefficient results (sig=0.045). The findings show that performance changes by 0.452 units for every unit change in customer-centred leadership. The relationship between customer-centred leadership and performance is crucial in defining an organization's total performance and success, especially in service-oriented industries, according to Adha et al., (2020) study. Ceri-Booms et al., (2017) provided additional evidence that performance has been greatly impacted by customer-centred leadership.

CONCLUSION AND RECOMMENDATIONS

The HELB in Kenya's organisational performance is significantly influenced by the culture of its workforce, according to the study's findings. Collaboration, effectiveness, and productivity are promoted by a strong corporate culture, which is defined by common values, beliefs, and work procedures. Research shows that the HELB in Kenya may greatly benefit from sustainable finance efforts when it comes to improving their organisational performance. The robust positive association between sustainable financing and performance suggests that an organization's stability and efficiency may be enhanced by having access to various funding sources, using responsible lending practices, and making long-term plans.

The study concludes that technological advancement plays a crucial role in shaping the overall performance of the HELB in Kenya. The adoption of modern technology enhances efficiency, service delivery, and operational effectiveness, ultimately contributing to improved organizational performance. The study concludes that customer-centered leadership is a key driver of organizational performance at the HELB in Kenya. Leadership that prioritizes customer needs, service excellence, and stakeholder engagement enhances efficiency, trust, and overall institutional success. By fostering a customer-focused culture, HELB can improve service delivery, responsiveness, and customer satisfaction.

HELB should foster a strong and positive organizational culture by promoting shared values, teamwork, and ethical work practices to enhance overall performance. Management should actively promote and reinforce a culture that supports innovation, accountability, and collaboration to drive organizational success. In order to foster a feeling of belonging, drive, and dedication to the organization's objectives, HELB should promote employee participation in decision-making procedures. A reward and recognition system should be implemented by the organisation to encourage workers to consistently demonstrate good behaviours and high performance standards.

HELB should explore alternative and sustainable funding mechanisms, such as public-private partnerships, endowment funds, and impact investments, to enhance financial stability. Strengthening loan repayment policies, improving debt collection mechanisms, and leveraging technology for efficient tracking can ensure sustainability in financing student loans. HELB should integrate financial technologies, such as digital payment systems and data-driven risk assessment tools, to improve efficiency in fund allocation and management. Strengthening partnerships with the government, financial institutions, and development agencies can secure additional financial support for long-term sustainability.

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