



**STRATEGIC CHANGE MANAGEMENT PRACTICES AND PERFORMANCE IN OF DEPOSIT TAKING SAVINGS AND CREDIT CO-OPERATIVE SOCIETIES IN NAIROBI CITY COUNTY, KENYA**

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**ABSTRACT**

*This study investigated the impact of strategic change management approaches on organizational performance in Nairobi city county, Kenya's DT SACCOs. The specific objectives were to investigate how organizational learning, communication, leadership, and stakeholder involvement affect the performance of Kenyan DT SACCOs. Theory of Resource-Based Viewing Organizational Change and Performance: The Burke-Litwin Model, Kurt Lewin is a well-known psychologist. Lewin and Lippitt's Phases of Change and the Three-Step Change Model anchored the study variables. The data was analyzed using both quantitative and qualitative methodologies, and a descriptive study methodology was used. All 42 DT SACCOs in Nairobi City County, Kenya, made the target audience. A total of 126 employees working in the targeted societies made up the observation unit. The study utilized a simple random sampling method. To assist in data analysis, the Statistical Package for Social Sciences version 26 was utilized to help generate tables and figures. The relationship amongst variables was depicted in a regression line. The results on leadership change on organization performance indicated that to highlight the need for change, SACCO leaders generate a feeling of urgency. According to the findings, the organization recognizes, involves, and supports team leaders in the introduction and execution of change to a large level. The vast majority of respondents strongly agreed that the organization valued teamwork's role in change management and so enables such groups. The study found that, to a large extent, the SACCOs' communication strategies were effective in ensuring speedy, clear information conveyance. To improve organizational performance, changes in all departments must be implemented on a frequent basis in modern company in order to satisfy stakeholders. In order to inspire and encourage people, managers should display strong leadership throughout the business by spreading proper decision-making and leadership tasks.*

**Key Words:** Organizational Learning, Communication, Leadership, Stakeholder Involvement

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## INTRODUCTION

The Rockdale Society of Equitable Pioneers, founded in Manchester, England in 1844, is the forerunner of the cooperative movement (SASRA, 2012). The cooperative movement arose over from America, South America, and China from 1900 to 1930, according to Tache (2006), and was later led by a catholic bishop in Ghana. In 2012, there were 55,952 credit unions in 101 countries, with a total membership of more than 200.2 million people and assets of \$1693 billion. Across these countries, there was a great deal of variation in the credit union movement. The diverse economic, cultural, and historical contexts in which cooperative societies operate are depicted in this diagram. Over a long period of time, cooperative societies have existed and thrived in a variety of nations, illustrating the potential of a volunteer-led not-for-profit organization (McKillop & Wilson, 2014). Cooperative societies have experienced numerous problems over the world, with the vast majority failing to fulfill its mission. Some, on the other hand, have adopted strategic change management approaches that have proven to be crucial to their success (Bass & Riggio, 2016).

Lumbwa, Kenya's first cooperative association, was founded in 1908 by European farmers to encourage agricultural activities and goods (KUSCCO, 2016). The cooperative movement, which accounts for 43 percent of Kenya's GDP, was critical in pooling resources to invest and wealth creation (SASRA report, 2020). Since the founding of the first cooperative society in Kenya in 1908, cooperative societies have had a significant impact on fields like as agriculture, banking, finance, agriculture and storage, advertising, fishing, accommodation, and transport, to name a few (Bwana & Mwakujonga, 2013). According to WOCCU, Kenya has the greatest percentage of GDP attributed to cooperative societies in the world (in percentage points). The average percentage contribution is 45 percent. New Zealand is Kenya's nearest neighbor, with SACCOs accounting for 22% of the country's GDP. As a result, SACCOs play a critical role in the

economy. According to the SACCO Societies Regulatory Authority, at least 8 million Kenyans are members of SACCOs, while another 20 million are indirectly dependent on the movement (Owen, 2017).

Deposit the two types of SACCOs now functioning in Kenya are deposit-taking SACCOs (DTS) and non-deposit taking SACCOs (NDTS) (Karanja, 2012). DTSs take daily deposits, whereas non-deposit taking SACCOs are confined to mobilizing non-withdrawable money for member lending, according to the SACCO Societies Act of 2008 (Republic Kenya, 2012). According to SASRA, there were 177 licensed DTS in Kenya at the end of December 2017. (SASRA). The Sacco Societies Regulatory Authority (SASRA) regulates deposit-taking SACCOs (DTS), whereas the Ministry of Industry, Trade and Cooperatives oversees non-deposit-taking SACCOs. A decline in common-bond structures has been blamed for the rise in DTSs (SASRA, 2019). The majority of DTSs were originally constituted or founded based on bond lines that governed who qualified and who could join.

Organizations play a critical role in the economics of countries, and hence, successful organizations are a critical component for developing countries. Any organization's focus should be on continuous performance because it is only through performance that organizations can grow and progress. Every organization's primary goal is to improve its performance. To determine an organization's performance, its output response or accomplishments are compared to its anticipated goals. The premise that an organization is the deliberate interaction of productive capital, such as personnel, physical, and monetary stock, with goal of attaining a shared goal, underpins organizational effectiveness (Barney, 2011).

Strategic management entails a thorough examination of the options and activities that a firm pursues in order to gain a sustainable competitive advantage. Competitive advantage, according to Zhou, Hu, and Shi (2015), is defined as the value a company can provide for its consumers that

exceeds the cost of production. This results in higher margins than the competitors and is tough to replicate. All arrangements and decisions taken by the administration to achieve their competitive advantage are included in strategic change management. This is accomplished through the planning and elaboration of procedures and activity plans designed to bring about the best restoration and change within a company. Its overall purpose is to achieve a better deal of corporate approaches and critical demands, and it is an important tool for anticipating expected as well as unexpected changes in regulated situations (Kinyili & Omwenga, 2016).

Strategic management methods have an obvious role in the Sacco industry, making them considerations that must not be disregarded while developing sustainable processes for the corporation. According to Omari, Ateka, and Nyaboga, good fortune, structure, and strategy are vital for effective firms and individuals (2016). According to Tsai (2016), Sacco performance and strategic management techniques are related. According to Musyoka (2017), the ultimate goal of the Sacco management is to deliver the best results with the least amount of labor and expense. They also stated that, in comparison to any other management method, strategic management delivers the highest level of pleasure, and that managers who are able to select the best tactics and so establish a competitive edge can get the best results with the least amount of investment.

The SACCO sector in Kenya is largely recognized as one of the best in the world (Gamba & Komo, 2014). The SACCO Sub Sector accounts for 45 percent of Kenya's GDP, according to the World Council of Credit Unions. The subsector was rated the quickest expanding in the world by the World Council of Credit Unions (WOCCU) in July 2013. The International Cooperative Alliance has Kenya's DT SACCO subsector ranked first in Africa and seventh globally. Over 500,000 individuals have direct employment prospects in the sub-sector, with another 2 million people having indirect

employment options (Bwana & Mwakujonga, 2013). The subsector has been growing at a rate of 30% per year on average, according to the SACCO Society Regulatory Authority (SASRA). The study's main focus is on deposit-taking SACCOs, which account for 78 percent of the Sacco sub-total sector's assets and deposits. The DTS also has 82 percent of the overall membership in the SACCO business (SASRA, 2019).

However, from 2014 to 2020, SASRA imposed restrictions on numerous SACCOs in Kenya, while several others had their deposit-taking SACCO licenses revoked. Nandi Hekima Sacco Society Ltd, Kapsabet 2 Sukari Sacco Society Ltd, and Mumias 3 Miliki Sacco Society Ltd are among the SACCOs that have had their licenses revoked (SASRA, 2020). Management efficiency, capital base, risk venturing procedures, customer communication and handling techniques, differentiation strategies, and managing costs issues have all been challenges for SACCOs. However, studies have shown that strategic change management is the key to enhanced financial institution performance. Despite empirical studies in other sectors of the country demonstrating the importance of strategic change management approaches on performance, the impact of the same in DT-SACCOs in Kenya is unclear due to a lack of empirical work in the Savings and credit cooperative sector.

### **Statement of the Problem**

The Deposit Taking Savings and Credit Cooperative societies in Kenya have continuously faced declining market share, reduced customer outreach and increased cost of operation (WOCCU, 2020). The competition, on the other hand, rises as the quantity of entrants rises. A number of DT SACCOs have been unable to endure the new elements of the game, leading to the failure of an amount of DT SACCOs, including Tena SACCO, as well as the prohibition of 13 more from carrying out a particular processes and the revocation of three more licenses. Many DT SACCOs are unable to fulfill operating costs, grow their market share, pay dividends, or expand into new areas, with the

overwhelming of shareholders blaming SACCO change management practices. While research on the impact of strategic change management strategies on performance have been conducted, little has been conducted on the financial sector, and much less has been conducted on the Savings and credit cooperative sub-sector, despite its crucial position in the national economy. According to the empirical literature, the ability to build effective strategic change management strategies will be critical to the sustainability of SACCOs, particularly in today's corporate environment.

Kim, Watkins, and Lu (2017), for example, studied the impact of learning on learning institutions' performance in the United Kingdom. According to the study, organizational learning has a positive impact on information performance. Because it focuses on the effectiveness of learning institutions in the United Kingdom, the contextual gaps are clear. An evaluation of the effect of communication on worker performance at Kenya's KPLC (Atambo, 2018). Communication boosted employee efficiency, according to the study. The study reveals methodological gaps, such as the need to consider new variables for change management, a conceptual gap in the need to conceptualize communication factors in the context of the SACCO sector, and a contextual gap in the need to consider performance of the organization other than employee performance. In Uasin Gishu County, Kenya, Oyugah and Onyango(2019) investigated the effects of stakeholder involvement on road projects. It was discovered that including stakeholders in the construction of road projects in the county led to better results. The necessity to assess the impact of stakeholder involvement on SACCO effectiveness is clear in the context.

A survey of empirical studies on the topic indicates contextual, conceptual, and methodological shortcomings that must be addressed in order to provide more meaningful evidence and advance scientific knowledge. The necessity for local research that focuses on the financial system, which has been overlooked in most past examinations.

Methodological inadequacies in the necessity to incorporate additional objective performance criteria, which had been overlooked in most earlier studies. As a result, the researcher proposed conducting study on the effect of new management strategies on organizational performance in DT-SACCOs in Kenya to contribute to the expansion of knowledge in this crucial area.

### **Objectives of the Study**

The goal of this research was to evaluate how different approaches to change implementation affected the performance of DT-SACCOs in Nairobi City County, Kenya. The specific objectives below guided the study;

- To determine the influence of organizational learning on performance of DT-SACCOs in Nairobi City County, Kenya.
- To evaluate communication effect on performance of DT-SACCOs in Nairobi City County, Kenya.
- To establish the influence of leadership change on performance of DT-SACCOs in Nairobi City County, Kenya.
- To assess the influence of stakeholder's involvement on performance of DT-SACCOs in Nairobi City County, Kenya.

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **The Burke-Litwin Model of Organizational Change and Performance**

The theoretical model was proposed by Burke and Litwin (1989). Burke Litwin's Organization Productivity and Change Model, often known as the, Conceptual Framework, posits linkages that predict how factors influence the performance (Burke, 2013).The idea provides a framework for analyzing environmental and organizational factors that are crucial to a transformation's effectiveness. It also shows how these traits should be causally related to produce a performance change. The causal model, according to Martins and Coetzee (2009), links what we know from studies and theory

to what we know from experience. The Burke-Litwin model explains how different dimensions interact with one another and how the external world influences different parts of an organization. The idea is significant because it provides a framework for both intentional and corporate diagnosis, as well as managed organizational transformation with unambiguous cause-and-effect relationships (Burke & Noumair, 2015).

Individual and organizational performance are likely to be influenced by the surrounding environment, strategic plan and task, organisation characteristics, organization structures, management techniques, structures, work team climate, as each and skills, personal values and needs, and inspiration, according to the Burke-Litwin model (Michela & Burke, 2000). Because it will drive the evaluation of leadership, organizational learning, and stakeholder involvement in the current study, the model will be crucial. The study, in particular, reveals a causal link between change management strategies like leadership and organizational effectiveness. To put it another way, the researcher tried to determine how accurate the model's statements are in terms of the impact of each change management variable on SACCO performance. The impact of leadership and organizational learning variables on performance improvements is discussed in this theory.

#### **Kurt Lewin Three Step Change Model**

Lewin was a pioneer in the theory's development in 1947. The three-step transformation process is the foundation of Kurt Lewin's theory or model. Unfreezing, movement, and refreezing are among them, according to Levasseur (2001). Unfreezing necessitates lowering change barriers and increasing the likelihood of change effort. The second stage, known as the moving stage, is recognizing the need for change and, ultimately, changing the workforce's acceptance. The bulk of change agents are managers, who are then in charge of ensuring that the active new system is in place and that all employees are in the refreezing phase (Hughes, 2007).

Before deploying a modification, the refreeze process must be completed. Because many individuals are inherently resistant to change, the refreeze stage's goal is to raise public awareness about how the status quo, or current level of acceptability, is causing problems for the company. Old habits, modes of thinking, procedures, people, and organizational must all be thoroughly reviewed in order to communicate the importance of change to workers so that the company can gain or maintain a competitive edge in the industry. Communication is critical throughout the unfreezing stage to ensure that employees are aware of the upcoming change, the reason behind it, and how this will benefit every employee's performance (Levasseur, 2001).

#### **Lippitt's Phases of Change Theory**

Lippitt, Watson, Westley, and Spalding (1958) introduced the theory as an extension of Lewin's Three-Step Change Theory. The concept suggests a seven-step strategy that stresses the change agent's role and accountability rather than the change's progress. As a consequence, the theory might be used to assess the function of leadership, organization development, communications, and stakeholder engagement in organizational change. During the transition period, the method emphasizes the continuing sharing of knowledge. According to theorists, steady changes are more stable if they extend to nearby systems or subparts of the network that are immediately touched (Kritsonis, 2005).

The seven steps of Lippitt's theory are to find the problem, assess inspiration and change capacity, assess the assets and willingness of the agent of change, define gradual developmental stages, and ensure the start changing agent's roles and responsibilities are not only clear but also well understood. The change is then maintained through communication, evaluation, and group coordination, until the change agents are gradually disconnected as the change becomes part of the company culture (Cummings & Worley, 2014).

### **Resource-Based View Theory**

Penrose (1959) postulated four characteristics of resources that can offer ascent to competitiveness of a company, which were further refined by Wernerfelt (1984): value, rarity, imperfect imitability, and lack of substitutability. The firm's resource-based viewpoint starts with the idea that the goal of management actions is to achieve a sustainable competitive advantage (SCA). The corporation can earn higher-than-average cash rents or dividends by achieving a SCA. In essence, this refers to how businesses obtain and maintain advantages. The solution to this question, according to the asset viewpoint, lies in the possession of some crucial resources, especially resources with qualities like value, replication difficulties, and relevance. If the organization successfully uses these approaches in its commodity marketplaces, it will be awarded a SCA. As a result, the RBV emphasizes strategic management methods, transferring crucial responsibilities such as defining, building, and allocating important resources in order to maximize return to the top operations (Machuki & Aosa, 2011).

### **Empirical Literature Review**

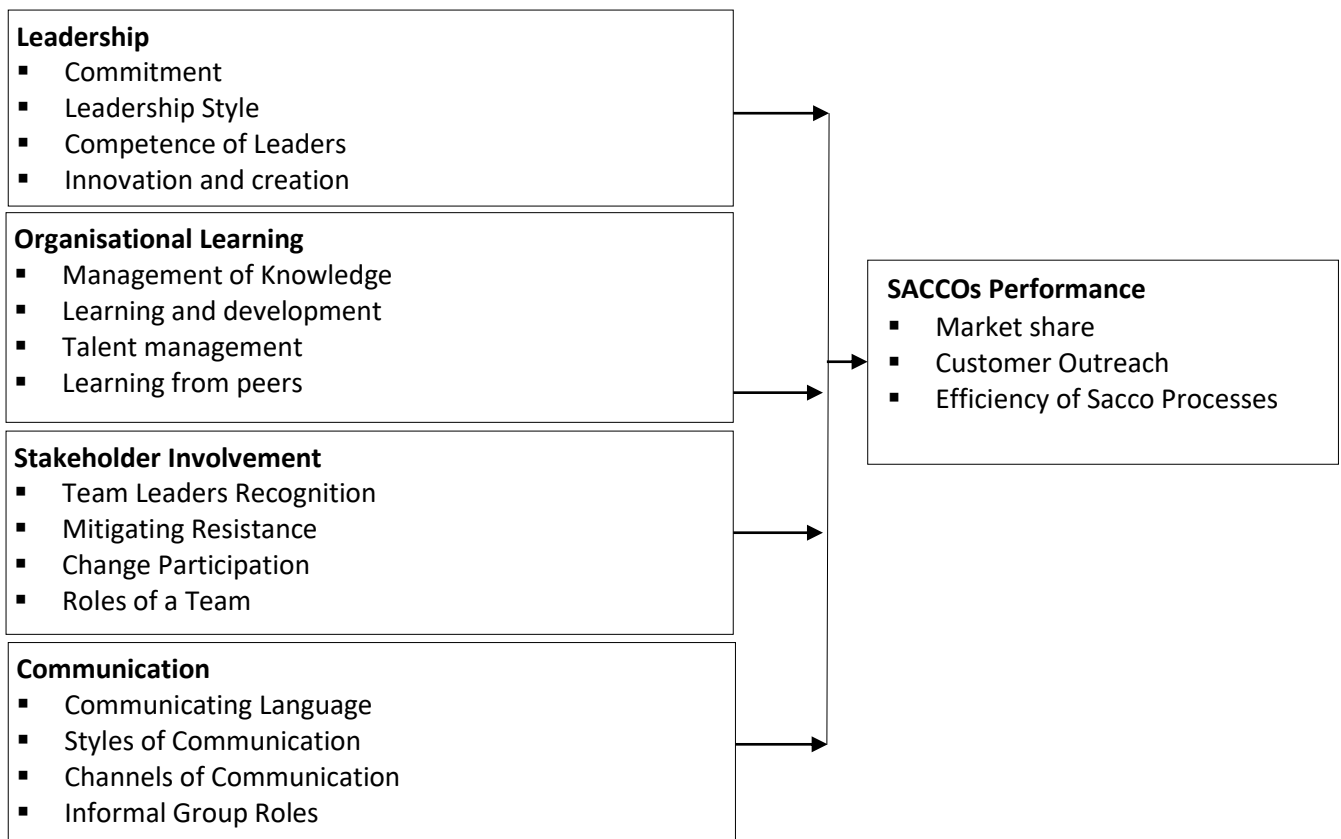
Organizational learning has been widely proposed as a necessary strategic asset for generating value from knowledge assets, as it is expected that its application will result in an increase in knowledge stocks, which will lead to increased efficiency and effectiveness, which will result in improved firm performance (Prahalad & Hamel, 1990). According to Probst and Buchel (1997), organisational learning is described as an organization's ability to recognize and correct errors as well as modify its knowledge and understanding and values in order to acquire new issue skills and an additional infrastructure for action. As a result, organizational learning is an essential part of an organization's ability to adjust to changes in the internal and external contexts while staying competitive in troubled times (Smith, 2001). To summarize, companies that learn more

effectively will outperform their competitors in the long run.

Organizational communication has grown into a critical component of a company's current profitability and operation (Rajhans, 2012). Employees talk or convey critical and comprehensible information in the workplace, which is known as internal communication. In the area of internal communications, effective communication is the basis upon which a firm's system is built and operated in order to gather data, ideas, or messages from others in order to achieve the desired goals.

Stakeholders are people who have a financial interest (stake) in the company. They are the people or groups that have a say in how the firm makes choices and whose interests the company tries to suit. Among them are investors, workers, consumers, the governments, vendors, financiers, organized labor, trade associations, and competition (Gituku & Kagiri, 2015). Stakeholders are given the opportunity to submit their own ideas during the strategy creation process, according to Gituku and Kagiri (2015). They are also allowed to evaluate and review ideas during strategy formulation, and stakeholders participate in shared decision-making at all stages of a project. However, it was revealed that many companies do not include their stakeholders in the formulation, execution, or assessment of their plans.

There are four independent variables and one dependent variable in the conceptual framework. The change management tactics utilized by SACCOS in change implementation are the independent variables. Leadership, stakeholder engagement, organizational learning, and communication are among them. Performance is the dependent variable, which will be measured using non-financial criteria.



**Independent Variable**

**Dependent Variable**

**Figure 1: Conceptual Framework**

**METHODOLOGY**

This study used descriptive research design. The current study's target population was all 42 registered DT-, SACCOS, in Nairobi City County, Kenya, who were the unit of analysis (SASRA Report, 2020). The study used a formula advanced by Stattek (2015) that reduces known population to a sample size with a known level of confidence. Questionnaire was used to collect primary data. In the main analysis, descriptive and inferential statistics were used. Any qualitative data collected was analyzed using content analysis. The researcher employed content analysis to determine the existence of specific words, topics, or concepts in the data. The mean and standard deviation were examples of descriptive statistics. Regression and correlation analysis were the primary inferential statistics used to guide generalizations to a broader population. The study used a multiple regression model.

$$P = \beta_0 + \beta_1 LC + \beta_2 OL + \beta_3 SI + \beta_4 C + \epsilon$$

Where,

P = Performance of SACCOS

LC = Leadership Change

OL = Organisational Learning

SI = Stakeholder's Involvement

C = Communication

$\epsilon$  = Error Term.

**FINDINGS AND DISCUSSIONS**

**Descriptive Statistics Analysis**

The study descriptive results used mean and standard deviation. The mean was useful as a measure of central tendency in determining the majority of responses mean response using the 1 to 5 likert scale. The mean score ranged from 1 to 5, the score of 5 is the highest score indicating strongly agree and 1 was the lowest indicating strongly disagree. The standard deviation indicates the degree of responses variability level. Based on



the two (Mean and standard deviation) the researcher was able to evaluate whether the results were well distributed and the opinion generalized based on each specific objective.

### Descriptive Statistics Results on Leadership Change

The results on organizational learning were presented in the table 1.

**Table 1: Descriptive Results on Leadership Change**

	Mean	Std. Deviation
To highlight the need for change, SACCO leaders generate a sense of urgency.	3.2800	.7278
The organization is led by a group of dedicated and highly driven leaders.	3.8533	.5118
Change projects can be driven by skilled/ knowledgeable organizational leaders	4.0400	.4482
In order to ensure a successful change implementation, organizational leaders must be creative and imaginative.	4.1200	.5188
To establish the governing coalition, management chooses the right personnel.	4.1067	.5086
The management team develops and promotes the appropriate personnel in order to facilitate transformation.	4.1360	.5609
<b>Aggregate Score</b>	<b>3.9227</b>	<b>0.5460</b>

Source:Field Data (2022)

Table 1 showed that the descriptive analyses' aggregate mean score was 3.9227, which corresponds to " Agree" on the five-point Likert Scale employed in the survey. Furthermore, the variation score's aggregated standard deviation was 0.5460, suggesting that there was little variability and that individual question responses were near to the sample mean. On a scale of one to five, individual mean responses varied from 3.28 to 4.136. Because of its low variability, the sample mean was a strong predictor of the population mean. According to the responses, the majority of respondents strongly agreed that organizational leaders create a sense of urgency to reinforce the need for change, that the organization is led by a committed and highly motivated class of leaders, and that organizational leaders are competent and knowledgeable enough to drive change initiatives. The majority of respondents felt that organizational leaders are creative and imaginative when it comes

to implementing change. The management team promotes and develops the proper individuals to encourage change, according to the majority of respondents.

The findings supported Tsai (2016) that management behavior, in turn, was strongly and positively associated to employee performance and work satisfaction. Omari, Ateka, and Nyaboga (2015) study's findings demonstrated that executive engagement, in particular, was a critical component in the successful execution and introduction of improvements, as well as the performance of firms. Further, Thomas (2016) found that leadership change management has a significant impact on organizational success.

### Descriptive Results on Organizational Learning

The results on organizational leaning proxies were presented in table 2.

**Table 2: Descriptive Results on Organizational Learning**

	Mean	Std. Dev.
To support change initiatives, the company has a well-defined knowledge management policy.	4.3333	.6003
There are online learning programs which monitors the progress of employees	4.5600	.4997
The company holds training and development programs on a regular basis to prepare employees to handle change efforts.	4.4411	.4973
As change agents, the company celebrates employee creativity and innovation.	4.2440	.4807
Peer learning is valued in the organization as a key component of effective chang.	4.4000	.6132
<b>Aggregate Score</b>	<b>4.3957</b>	<b>.5382</b>

The majority of employees significantly agreed with the comments on organizational learning, as evidenced by the aggregate score on the proxies of 4.3957, which amounted to 'Agree' on a Likert scale. Furthermore, the mean standard deviation was 0.5382, indicating that the majority of employees' responses converge around the mean, as indicated by the low degree of variability. Furthermore, individual pointer mean values range from 4.244 to 4.4411 from the low end to the high end. The stated sample mean was a strong and accurate reflection of the population mean due to the low variability, allowing generalizations on organizational learning factors to be drawn.

SACCOs have a well-formulated knowledge management strategy to support change efforts, according to the respondents, and the organization routinely undertakes training and development programs to educate the workforce to handle change initiatives. Peer learning is valued in the organization as a key component of effective

change implementation. Many respondents believed that the company had a well-defined framework and policy in place to assist talent management and advancement.

The study results was supported by Kim, Watkins, and Lu (2017) organizational learning have a beneficial influence on corporate performance, a positive impact on financial performance, and they completely moderate the relationship between an educational organisation and financial success. The findings was supported by Wujiabudula and Zehir (2016) that organizational learning capacity significantly affects business efficiency. It also revealed that the ability to coordinate learning has a significant impact on both technical and organizational innovation.

### Descriptive Results on Communication

The results on respondent's views on communication was presented in the table 3.

**Table 3: Descriptive Results on Communication**

	Mean	Std. Deviation
The SACCO's communication tactics are effective in ensuring that information is conveyed quickly and clearly.	4.0133	.5663
To guarantee efficient delivery of change information, the organization uses both formal and informal communication techniques.	4.4801	.5503
To guarantee that information reaches stakeholders in a timely manner, the organization uses a variety of communication channels.	4.4207	.4993
The Sacco values all stakeholders' input and reacts to all issues raised in a timely way.	4.2133	.5227
The Sacco pays careful attention to the role of informal groups in ensuring that change information is conveyed quickly and reliably.	4.1467	.5324
<b>Aggregate Score</b>	<b>4.2548</b>	<b>.5342</b>

Source: Field Data (2022)

According to the findings of the descriptive analysis, the aggregated mean and standard deviation scores for the indicators of performance assessment were 4.2548 and 0.5342, respectively. The sample mean translated to 'Agree' on the five-point Likert scale employed in the study. As demonstrated by the variance score, the average answer variability was minimal. The limited range of mean responses and standard deviation across the numerous communication indications only added to this.

Because of the low variability of responses, the aggregated sample mean proved to be a strong and trustworthy estimator of the population mean, and so could be used to draw inferences and interpretation.

The SACCO's communication tactics were efficient in conveying information quickly and clearly. To promote effective conveyance of change information, the organization uses both official and

informal communication methods, as well as a variety of communication channels to ensure that the information reaches stakeholders within realistic timeframes to act. The SACCO values feedback from all stakeholders and reacts to concerns expressed promptly. It also pays particular attention to the role of informal groups in ensuring that change information is delivered quickly and reliably.

The study was supported by Shonubi and Akintaro (2018) study's findings that communication and

effective corporate performance go hand in hand. Management must take advantage of organizational efficiency that is both productive and efficient. Additionally, Atambo and Momanyi (2016) supported that good communication boosted staff productivity. Further, Asamu (2015) found that employee success, creativity, and involvement are all linked to efficient communications.

#### **Descriptive Results on Stakeholder's Involvement**

The study presented results on stakeholder's involvement proxies presented in Table 4.

**Table 4: Descriptive Results on Stakeholder's Involvement**

	<b>Mean</b>	<b>Std. Dev.</b>
In the introduction and implementation of change, the organization recognizes, involves, and supports team leaders.	4.1127	.4962
The Sacco has well-thought-out strategies for dealing with change resistance.	4.4111	.4873
Stakeholders are involved in change management at all phases of the change's introduction and implementation.	3.9811	.5296
The organization recognizes the importance of teamwork in change management and thus empowers such groups.	3.9867	.4937
In the entire process of change introduction and implementation in the organization, consultation is a continual process.	3.9200	.5026
<b>Aggregate Score</b>	<b>4.0823</b>	<b>.5019</b>

**Source: Field Data (2022)**

According to the descriptive analysis, the aggregated mean of the stakeholder's involvement measures was 4.0823, with an aggregated standard deviation of 0.5019. According to the sample mean, respondents agreed with assumptions about stakeholder's involvement in general. The limited range of mean response and heterogeneity across the many stakeholder's involvement proxies utilized in the study compounded this. The sample mean's aggregated score was a fair estimate of the population mean and could thus be used to make generalizations due to the low variability of answers.

The organization recognizes, involves, and supports team members in change initiation and development; the organization values the role of teamwork in change management and thus empowers such teams; consultation occurs as a continuous process throughout the organization's

change introduction and implementation phases; and stakeholder involvement in organizational change occurs at all stages of change initiation and development.

The study supported Gituku and Kagiri (2015) that ideas during strategy formulation, and stakeholders participate are shared decision-making at all stages of a project. Oyugah and Onyango (2019) further found that stakeholder participation in projects led to better results. Stakeholder involvement in the discharge and completion of projects has a good and significant influence. Dacha (2018) supported that no consumers are involved in the acquisition process, indicating unhappiness with the process, that top management does not promote stakeholder involvement in the acquisition process, and that engagement is limited during the acquisition process.

According to Otieno (2016) organizations with a higher level of stakeholder participation have a higher index of results than those with a lower level of participation.

### Organizational Performance

The proxies of organizational performance based on KPIs used in the DT SACCOs in Kenya were presented in the table 5.

**Table 5: Descriptive Statistics on Organizational Performance**

	Mean	Std. Deviation
Over the previous four years, the SACCOs market share has risen.	4.1867	.4997
In the previous four years, we've seen an increase in consumer outreach.	4.5209	.6667
Our consumers are happy with our services, according to customer feedback data.	4.4823	.5566
<b>Aggregate Score</b>	<b>4.3966</b>	<b>.5743</b>

Source: Field Data (2022)

A high mean indicates that the majority of respondents agree with the statement provided to them, while a low standard deviation indicates a narrow range of responses. Respondents believed that the SACCO's market share had risen significantly during the previous five years, with a mean of 4.3966 and a standard deviation of 0.5743. With a mean of 4.3966 and a standard deviation of 0.5743, the majority of respondents strongly agreed that customer outreach had risen in the previous

five years. With a mean of 4.4823 and a standard deviation of 0.5566, the majority of respondents strongly agreed that customer feedback reports suggest that their clients were happy with their services.

### Inferential Analysis

The correlation, model summary, analysis of variance, and regression coefficients are all shown in this section.

**Table 6: Correlations**

	LC	C	OL	SI	P
LC					
	Pearson Correlation				
	Sig. (2-tailed)				
	N	75			
C	Pearson Correlation	.450**			
	Sig. (2-tailed)	.550			
	N	75	75		
OL	Pearson Correlation	.014	-.336**		
	Sig. (2-tailed)	.903	.503		
	N	75	75	75	
SI	Pearson Correlation	.021	-.206	.920**	
	Sig. (2-tailed)	.857	.177	.500	
	N	75	75	75	75
P	Pearson Correlation	.603**	.662**	.256*	.366**
	Sig. (2-tailed)	.000	.000	.027	.001
	N	75	75	75	75

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

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

Source: Field Data (2022)

The results in Table 7 show a high and significant association between leadership change (LC) and organizations performance (P) (P=0.603, sig=0.000). Communication and organizational performance had a positive, strong and significant relationship (P=0.662, sig=0.000). The results revealed that there was a weak but significant link between organizational learning and organizational performance (P= 0.256, sig=0.027). Stakeholder’s involvement and organizational performance had a modest, positive, and significant relationship (P=366, sig=0.001).

### Regression Analysis Results

To establish a link between the study's variables, the researcher used linear regression analysis model. The results are presented in the following sections. The linear relationship between the independent and dependent variables is shown in the regression findings. The amount and direction of change in the dependent variable as a result of changes in the independent variables are shown in the findings. Tables 7, 8, and 9 show the correlation coefficient and coefficient of determination, as well as overall model fitness and beta coefficients.

**Table 7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.883 <sup>a</sup>	.780	.768	1.51607

a. Predictors: (Constant), LC, C, OL,SI

The above model summary shows a correlation coefficient R = 0.883, indicating a high positive connection between the study's variables. The coefficient of determination adjusted R square

is.768, indicating that the independent variable strategic change management practices explained 76.8% of the variation in organizational performance.

**Table 8: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	571.028	4	142.757	62.110	.000 <sup>b</sup>
	Residual	160.892	70	2.298		
	Total	731.920	74			

a. Dependent Variable: P

b. Predictors: (Constant), LC, C, OL, SI,

The processed data ANOVA findings at a 5% level of significance reveal a F calculated value of 62.110, whereas F critical is 2.866 was read from the F Table. As F computed is more than F critical, the total regression model was significant in predicting

the connection between the research variables. The p value of 0.000 is likewise less than 0.05, indicating that the research variables are statistically significant.

**Table 9: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.415	3.116		5.588	.000
	LC	.724	.154	.305	4.717	.000
	C	1.198	.134	.640	8.958	.000
	OL	.155	.255	.096	.606	.547
	SI	.672	.251	.403	2.676	.009

a. Dependent Variable: Organizational Performance

Source: Field Data (2022)

The study results indicates that three independent variables; Leadership Change(LC), Communication(C), and Stakeholder Involvement (SI) were significant in explaining the changes in the dependent variable; Organizational Performance(P) (Sig<0.05). Three independent variables were included in the adopted model below;

$$P=17.415+0.724LC+1.198C+0.672SI+\epsilon\text{.....(1)}$$

#### **Test of Leadership Change on Organizational Performance**

The following was the model's interpretation: According to the model, the value of organizational performance would be 17.415 units if all other parameters remained constant. Changes in leadership were shown to have a substantial impact on organizational performance (sig=0.000). The SACCO's performance would vary by 0.724 units as a result of the unit variance in leadership change. The findings supported Tsai (2016) that leadership was positively associated to organizational performance and work satisfaction. Omari, Ateka, and Nyaboga (2015) study's findings demonstrated that leadership change was critical component in the successful execution and introduction of improvements, as well as the performance of firms. Further, Thomas (2016) found that leadership change management has a significant impact on organizational success.

#### **Test of Communication on Organizational Performance**

The coefficient of regression findings on the influence of communication on organizational performance show a substantial positive association (sig=0.000). Substantial 1.198 significant unit changes in organizational performance (B=1.198) arise from changes in communication. The study was supported by Shonubi and Akintaro (2018) study's findings that communication significantly influences corporate performance. Additionally, Atambo and Momanyi (2016) supported that good communication boosted staff productivity. Further, Asamu (2015) found that employee success,

creativity, and involvement were all linked to efficient communications.

#### **Test of Organizational Learning on Organizational Performance**

The regression results on organizational performance indicates that the variable was insignificant in explaining the units changes in organizational performance (sig=0.547>0.05). The results clearly presents that units changes in organizational learning was insignificant in explaining the changes in organizational performance. The study results disagrees with Kim, Watkins, and Lu (2017) that organizational learning have statistical significant influence on corporate performance. The findings also disagrees with Wujiabudula and Zehir (2016) that organizational learning capacity significantly affects business efficiency.

#### **Test of Stakeholder's Involvement on Organizational Performance**

The regression coefficient results presents that stakeholder's involvement significantly affected organizational performance (sig=0.001). The results indicates that a unit change in stakeholder's involvement results 0.672 units changes in organizational performance. The study supported Gituku and Kagiri (2015) that stakeholders participate significantly influences organizational performance. Oyugah and Onyango (2019) further found that stakeholder participation in projects significantly affects organizational performance. According to Otieno (2016) organizations with a higher level of stakeholder participation have a higher index of results than those with a lower level of participation.

#### **CONCLUSIONS AND RECOMMENDATIONS**

To improve organizational performance, changes in all departments must be implemented on a frequent basis in modern company in order to satisfy stakeholders. Technology changes as an effective technique of managing change is a critical task in attaining any long-term and long-lasting success, as well as a plan to manage change

sustainably. Because customers are the primary source of profit for firms, customer taste management should result in overall improvement in organizational performance.

Change management will be successful only if human resistance to change is addressed. Change implementation may cause tension in the workplace since it includes going from the known to the unknown, which is hazardous, stressful, and difficult. Change management may be effective when implemented in a participatory manner, which may include staff training on change to provide them with information, skills, and expertise, allowing for a swift and easy transition. In order to inspire and encourage people, managers should display strong leadership throughout the business by spreading proper decision-making and leadership tasks.

Employee acceptance of change is inevitable in the SACCO business, according to the research, and it should be done thoughtfully and via participatory leadership, which will eventually lead to changes in plans and enhanced organizational performance.

SACCOS should support environmental scanning, according to the report, because it is the only way to reduce pressure during transition. According to the report, good change management should support employee training programs and inform employees about the implications of change.

According to the study, resistance to change may be minimized by change managers using change methods, with the participatory strategy being the best option. The study concludes that anticipating change in SACCOs is unavoidable since changes occur every second, necessitating proactive efforts by change managers.

### **Suggestions for Further Studies**

The purpose of this research was to look at the impacts of change management methods on the performance of DT SACCOs; similar research may be done in other organizations such as the public sector, commercial sector, and telecommunications industry. Other variables on change management should be studied to demonstrate their influence on organizational performance, according to the researcher. The study focused on four variables.

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