

**CHANGE MANAGEMENT STRATEGIES AND SUSTAINABLE  
PERFORMANCE OF FUND MANAGEMENT COMPANIES IN NAIROBI CITY  
COUNTY, KENYA**

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## DECLARATION

This Research Project is my original work and has not been presented for a degree or any other award in any other university. No part of this research project should be reproduced without authority of the author or/and of Kenyatta University.

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## **DEDICATION**

This study is dedicated to my late father Mr. Abraham Muli for his inspiration and my children Wavinya and Ndeti for their understanding and patience in my pursuit for further education.

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## **ABBREVIATIONS AND ACRONYMS**

<b>ANOVA</b>	Analysis of Variance
<b>AUC</b>	African Union Commission
<b>CMA</b>	Capital Markets Authority
<b>CRM</b>	Customer Relationship Management
<b>CSR</b>	Corporate social responsibility
<b>EASRA</b>	East African Securities Regulatory Authorities
<b>ESG</b>	Environmental, Social, and Governance
<b>ETFs</b>	Exchange-traded funds
<b>GRI</b>	Global Reporting Initiative
<b>IIA</b>	Index Industry Association
<b>KPI's</b>	Key Performance Indicators
<b>NACOSTI</b>	National Commission for Science, Technology and Innovation
<b>SPSS</b>	Statistical Package for Social Sciences
<b>TBL</b>	Triple Bottom Line
<b>UK</b>	United Kingdom
<b>US</b>	United States

## **OPERATIONAL DEFINITION OF TERMS**

### **Change Management Strategies**

These are systematic approaches (such as training, communication, stakeholder engagements) that are used by organizations like fund managers to navigate and implement change.

### **Effective Communication**

Effective communication requires the exchange of information in both directions during the process of change.

### **Rewarding Change Champions**

Rewarding Change champions include concrete (such as bonuses, promotions) or abstract (like public praise, chances for leadership) incentives meant to inspire ongoing support and guidance in promoting lasting change.

### **Stakeholder Participation**

This involves people and groups affected by a firm's operations in decision making. They include investors, portfolio companies, regulatory bodies, as well the communities in which they operate in.

### **Sustainable Performance**

Sustainable performance for fund management companies involves delivering robust financial returns for investors while also addressing and minimizing environmental and social impacts.

### **Training**

In this situation, training means organized educational tasks aimed at providing fund management employees of the company possessing the requisite expertise to implement sustainable investment strategies.

## ABSTRACT

Numerous fund management firms in Nairobi City County continue to place more importance on conventional financial indicators than environmental, social and governance factors when choosing an investment strategy. This lack of integration of sustainability practices is a significant obstacle to achieving long-term sustainable performance. Therefore, this study sought to determine how management strategies, including training, rewarding change champions, stakeholder participation, and effective communication, influence the sustainable performance of fund management firms in Nairobi City County. Specific objectives were how training, rewarding change champions, involving stakeholders, and communicating effectively affect the long-term success of fund management firms. Triple bottom line, dynamic capability Kurt Lewin's change management and Prosci's adkar model theories underpinned the review. It employed an explanatory research design where 42 Nairobi City County fund management companies was the interest population with a total of 252 employees in key functions. 156 individuals were chosen and information was gathered through a semi-structured questionnaire. A pilot study was conducted to evaluate both validity and reliability, establishing a minimum acceptable threshold of 0.7 for the Cronbach's alpha value. Data analysis was performed using descriptive statistics, including mean and standard deviation, as well as correlation and multiple linear regression analysis, utilizing SPSS 26 software for assistance. The findings demonstrated that training, stakeholder participation and effective communication positively substantially influenced sustainable performance of fund management companies in Nairobi City County while rewarding change champions was not significant. Companies prioritizing these factors are more probable to attain long-term success and competitiveness. Among these, effective communication has the strongest impact, highlighting the critical role of clear messaging, transparency, and collaboration in sustainability efforts. Therefore, fund management firms seeking to enhance their long-term performance should focus on investing in employee training, improving stakeholder engagement, and fostering a culture of clear and effective communication.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

Achieving sustainable performance within an organization necessitates not only environmental or social responsibility initiatives but also an effective change management strategy. Traditional change management focuses on guiding organizational transitions, while sustainability transformation strives to realign business practices to reduce environmental impact (Hofmann & Jaeger, 2020). Both fields share crucial elements, notably the requirement for a thorough roadmap and efficient stakeholder engagement (Ik & Azeez, 2020).

Research indicates that cultural changes are crucial for successful sustainability efforts. Change management strategies can support this process by fostering employee participation, aligning corporate values with sustainability goals and fostering a sense of ownership of initiatives (Markard, Geels & Raven, 2020). This becomes particularly important when overcoming employee resistance, a common challenge in extensive changes initiatives. Through effective communication, training, and ongoing support, change management helps employees understand and adopt sustainable practices (Tipu, 2022)

The concept of sustainable performance extends beyond mere financial achievements, encompassing an organization's capacity to deliver robust financial outcomes while minimizing its environmental and social footprint, ultimately ensuring long-term sustainability. Sustainability programs are frequently viewed in terms of cost minimization,

enhancing brand reputation, and attracting environmentally conscious consumers (KPMG, 2020). Frameworks such as Environmental, Social, and Governance (ESG) investing are gaining prominence, compelling companies to consider environmental and social aspects alongside financial considerations (Eccles, Ioannou, & Serafeim, 2021).

In the fund management industry, there has been a marked shift towards prioritizing sustainable performance. According to the Industry Index Association (IIA, 2023) ESG Survey, 81% of fund managers now integrate ESG factors into their investment strategies, with long-term business success being a primary driver of this shift. The survey is usually undertaken across Germany, France and the US. In China, stricter environmental regulations have led businesses to invest in cleaner technologies and greater resource efficiency, despite challenges such as inconsistent Corporate Social Responsibility (CSR) enforcement (Wang et al., 2017).

In Africa, sustainability is becoming increasingly important, driven by global climate change efforts and regional opportunities (Adili Africa 2023). United Nations Development Programme Report (2022) indicates that companies in Africa are reducing their carbon footprint through energy efficiency measures and by incorporating sustainability considerations into their supply chain operations. The first Africa Climate Summit co-hosted by the Kenyan Government and the African Union Commission (AUC) in 2023 saw African leaders commit towards sustainable development and pledge to implement policies, regulations as well as incentives to stimulate sustainable investments.

At the fund management level, the East African Securities Regulatory Authorities (EASRA) continues to advocate for adoption of ESG principles among fund managers

despite the existence of challenges like regulatory inconsistencies and limited awareness about the benefits of sustainable investing in the region. Kenya's Capital Markets Authority (CMA) made strides by introducing the Nairobi Securities Exchange (NSE) sustainability disclosure guidelines in 2021 that aimed at enhancing transparency and accountability (NSE, 2021).

The future of sustainable performance across nations is likely to be shaped by a blend of factors. Technological progress offering cost-efficient sustainable options, along with mounting global pressure concerning climate change and resource depletion, urge Global firms to prioritize environmental considerations (Chabowski et al. 2023). In emerging markets, sustained government regulations and a burgeoning local market for sustainable goods have led to a more authentic adoption of sustainable approaches.

### **1.1.1 Sustainable Performance**

Sustainable performance denotes an organization's potential to proficiently and effectively achieve objectives while concurrently conserving or enhancing long-term natural and social environment. It encompasses ESG, prominently designated as triple bottom line: profit, planet, and people (Nikolaou, Tsalis & Evangelinos, 2019). Sustainable performance surpasses immediate financial profits and takes into account the broader implications of business operations on society and the environment (Harikannan, Vinodh & Antony, 2023).

In economic terms, sustainable performance entails ensuring the organization's long-term viability and profitability (Maletič, et al. 2014). This encompasses aspects such as financial stability, innovation, and strategic management practices that contribute to sustainable development. Companies that embed sustainability in their business models often

demonstrate enhanced financial performance over time. This can be attributed to factors like decreased operational costs through resource efficiency, access to new markets, and improved brand reputation leading to increased customer loyalty and trust (Le, 2023).

The objectives of environmental sustainability aim to reduce detrimental consequences of business undertakings on the ecosystem and to encourage responsible management of natural resources (Bennett, et al. 2018). This means implementing eco-friendly behaviors like cutting back on carbon emissions, generating less waste, using less energy and water, and sourcing materials ethically. Organizations prioritizing environmental sustainability not only mitigate risks linked to climate change and resource depletion but also capitalize on opportunities arising from the rising demand for environmentally friendly goods and services.

Attaining sustainable performance necessitates incorporating economic, environmental, and social aspects into all decision-making organizational facets and operations (Lee, 2020). This encompasses defining clear sustainability objectives, implementing strategies to attain them, and consistently monitoring and evaluating performance utilizing suitable metrics and indicators. Sustainable performance metrics according to Lueg and Vu (2015), may encompass financial indicators (e.g., return on investment, profit margins), environmental measures (carbon footprint, water usage), and social measures (employee satisfaction, community impact).

This research utilized gauges like job creation, market share, efficiency, and customer satisfaction to evaluate performance. The number of jobs created and efficiency metrics encompassing productivity and cost-effectiveness, empower organizations to optimize

resource utilization and enhance operational efficiency (Agostino & Arnaboldi, 2017). Market share, on the other hand, reveals a company's standing in the industry and its capacity to acquire a share of market demand (Kumar & Shah, 2018). In the context of fund management industry, it is the company's product offering of investment products that are considered sustainable like green bonds or investments in renewable energy. Customer satisfaction gauges the extent to which products or services meet customer expectations, leading to heightened loyalty, repeat business, and positive referrals (Fornell et al. 2016). Together, these performance measures offer comprehensive insights into organizational performance, covering not just the financial viability but also, market competitiveness, operational efficiency, and stakeholder contentment.

### **1.1.2 Change Management Strategies**

Change management strategies encompass the systematic methodologies utilized by organizations to proficiently steer through and execute changes in processes, structures, technologies, or cultures (Cameron & Green, 2015). These strategies are designed to diminish resistance, enhance employee engagement, and facilitate smooth transitions. In the contemporary dynamic business landscape, change management plays a pivotal role as organizations continually encounter the necessity to adjust to market fluctuations, technological progressions, and evolving customer expectations (Hayes, 2018).

Proactive change management involves organizations foreseeing potential changes and undertaking preemptive measures to brace themselves (Griffin, Cordery & Soo, 2016). This proactive stance entails conducting regular environmental assessments, trend evaluations, and scenario preparations to pinpoint emerging hurdles and prospects. Through maintaining a forward-looking approach, organizations can mitigate the disruptive repercussions of

changes and position themselves for sustainable development. Transformational change, also identified as radical or strategic change, entails making significant modifications to the organization's business model, culture, or strategic course. This form of change is frequently instigated by external influences such as technological advancements, industry disruptions, or alterations in consumer behavior. Transformational change necessitates robust leadership, efficient communication, and extensive stakeholder involvement to surmount resistance and ensure successful execution (Sucozhañay et al 2014).

Change management strategies do not offer a universal remedy (Pan, 2009). The particular approach varies based on the type of change, the organizational ethos, and the workforce composition. Nevertheless, by concentrating on fundamental principles like communication, employee engagement, and training, organizations can heighten their likelihood of effectively navigating transitions and attaining enduring prosperity.

A study conducted by Wang and Gupta (2022) scrutinized the efficacy of incentivizing change champions in promoting sustainable practices within organizations. They conducted a survey to evaluate the correlation between acknowledging and incentivizing change champions and firms' sustainable performance outcomes. The findings reveal that companies that actively reward and acknowledge change champions exhibit elevated levels of sustainable performance across environmental, social, and economic dimensions, indicating that incentivizing these individuals can serve as a strategic mechanism for fostering sustainability within organizations.

Another study by Garcia and Nguyen (2019), delved into stakeholder engagement correlation with corporate sustainability performance. Stakeholder involvement direct or

indirect effects on sustainable performance metrics such as environmental management practices, social responsibility endeavors, and financial performance were examined. The outcomes suggest that companies with effective stakeholder engagement strategies manifest superior sustainable performance outcomes in terms of profitability, eco-efficiency, and stakeholder engagement compared to those that do not prioritize such engagement. Furthermore, clear and uniform communication during the change process guarantees that all parties are aware, their expectations are clarified, and confidence is developed (Jarvis et al., 2017).

This research will adopt these change management approaches: training, rewarding change champions, stakeholder participation and effective communication. These strategies have been utilized by other researchers to measure the change management strategies and evaluate their effect on sustainable performance as illustrated. Employee training is instrumental in cultivating the competencies required for successful change management. Research conducted by Gadi, Audu, and Lauko (2019) in Nigerian polytechnics underscores the positive correlation between staff training and enhanced performance. Change champions are crucial figures in organizational transformation, driving change adoption and mitigating resistance as shown by Goodwin & Cummings, (2021). The alignment of organizational initiatives with stakeholder expectations, as emphasized by Wang and Yang (2022), is pivotal for successful change implementation. Moreover, effective communication, as outlined by Morrison and Milliken (2020), is essential for fostering trust and minimizing opposition to change.

### **1.1.3 Fund Management Companies in Nairobi City County, Kenya**

Fund management companies, also identified as asset management companies play a vital role in financial markets through bringing funds from investors together and allocating them into a diversified array of assets, such as stocks, bonds, real estate, and unconventional investments (Belghitar, Clark, & Deshmukh, 2017). The fund management sector in Kenya functions under a regulatory framework supervised by the Capital Markets Authority (CMA). The CMA oversees and monitors fund managers to guarantee adherence to securities laws, safeguard investor interests, and uphold market integrity. Reforms and programs in regulation aimed at augmenting transparency, safeguarding investor interests, and enhancing market efficiency have contributed to the expansion and professionalism of the industry.

In Kenya, fund management companies provide a range of investment products tailored to various investor preferences, risk appetites, and investment goals. These encompass equity, fixed-income, balanced, money market and specialized funds concentrating on distinct sectors or asset categories. Furthermore, the diversification of investment options accessible to investors has been broadened by the introduction of innovative products like exchange-traded funds (ETFs) and Sharia-compliant funds (Hasan, Abdul-Rahman, & Yazid, 2020). Kenyan fund management companies are increasingly subject to stringent regulatory requirements whose aim is to promote transparency, investor protection, and sustainability. Nonetheless, these regulations' execution commonly tackles resistance and contests due to inadequate change management practices (CMA, 2021). New technology integration such as fintech solutions and digital platforms is also transforming the fund management landscape and fund managers that fail to manage these technological changes well risk operational inefficiencies and reduced competitiveness (Deloitte, 2020).

The fund management field in Kenya is also marked by fierce competition from both domestic and international participants. Established financial entities, including banks, insurance companies, and investment organizations, vie for market share alongside specialized asset management entities. Competition propels innovation, differentiation of products, and service excellence, ultimately benefiting investors through reduced fees, expanded investment alternatives, and enhanced performance. Global trends indicate that the future of the asset management industry lies on sustainable investing. The Kenya's Capital Market's current Strategic Plan, 2023-2028 has taken into consideration those global trends and emerging issues, aligning its own goals and objectives with those of the global markets to ensure the Kenyan capital markets remain internationally competitive (CMA, 2023). As such, the fund management firms in Nairobi which have continued to prioritize conventional financial measures of performance over sustainable practices will need to effectively manage these changes in the industry and align their practices with the new expectations and demonstrate their commitment to sustainability in order to stay competitive. (Global Sustainable Investment Alliance, 2020).

## **1.2 Statement of the Problem**

Many asset management firms within Nairobi City County continue to prioritize conventional financial metrics over ESG aspects in investment decisions. This insufficient incorporation of sustainability practices can impede their capacity to achieve enduring sustainable performance (Kenya Bankers Association, 2020). Heightened regulatory demands and compliance obligations concerning sustainability reporting, ESG revelation, and prudent investing necessitate that asset management firms implement more robust

change management tactics to ensure compliance while amplifying their sustainable performance (CMA, 2021).

The Nairobi Securities Exchange (NSE) mandated ESG disclosures for listed companies in 2021. However, CMA soundness report indicated that compliance rates were low by December 2022 (CMA, 2022). This low uptake was attributed to a lack of stringent enforcement. Initially, these guidelines, developed jointly with Global Reporting Initiative (GRI), were voluntary. However, the increasing global emphasis on ESG reporting, driven by investor demand and mandatory regulations in other jurisdictions, is anticipated to bolster adoption among Kenyan companies. Recognizing the evolving landscape, East African regulatory bodies are currently formulating regional frameworks to standardize sustainability reporting across different asset classes (CMA, 2024).

While previous studies have demonstrated the effectiveness of change management strategies such as training initiatives, rewarding change champions, stakeholder participation, and effective communication in enhancing sustainability performance (Wang et al., 2022; Lee & Chen, 2021), these investigations have been predominantly conducted in European, American, and Chinese contexts. Moreover, they have frequently relied on organizational theories and sustainability indicators tailored to the regulatory and market dynamics of those developed economies.

There remains a critical research gap regarding how change management strategies influence sustainable performance within asset management firms operating in emerging markets, particularly in Kenya. The unique regulatory environment, lower ESG reporting enforcement rates, and differing institutional capacities in Kenya introduce dynamics that

have yet to be sufficiently explored in the literature. This study specifically addresses this gap by examining how change management strategies affect the sustainable performance of asset management firms within Nairobi City County.

### **1.3 Research Objectives**

#### **1.3.1 General Objective**

The study mainly purposed to ascertain change management strategies impacts on sustainable performance of Kenya's Nairobi City County fund management companies.

#### **1.3.2 Specific Objectives**

- i) To ascertain training effects on sustainable performance of Kenya's Nairobi City County fund management companies.
- ii) To establish rewarding change champions' influence on sustainable performance of Kenya's Nairobi City County fund management companies.
- iii) To assess stakeholder participation impacts on sustainable performance of Kenya's Nairobi City County fund management companies.
- iv) To examine effective communication effects on sustainable performance of Kenya's Nairobi City County fund management companies.

### **1.4 Research Questions**

- i) What is the influence of training on sustainable performance of Kenya's Nairobi City County fund management companies?
- ii) How does rewarding change champions affect sustainable performance of Kenya's Nairobi City County fund management companies?
- iii) What is the effect of stakeholder involvement on sustainable performance of Kenya's Nairobi City County fund management companies?

- iv) How does efficient communication impact sustainable performance of Kenya's Nairobi City County fund management companies?

### **1.5 Significance of the Study**

Policymakers can leverage the empirical insights of this study to enhance regulatory frameworks that support sustainability within the financial sector. They can develop mandates requiring annual sustainability reporting, incorporation of incentives to fund managers who implement change management strategies and the establishment of capacity building programs whose aim is to equip fund managers with tools that are necessary for sustainable transformation. These actionable recommendations can help position policymakers to foster not just a more resilient but also sustainability-oriented industry.

Fund management enterprises can utilize the practical research findings to devise and execute customized change management strategies that amplify their sustainable performance. They can invest in employee training and development, enhance stakeholder involvement as well as enhancement of communication and transparency protocols. The findings can serve as a guide for companies seeking to embed sustainability into their core business models, thereby improving their competitive positioning and compliance with emerging regulatory expectations. The research enriches the theoretical comprehension of change management by investigating its effect on driving sustainable efficiency within fund management entities. It could unveil novel frameworks, models, or methodologies for integrating sustainability considerations into change management procedures, creating a foundation for future academic studies.

### **1.6 Scope of the Study**

This review purposed to evaluate change management techniques effects on sustainable performance of Kenya's Nairobi City County fund management companies. The particular techniques for managing change that are employed to improve the general performance include training, rewarding change advocates, engaging stakeholders, and effective communicating. The study's sample comprised all fund management firms situated in Nairobi City County. Key personnel from fund management participated as respondents. Questionnaires were used to gather primary data which was collected between November 2024 and January 2025.

### **1.7 Limitations of the Study**

Focus was on limited subset of change management strategies despite the broad range of strategies available. As a result, not all change management strategies were analyzed in the study. The limitation highlighted the need for future studies to incorporate change management strategies that were not covered in this study. Additionally, the research mainly depended on primary data, so concerns about honesty and transparency could affect data trustworthiness and accuracy. The research addressed this issue by conducting a pilot study and ensuring the validity and reliability. It also ensured that participants were informed about the confidentiality and anonymity of their responses, aiming to reduce biases and increase the credibility of the data collected.

### **1.8 Organization of the Study**

This study report is ordered into 5 chapters. Chapter one outlines: background, problem, purpose, and importance. Chapter Two presents bibliographical reviews while Chapter Three discusses research methodology. Chapter four presents research findings and

discussions. Chapter five presents summary of the study, conclusions, recommendations and suggestions for further study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter explores key literature related to the study, discussing foundational theories, empirical research and the conceptual framework guiding the investigation. By synthesizing prior work, it establishes the basis for the research approach.

#### **2.2 Theoretical Review**

The review was informed by Triple Bottom Line (TBL) approach, dynamic capability theory, Kurt Lewin's Change Management and Prosci's ADKAR model.

##### **2.2.1 Triple Bottom Line approach**

TBL was formulated by John Elkington in the year 1994. Elkington's framework highlights the significance not only of financial profits, which represent the conventional bottom line, but also of social and environmental impacts. Elkington (1994) contended that organizations should evaluate their achievements based on their performance across these three dimensions, rather than concentrating solely on financial profits. The TBL framework has since been widely embraced by businesses and institutions globally as a means to advance sustainability. Within the realm of organizational change management, there exists an incorporation of social, environmental, and economic aspects into decision-making procedures and strategies of an organization undergoing transformation.

Jamali (2018) notes that the TBL approach accentuates the significance of engaging stakeholders and fostering inclusivity wherein it is pivotal to engage employees, customers, communities, and other pertinent stakeholders in the decision-making process through consistent communication, feedback mechanisms, and involving them management

functions change endeavors. As per Mitchell, Curtis, and Davidson (2021), organizational change management must take into account the financial repercussions of the implemented changes by conducting cost-benefit analyses, evaluating financial risks and opportunities, and ensuring that the change initiatives are in harmony to improve financial outputs and by extension the goals of the firm. Through this approach, organizations can institute positive and enduring change that not only benefits the organization itself but also its stakeholders and the broader society.

In the context of fund management firms in Nairobi City County, the TBL approach is particularly relevant for anchoring the dependent variable by providing a lens through which financial returns, social impact, and environmental stewardship are assessed as integrated outcomes of strategic organizational change. By critically examining how change management practices affect these three pillars, the study linked the theory with empirical measurement. Furthermore, TBL helped frame the performance implications of variables such as employee training, communication, and reward systems, aligning sustainability not just as an ethical imperative, but as a measurable result of internal capability.

### **2.2.2 Dynamic Capability Theory**

David Teece developed this theory in 1997 with the goal of explaining how businesses can adapt and innovate to become market leaders in a rapidly evolving business environment. Teece's theory stresses significance of how crucial it is for a company to be able to recognize, seize, and rearrange its resources and capabilities in reaction to changing market conditions. Teece (1997) asserts that firms need to continually evolve and adjust to

outperform their rivals, not only by recognizing and reacting to market changes but also by efficiently restructuring and reallocating resources to capitalize on emerging prospects.

As per Pierce, Boerner, and Teece (2018), dynamic capabilities are fundamental for a firm's innovation and long-term competitiveness. Through ongoing environmental scanning for trends and opportunities, organizations can preemptively modify their strategies and operations to maintain a competitive advantage. The adeptness to sense market alterations, seize fresh opportunities, and realign resources distinguishes successful firms from their competitors. In essence, dynamic capability theory serves as a guiding principle in analyzing how firms adapt to competitive pressures through continuous learning, innovation, and flexibility.

This theory was relevant to the analysis as fund management firms in Nairobi must contend with a fast-changing regulatory and economic landscape, and this theory offers a practical explanation for how some firms outperform others through their internal capacity to evolve. The theory informed the study's focus on adaptive behavior as a driver of sustainable performance, tying organizational agility to long-term success.

### **2.2.3 Kurt Lewin's Change Management Model**

Kurt Lewin created this theory in the 1940s as organizations started to acknowledge paramountcy of an organized approach to managing change. This model helps organizations navigate the complexities and roadblocks that arise during transitional phases by providing a methodical approach to managing and implementing change within the organization. To ascertain desired change's durability, Lewin's model (1947) emphasizes importance of initially unfreezing the existing situation, implementing the change, and

subsequently refreezing the new condition. Applying Lewin's theory of Change Management in organizations requires a methodical and structured approach that includes establishing a coalition that will guide the change, empowering employees, and creating a sense of urgency, attainment of short-term victories, and embedding the change in the organizational culture. By adhering to these procedures, organizations can effectively handle and maneuver through the complexities of change, thereby increasing the chances of successful outcomes.

Critics have expressed apprehensions regarding the long-term sustainability impact of the model. For example, Hussain et al., (2018), contend that Lewin's approach, with its emphasis on a three-step process of unfreezing, changing, and refreezing, oversimplifies the intricate nature of organizational change. This linear approach fails to consider the dynamic and unpredictable business environment, characterized by ongoing change that necessitates continuous adaptation. As a result, organizations focusing on a fixed process may become inflexible and resistant to further change, impeding their ability to sustain long-term prosperity. Cummings, Bridgman, and Brown (2020) argue that Lewin's approach overly stresses top-down management, overlooking the significance of employee participation and empowerment. By excluding employees from the change process, organizations risk alienating their workforce, fostering resistance, and disengagement. This absence of employee commitment can lead to reduced productivity, heightened turnover rates, and ultimately, adverse effects on the organization's long-term viability.

For this study, the model's strength lies in structuring the change process variables particularly in identifying resistance, preparing the workforce, and reinforcing new

behaviors. The unfreezing phase is examined in relation to internal communication practices, while the refreezing stage is tied to the reinforcement mechanisms such as reward systems and leadership support. The model is especially useful in framing how organizational inertia can be overcome and how sustainable outcomes can be secured through deliberate stabilization efforts.

#### **2.2.4 Prosci's ADKAR model**

This model was formulated in 1998 as a guiding framework for individuals and organizations to navigate successful change processes (Hiatt, 2006). It comprises Awareness, Desire, Knowledge, Ability, and Reinforcement, delineating essential phases individuals must undergo to effectively embrace and adapt to change. It underscores the significance of addressing individuals' needs and mindset during change, acknowledging that change initiatives success hinges on human factor.

The initial phase in the ADKAR model is Awareness, which centers on ensuring individuals comprehend the rationale and necessity for change. Subsequently, Desire endeavors to cultivate personal motivation and dedication towards embracing change. Knowledge is about empowering individuals with the necessary information and abilities to skillfully handle change. Ability concentrates on fostering the capability and assurance to implement change efficiently. Lastly, Reinforcement guarantees the longevity of change by providing continual support and acknowledgment over time (Kachian, Elyasi & Haghani, 2018; Sulistiyani, Ali & Astuti, 2020). Hiatt's ADKAR model has gained widespread traction in change management endeavors, aiding entities and individuals in navigating diverse change scenarios like technology integrations, procedural enhancements, and organizational overhauls. The model furnishes a methodical and

structured approach to change, empowering leaders and change agents to meticulously strategize, communicate, and bolster individuals throughout the change process (Paramitha, Tobing & Suroso, 2020; Thekkekara, 2023).

Critics have expressed reservations regarding the efficacy of Prosci's ADKAR model over time, contending that it might not sufficiently tackle the intricacies inherent in organizational change. Juchniewicz, Luba, and Mađel (2021) posit that despite offering a methodical framework for overseeing individual change, the ADKAR model is criticized for oversimplifying the change process and overlooking the distinct challenges that various organizations and industries could encounter. Thekkekara (2023) asserts that ADKAR primarily focuses on personal transformation, neglecting wider organizational and cultural aspects of change management. Critics recommend a more extensive approach to change endeavors, accentuating the significance of considering the interconnectedness among individual, team, and organizational dynamics. They argue that the ADKAR model's narrow emphasis on individual change may result in a lack of harmony and collaboration among diverse stakeholders, thereby impeding the overall efficacy of change initiatives.

The model was pertinent to the investigation as it can aid fund management firms in Nairobi City County, Kenya in effectively maneuvering through the challenges and prospects within the financial sector. It reinforces the view that lasting organizational transformation depends not only on strategic decisions but also on how well individual employees are guided through change. By aligning human behavior with strategic goals, ADKAR bridges the gap between change theory and employee engagement, making it particularly useful for this study's focus on fund management firms.

## **2.3 Empirical Literature Review**

This segment provides an overview of previous researches related to the current study variables. The study analyzed those studies in terms of objectives, methodology, findings and conclusion and later identified the research gaps that the current studies seek to address.

### **2.3.1 Training and Sustainable Performance**

The effect of staff development and training on organizational sustainability was examined by Fada and Sabo (2017). Survey research was utilized to achieve its intended objective. Data was acquired from primary as well as secondary sources to guarantee a thorough comprehension of the subject. After the data was gathered, it was examined using fundamental statistical techniques like percentages and frequencies to find trends, patterns, and connections in the data. The research established that training and development increase staff productivity and have an effect on the long-term viability. But because it relied on a survey research design, there was a methodological flaw in it.

A study examining the complex impacts of eco-friendly training on sustained performance over time within the financial services industry was conducted by Archana and Gerald (2024). They gathered information from a diverse group of managers and staff from different financial organizations through a detailed survey. The investigation, which included confirmatory factor analysis and path analysis, found that all three of the sustainable training characteristics were found to influence performance positively. Strangely, social green training came in second and third, with strategic training being the most important component. However, the study used qualitative data.

The effect of green training on sustainable business advantage was evaluated by Barakat et al., (2023), investigating how green supply chain techniques can act as a mediator. The study included 583 Saudi contract workers in manufacturing. The model testing data was analysed using IBM SPSS Amos. Environmental education enhances the competitive edge of eco-friendly businesses, as per the research. The research indicates that eco-friendly supply chain methods serve as a link between this connection. Operational effectiveness, environmental performance, and resource efficiency are all improved by green training. But because the study concentrated on Saudi manufacturing, it left out important background information.

### **2.3.2 Rewarding Change Champions and Sustainable Performance**

A study conducted by Lee and Chen (2021) looked into how rewarding change champions affected businesses' long-term performance. The research made use of cross-sectional approach. Utilizing a sample of fifty businesses from a range of industries, the researchers put in place a reward program aimed at staff members who showed a remarkable dedication to leading sustainability projects. Descriptive statistics summarize and explain characteristics such as the average and spread of data. Through regression analysis, it was found that companies with well-structured reward programs for change champions experienced significant improvements in sustainable performance metrics such as resource efficiency, carbon footprint reduction, and stakeholder satisfaction. Nonetheless, the research paper revealed a methodological deficiency as it utilized a cross-sectional research approach.

Wang and Gupta (2022) on their part examined the effectiveness of rewarding change champions in promoting sustainable practices within organizations. Using a closed-ended

questionnaire, primary data was gathered. Data from a survey conducted among 100 companies were analyzed to assess the relationship between the recognition and incentivization of change champions and firms' sustainable performance outcomes. Data analysis was conducted utilizing descriptive statistical methods. The results indicate that companies that actively reward and recognize change champions demonstrate higher levels of sustainable performance across environmental, social, and economic dimensions, suggesting that incentivizing these individuals can serve as a strategic tool for fostering sustainability within organizations. However, methodological gap was highlighted in the employment of descriptive research.

In a similar vein, Rodriguez and Kim (2023) explored how rewarding sustainability advocates affects the eco-friendly performance of businesses. By using a mixed-method strategy that mixed survey responses with in-depth interviews with important stakeholders from 80 organizations, the study evaluated how different types of rewards encourage workers to support sustainability projects. The analysis included the application of both descriptive and inferential statistical methods. The results indicate that companies that implement reward systems tailored to recognize and incentivize sustainability champions witness improvements in sustainable performance indicators such as waste reduction, energy efficiency, and corporate reputation. However, the study presented a conceptual gap since rewarding was conceptualized differently from what the present study focused on.

### **2.3.3 Stakeholder Participation and Sustainable Performance**

Johnson and Smith, (2017) carried out longitudinal research to investigate how stakeholder participation influenced sustainability performance over a period of ten years. The research investigation was conducted using an explanatory study. Collection of data was done using

questionnaires. Using data from 150 companies across different industries, the researchers employed regression model to test stakeholder engagement initiatives impacts on sustainable performance metrics such as environmental stewardship, social responsibility and financial performance. Results indicated that enhanced sustainable performance outcomes were positively correlated with increased levels of stakeholder participation indicating that companies that actively involve stakeholders in decision-making processes tend to achieve better sustainability performance over time. Still, those findings reflect sustainability metrics valid for 2012-2016, creating a contextual gap.

On their part, Garcia and Nguyen (2019) concentrated on exploring how involvement of stakeholders influences the sustainability performance of a firm. Their research looked into how the direct and indirect impacts of stakeholder involvement affect various aspects of sustainability, including environmental practices, social responsibility efforts, and financial success. They utilized a descriptive research approach for this study. Their sample included 200 companies from various sectors. To gather primary information, they utilized a semi-structured questionnaire. The tests involved both structural equation modeling and descriptive statistics. The results indicate that companies with effective stakeholder engagement strategies demonstrate superior sustainable performance outcomes, highlighting the importance of cultivating cooperative partnerships with stakeholders to advance sustainability initiatives. However, descriptive research utilization created a methodological gap.

In order to look into how stakeholder participation affects sustainable business practices, Patel and Wang (2020) also carried out a cross-sectional study. The research employed a

correlational approach. It concentrated on a group of one hundred companies functioning across different Small and Medium Enterprises (SMEs) sectors. The researchers collected data through surveys and interviews to assess the extent of stakeholder involvement in corporate decision-making processes and its influence on the adoption of sustainable practices. The findings suggest that companies that actively engage with stakeholders demonstrate higher levels of commitment to sustainability, as evidenced by their implementation of environmental conservation measures, social welfare programs, and ethical business practices. However, the study context was Small and Medium Enterprises (SMEs) sector presenting a contextual gap.

#### **2.3.4 Effective Communication and Sustainable Performance**

Researchers Gulich et al. (2021) explored the effect of internal sustainability communication on the culture of corporations within sustainable businesses in Germany. Their qualitative study, based on fifteen expert interviews from Germany's top 200 sustainable companies, identified opportunities for improving such communication strategies and suggested a positive link between internal sustainability communication and both overall corporate culture and individual employee attitudes and behaviors. Data collection for their study relied on self-administered semi-structured questionnaires. However, the study's focus on sustainable performance from 2016 to 2020 presents a temporal gap, potentially overlooking more recent developments and challenges in the rapidly evolving landscape of sustainability.

Musheke's (2021) determined to ascertain effective communication impacts on firm performance. The study found that effective communication positively impacts sustainable organizational performance. The study employed a quantitative research approach,

analyzing data from 88 participants using a survey grounded in systems theory. Descriptive statistics and Pearson’s correlation coefficient interpreted the results. However, the study used the systems theory presenting a theoretical gap.

Kalogiannidis et al. (2023) explored the effect of businesses communication and sustainability during uncertainty periods in Greece. Their findings suggest that effective internal communication contributes positively in enhancing a company's sustainability during periods of uncertainty. Additionally, both external and horizontal communication were found to enhance business sustainability. The study utilized a survey methodology, collecting data from 138 employees and owners of SMEs in Kozani, Greece’s industrial sector. However, the research was limited to Greek presenting a contextual gap.

#### 2.4 Summary of the Literature and Research Gaps

This section synthesizes pivotal research investigating the relationships between the core variables of interest. Table 2.1 systematically organizes these studies and identifies critical gaps addressed by the current research.

**Table 2.1: Summary of the Literature and Research Gaps**

<b>Author</b>	<b>Study focus</b>	<b>Findings</b>	<b>Research Gaps</b>	<b>Focus of current study</b>
Fada and Sabo (2017).	Effect of staff development and training on organizational sustainability	Employee productivity rises as a result of training and development, and affects the sustainability of the firm	The study's use of a survey research design creates a methodological gap. Training was supported by the Human	This research used explanatory design, providing deeper insights into causal relationships and training was supported by a strong theory for change

			Capital theory	management-the Kurt Lewin Change Management theory.
Archana and Gerald (2024).	The comprehensive impacts of eco-friendly education on enduring outcomes in the banking sector	The most influential feature was found to be strategic training, which was followed by social and green training	Qualitative data was utilized in the research.	Quantitative approach was used, allowing for broader generalization and statistical validation of findings.
Lee and Chen (2021)	The impact of rewarding change champions on the sustainable performance of companies	Companies with well-structured reward programs for change champions experienced significant improvements in sustainable performance	The study's use of a cross-sectional research design creates a methodological gap.	The study's research design was explanatory which better captures dynamics over time and identifies causal links.
Wang and Gupta (2022)	The effectiveness of rewarding change champions in promoting sustainable practices within organization	companies that actively reward and recognize change champions demonstrate higher levels of sustainable performance across environmental, social, and economic dimensions	A methodological gap was highlighted by the study's descriptive research design.	The study employed explanatory research design to explore the underlying mechanisms behind sustainable performance
Rodriguez and Kim (2023)	The influence of rewarding sustainability	Companies that implement reward systems	The study presents a conceptual gap since	This study introduced a more nuanced measurement

	champions on the sustainable performance of firms	tailored to recognize and incentivize sustainability champions witness improvements in sustainable performance	rewarding was conceptualized differently from what the present study focuses on	of rewarding, focusing on peer recognition, appreciation events, and career growth, aligned to the context of sustainability.
Patel and Wang (2020)	The impact of stakeholder participation on sustainable business practices	Companies that actively engage with stakeholders demonstrate higher levels of commitment to sustainability	The study context was SMEs sector presenting a contextual gap	Focused on Kenya's Nairobi City County fund management companies' sustainable performance.
Gulich et al., (2021)	The internal sustainability communication and its impact on corporate culture	The internal communication about sustainability can have a beneficial impact on the overall Corporate Culture	Sustainable performance was measured from the year 2016 to 2020 in Germany.	This study updated the context to Kenya (2024–2025), offering more recent and region-specific insights into sustainable performance
Musheke (2021)	The impact of efficient communication on the sustainable performance of organization	Good communication improves sustainable organizational performance	Theoretical gap in using system theory	Used dynamic capability theory allowing for a more contemporary interpretation of organizational communication
Kalogianidis et	Correlation between business	Internal business communication	Contextual gap in review	Study localized the focus to Nairobi City

al. (2023)	communication and business sustainability	n positively impacts a company's sustainability in times of uncertainty	being conducted in Greece.	County in Kenya. Findings are relevant to the regional and sector-specific realities.
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Source: Researcher (2024)

## 2.5 Conceptual Framework

This is the intellectual foundation for research, providing a roadmap and structure to investigate complex phenomena. It's an illustration that outlines the key concepts, variables, and their hypothesized relationships within the study. Figure 2.1 shows the conceptual framework of this study.

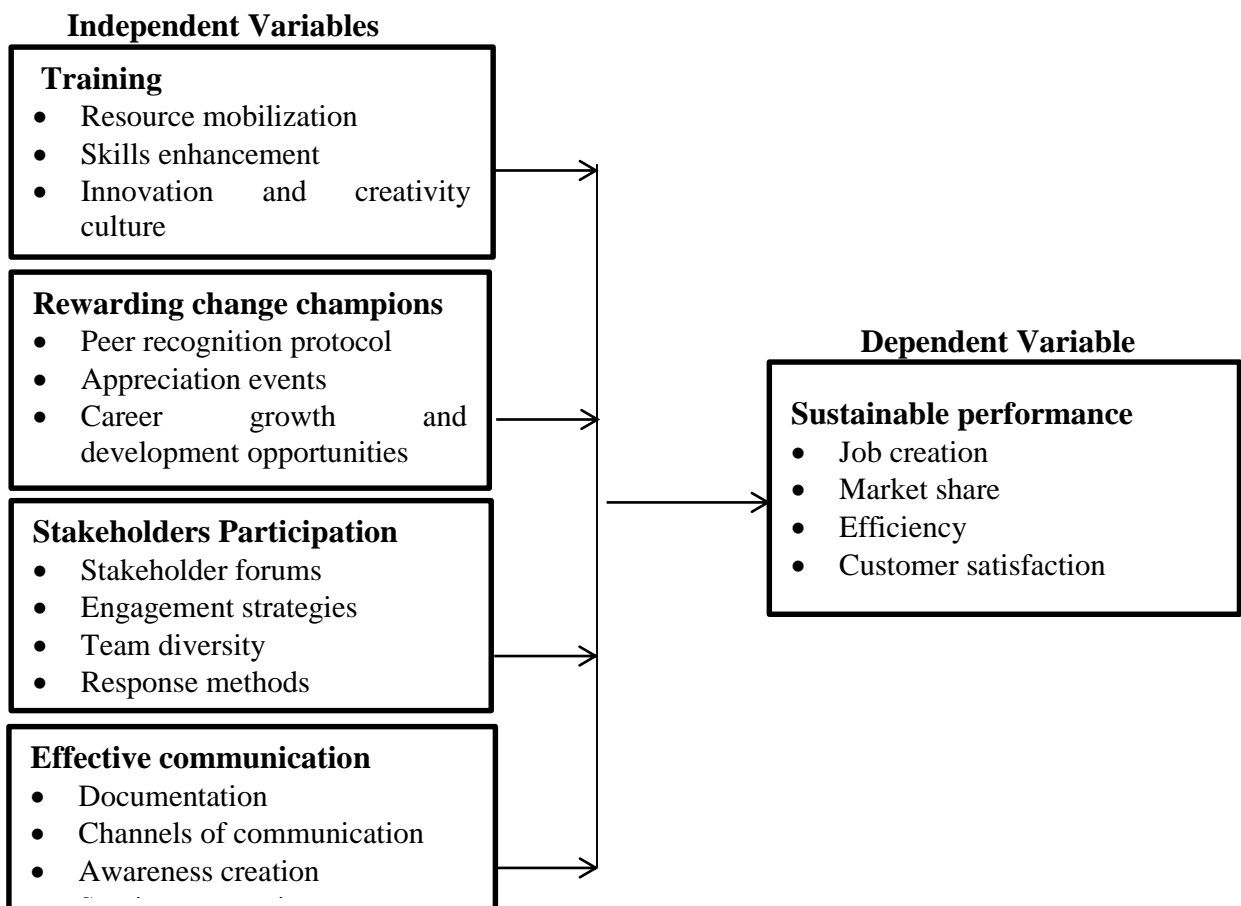


Figure 2.1: Conceptual Framework

Source: Researcher (2024)

The independent variables are training, rewarding change champions, stakeholder participation and communication. The dependent variable is sustainable performance. Training programs provide employees with the necessary knowledge and skills to adapt to and embrace change. By recognizing and empowering change champions, organizations can harness their energy and commitment to successfully implement and sustain change efforts. When stakeholders are involved in decision-making processes, they bring a diverse range of perspectives, expertise, and insights to the table. By enhancing communication strategies, organizations can ensure that all stakeholders are informed, engaged, and aligned with the goals and objectives of the change initiative.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This section covered the methodological approach, which includes the research design, target population, sampling technique, data collection instruments, research procedures, data obtaining approach, data analysis, and ethical considerations.

#### **3.2 Research Design**

The research employed an explanatory research design as it was seeking to explain the cause-and-effect relationship between specific change management strategies and sustainable performance. Explanatory research is best suited for studies that aim to uncover cause-and-effect relationships by testing how and why variables interact (Creswell & Creswell, 2018; Fisher & Ziviani, 2018). This approach enabled the researcher to go beyond surface-level observations and investigate the underlying mechanisms through which internal change initiatives influence sustainability outcomes.

According to Saunders, Lewis, and Thornhill (2023), explanatory research is suitable when the objective is to understand and explain the relationships between different variables as is the case of this study. It offered a clear structure for analyzing the direction and extent of these relationships using statistical methods. Compared to other designs, the explanatory approach was most appropriate given the study's grounding in established theory. The design also allowed for a quantitative approach that aligns with the study's need for empirical validation and generalizability of findings to similar organizational contexts.

### **3.3 Target Population**

The research targeted all licensed fund management companies in Nairobi City County. According to the Capital Markets Authority (CMA), there were 42 fund management companies in Nairobi City County (CMA, 2023), these 42 licensed firms formed the target population of this study (Appendix II).

### **3.4 Sampling Design and Procedure**

A census of 42 licensed fund management companies was undertaken ensuring full representation of the study populace as recommended by Mugenda and Mugenda (2013). This method was also used by Muathe (2010) and Njagi, Muathe and Muchemi (2018), hence the 42 companies in Nairobi City County participated in the study. Moreover, stratified and simple random techniques were utilized. The target population was stratified into six key personnel functions which included Risk, Governance and Compliance officers, Human Resource managers, Internal Auditors, Client Service managers, heads of Finance and Accounting, and Portfolio or Wealth managers. This stratification aimed to capture a broad range of perspectives from various organizational roles, ensuring that the sample reflected the diversity of expertise across the companies.

Interviewing all the 252 respondents was costly, as such, the research resorted to Mugenda and Mugenda (2013) who posits that a 10% or more of respondents is adequate to represent the population. However, 10% of this population equaled to 25 respondents which was lower than the 30 recommended for quantitative research, therefore the Yamane formula, representing 61.5% (156) of the target population was applied. According to Ioannidis, (2019) increasing the sample size decreased type I and type II errors, this approach was also used by Muathe, (2010).

**Table 3.1: Sample Size**

<b>Respondents</b>	<b>Population</b>	<b>Multiplier factor</b>	<b>Sample size</b>
Risk, Governance and Compliance department	42	61.5%	26
Human resource department	42	61.5%	26
Operations & client service department	42	61.5%	26
Finance & Accounting department	42	61.5%	26
Wealth Management/Portfolio Management department	42	61.5%	26
Internal Audit department	42	61.5%	26
<b>Total</b>	<b>252</b>		<b>156</b>

**Source: Researcher (2024)**

### 3.5 Data Collection Instruments

Semi structured questionnaire was utilized as specified in appendix I. According to Einola and Alvesson (2021), semi-structured questionnaires strike a balance between consistency and flexibility, allowing for both measurable comparisons and richer qualitative insights. Other benefits include eliminating interviewer bias, being cost-effective for reaching a broad geographic area, providing enough time for accurate responses, being suitable for difficult-to-reach individuals, and enabling the use of large samples to produce reliable results (Dillman et al., 2016).

#### 3.5.1 Operationalization of Variables

The research variables were measured before conducting the linear multiple regression analysis, as depicted in the table here under.

**Table 3.2: Operationalization of Variables**

<b>Variable</b>	<b>Variable Type</b>	<b>Operationalization</b>	<b>Indicators</b>	<b>Measurement</b>	<b>Analysis Summary</b>
Training	Independent	Acquisition of relevant knowledge and skills	<ul style="list-style-type: none"> <li>• Resource mobilisation</li> <li>• Skills enhancement</li> </ul>	Likert scale for each indicator	Descriptive and inferential statistics

			<ul style="list-style-type: none"> <li>• Innovation and creativity culture</li> </ul>		
Rewarding change champions	Independent	Rewarding change champions can involve tangible (e.g., bonuses, promotions) or intangible	<ul style="list-style-type: none"> <li>• Peer recognition protocol</li> <li>• Appreciation events</li> <li>• Career growth and development</li> </ul>	Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) for each indicator	Descriptive and inferential statistics.
Stakeholder Participation	Independent	stakeholders encompass a broad range of individuals and groups impacted by their activities sustainable performance.	<ul style="list-style-type: none"> <li>• Stakeholder forums</li> <li>• Engagement strategies</li> <li>• Team diversity</li> <li>• Response methods</li> </ul>	Likert scale for each indicator	Descriptive and inferential statistics
Effective Communication	Independent	a two-way flow of information throughout the change process.	<ul style="list-style-type: none"> <li>• Documentation</li> <li>• Channels of communication</li> <li>• Awareness creation</li> <li>• Service automation</li> </ul>	Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) for each indicator	Descriptive and inferential statistics
Sustainable performance	Dependent	refers to achieving strong financial returns for investors while simultaneously considering and mitigating environmental and social impacts.	<ul style="list-style-type: none"> <li>• Job creation</li> <li>• Market share</li> <li>• Efficiency</li> <li>• Customer satisfaction</li> </ul>	Likert scale for each indicator	Descriptive and inferential statistics

Source: Researcher (2024)

### 3.6 Pilot study

According to the views of Hazzi and Maldaon (2015), conducting a pilot study before the main research aims to evaluate and confirm the reliability and validity of the research tools, enabling any needed adjustments. In line with Viechtbauer et al. (2015), a pilot study involving approximately 10 percent of the total sample size was conducted. The researcher distributed a total of 16 questionnaires where 13 were duly filled and returned. The response rate for the pilot study was 81.25%, which the researcher considered appropriate for generalizing the target population.

#### 3.6.1 Validity Test

This is how accurate, dependable, and applicable the data collected from the measurement tools and scales used are for each study variable (Singh, 2017). Professional advice was sought in developing research tools and techniques. Face and content validity was ascertained, by subjecting the questionnaire to grammar and double checks, and seeking professional judgment from the supervisor and experts in the field of strategic management.

#### 3.6.2 Reliability Test

Results of pilot study reliability tests are displayed below.

**Table 3.3 Reliability Test Results**

Variable	No. of Items	Cronbach's Alpha	Comment
Training	4	0.899	Reliable
Rewarding change champions	4	0.801	Reliable
Stakeholder participation	5	0.867	Reliable
Effective communication	6	0.885	Reliable
Sustainable performance	5	0.876	Reliable
<b>Overall reliability</b>	<b>24</b>	<b>0.865</b>	<b>Reliable</b>

**Source: Pilot Test Data (2024)**

All study variables surpassed the Cronbach's alpha threshold of 0.7: training scored 0.899, rewarding change champions achieved 0.801, stakeholder participation recorded 0.867, effective communication had 0.885, and sustainable performance was noted at 0.876. This suggests that the variables in the study are dependable. The total reliability for the research was assessed at 0.865, indicating strong internal consistency. According to Bonett and Wright (2015), a coefficient greater than 0.7 indicates that the examination tool is adequate and reliable. Therefore, the questionnaire was deemed reliable.

### **3.7 Data Collection Procedures**

The researcher acquired formal approval from the college to implement the study as well as a research permit. Data collection utilized both electronic and hard copy questionnaires. Electronic questionnaires were distributed via a link to a Google Form survey shared through email and messaging platforms and hard copy questionnaires were distributed via a drop-off and pick-up method where respondents were given one week response time. This method allowed participants enough time to carefully review the survey and give well-thought-out answers.

### **3.8 Data Analysis**

This study adopted a mixed-methods approach to data analysis. For quantitative data, SPSS Version 26 facilitated both descriptive statistical analysis (including measures of central tendency and dispersion) and inferential techniques, notably correlation analysis and multiple regression. According to Wooldridge (2020), the explanatory power of regression models can be assessed using the coefficient of determination,  $R^2$ . Qualitative data underwent systematic examination through content and thematic analysis to identify prevalent response patterns. On the other hand, Pearson's correlation coefficient ( $r$ ) was

employed to evaluate the intensity and direction of the connections between the variables. Multiple regression model was utilized to examine the connections between the independent and dependent variables in the research framework.

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

Where;

Y = Sustainable Performance

$\beta_0$  = Constant (intercept)

$\beta_1, \beta_2, \beta_3$  and  $\beta_4$  = Beta coefficients of independent variables

X1 = Training

X2 = Rewarding change champions

X3 = Stakeholder participation

X4 = Effective Communication

$\varepsilon$  = error term that represents the model's unexplained variations.

### **3.9 Ethical Considerations**

In order to maintain ethical standards in this research, all references and explanations were cited correctly in the text, including author identification and proper citations, to prevent any copyright infringements. Participants were required to give consent after being fully aware of the objective of the research. The researcher bears the responsibility of safeguarding the privacy of all research participants (Chatfield et al., 2020). Therefore, privacy and confidentiality for this study was upheld by ensuring no personal information like names, designations, phone numbers or emails were collected and data collected was not accessed by any unauthorized persons. This protected participants' identities and prevented them from facing any unfair treatment for sharing data.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.1 Introduction

This section presents findings and discussions on the effects of change management strategies on the sustainable performance of fund management companies in Nairobi City County, Kenya. It begins with the response rate and demographic analysis, followed by inferential statistics to examine relationships between change management strategies and sustainable performance through correlation and multiple regression analysis. Findings are discussed in relation to existing literature and relevant theories to offer meaningful insights.

#### 4.2 Response Rate

The results of the study response rate are depicted in this section.

**Table 4.1 Response Rate**

Response Rate	Frequency	Percent (%)
Completed and Returned Questionnaires	113	72%
Unreturned Questionnaires	43	29%
Total	156	100%

**Source: Survey Data (2025)**

The study yielded 113 fully completed responses from 156 distributed questionnaires, representing a 72% completion rate. This response rate surpasses the 50-60% benchmark established for survey research validity (Mugenda & Mugenda, 2013), indicating robust participation levels adequate for meaningful statistical interpretation. However, 43 questionnaires, accounting for 28%, were not submitted. This high response rate indicated strong engagement from the respondents, suggesting that the topic of change management strategies and sustainable performance is relevant and of interest to fund management companies in Nairobi City County.

The 28% non-response rate could be attributed to factors such as respondents' busy schedules and reluctance to participate. However, the above 70% response rate exceeded the conventional benchmark for acceptable survey responses (Mugenda & Mugenda, 2013), thus reinforcing the reliability and generalizability of the study's outcomes. This level of participation was achieved through deliberate strategies, including follow-up communications and clear articulation of the study's objectives.

### 4.3 Descriptive Statistical Analysis

Descriptive statistical analysis provides a clear summary of the data, helping researchers identify averages, spot patterns, and notice unusual results. This section expounds on descriptive statistics of research variables. In relation to the above constructs, participants were requested to indicate the degree to which they concurred with the statements related to the study variables, as assessed using Likert scale. The analysis used frequency counts, percentage distributions, mean values and standard deviations to describe the dataset's key characteristics.

#### 4.3.1 Demographic Characteristic

These characteristics provide an essential background for understanding participant composition in relation to gender, work experience, education level and age.

**Table 4.2 Demographic Characteristic of the Respondents**

	Demographics	Frequency	Percent
Gender	Female	47	41.6
	Male	66	58.4
	<b>Total</b>	<b>113</b>	<b>100</b>
Age	20-29 Years	24	21.2
	30-39 Years	55	48.7
	40-49 Years	24	21.2
	50 and above	10	8.8
	<b>Total</b>	<b>113</b>	<b>100</b>

Highest Academic Qualifications	Secondary	1	0.9
	Diploma	6	5.3
	Bachelors' degree	67	59.3
	Master's degree	29	25.7
	Doctorate	5	4.4
	Post Graduate diploma	5	4.4
	<b>Total</b>	<b>113</b>	<b>100</b>
Experience	Less than 1 Year	14	12.4
	1 – 2 Years	21	18.6
	3-5 Years	39	34.5
	Over 5 Years	39	34.5
	<b>Total</b>	<b>113</b>	<b>100</b>

**Source: Research Data (2025)**

The results indicate that 58.4% were male (66 individuals) and the rest 41.6% female (47) indicating that fund management industry in Nairobi City County has a higher representation of male employees compared to females. However, the presence of a significant proportion of female respondents suggests increasing gender diversity in the sector. The majority of respondents (48.7%) were aged 30-39 years, followed by those in the 20-29 years (21.2%) and 40-49 years (21.2%) age brackets. A smaller percentage (8.8%) were aged 50 years and above. The dominance of respondents in the 30-39 age range suggests that fund management companies are primarily staffed by mid-career professionals who are likely to have a blend of experience and adaptability to change management strategies.

The majority of respondents (59.3%) held a bachelor's degree, followed by 25.7% who had a master's degree. A small percentage held a doctorate (4.4%), a postgraduate diploma (4.4%), a diploma (5.3%), and 0.9% had only secondary education suggesting that most employees in the fund management sector are well-educated, with a substantial proportion having advanced degrees, which may enhance their understanding and implementation of change management strategies. The results show that 34.5% of respondents had 3-5 years

of experience, while another 34.5% had over 5 years of experience, making them the largest groups. Additionally, 18.6% had 1-2 years of experience, and 12.4% had less than 1 year of experience. This distribution suggests that most employees in the sector have significant experience, with more than two-thirds (69%) having over three years of experience. This level of expertise may contribute to informed decision-making regarding change management strategies and sustainable performance.

The demographic analysis reveals that the workforce in fund management companies in Nairobi City County is predominantly male, relatively young (30-39 years), highly educated (bachelor’s and master’s degree holders), and experienced (3+ years). These characteristics suggest that the industry has a knowledgeable and relatively mature workforce that is well-positioned to implement and adapt to change management strategies effectively.

**4.3.2 Training**

The review sought to ascertain training impacts on Kenya’s Nairobi City County fund management companies’ sustainable performance. The findings presented in Table 4.3 summarize employees' perceptions regarding the effectiveness of training programs in their respective firms.

**Table 4.3 Descriptive Statistics for Training**

<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Std Dev</b>
Trainings are well organized and funded/supported in your firm and employees utilize these opportunities to	1.8%	5.4%	8.9%	63.4%	20.5%	3.96	0.82

effectively to achieve organizational goals								
The training programs offered to employees in this firm have significantly enhanced their skills and competencies in to enable them to meet their KPI's	1.8%	0.0%	15.0%	54.9%	28.3%	4.08	0.77	
A culture of innovation and creativity is evident among employees at your firm	1.8%	5.4%	17.9%	53.6%	21.4%	3.88	0.87	
<b>Aggregate mean score</b>						<b>3.97</b>	<b>0.82</b>	

**Source: Research Data (2025)**

The statement “Trainings are well organized and funded/supported in your firm, and employees utilize these opportunities effectively to achieve organizational goals” received an average rating of 3.96 (SD = 0.82). A majority of respondents (63.4%) agreed and (20.5%) strongly agreed, indicating that training programs in most firms are structured and supported. However, 8.9% remained neutral, while a small proportion (7.2%) disagreed, suggesting that while training is generally well-organized, there may be variations in effectiveness across firms. The statement “The training programs offered to employees in this firm have significantly enhanced their skills and competencies to enable them to meet their KPI's” had the highest mean score of 4.08 (SD = 0.77). The majority of respondents (54.9% agreed and 28.3% strongly agreed) that training programs have improved their skills and ability to meet Key Performance Indicators (KPIs). A small proportion (15%) remained neutral, while only 1.8% disagreed, indicating that training is generally perceived as beneficial for employee development and performance.

The statement “A culture of innovation and creativity is evident among employees at your firm” had a mean score of 3.88 (SD = 0.87). The majority of respondents (53.6% agreed and 21.4% strongly agreed) that training fosters innovation and creativity. However, 17.9% were neutral, while 7.2% disagreed, suggesting that while training contributes to a culture of innovation, there may be areas where firms need to enhance creativity among employees.

The aggregate mean score of 3.97 (SD = 0.82) indicates that, on average, respondents agree that training positively impacts sustainable performance in fund management firms. The relatively low standard deviation suggests a moderate level of agreement among respondents. The findings imply that well-structured and adequately funded training programs play a critical role in enhancing employee skills, promoting innovation, and improving organizational performance.

These findings agree with Kurt Lewin's Change Management Model, particularly "Unfreezing" and "Refreezing" stages. Lewin (1947) emphasized the need for individuals to be unfrozen before they can adopt new behaviors and practices and the "refreezing" stage is reinforced as training embeds new competencies into employees' routines, making these changes permanent and aligned with organizational objectives

The study finding supported those of Fada and Sabo (2017) who established that training and development increase staff productivity and have an effect on the long-term viability. The Study also concurred with Archana and Gerald (2024) who found that sustainable training characteristics were found to influence performance positively. Similarly, Barakat et al., (2023) research indicated that environmental education enhances the competitive edge of eco-friendly businesses.

Other ways mentioned by respondents that training influence the sustainable performance include training sharpening employee skills, bridging competency gaps and ensuring optimal performance, enhances technical knowledge and equips staff with relevant skills based on market dynamics, ensures employees stay up to date with industry trends, emerging technologies, and best practices. The respondents further highlighted that training improves employee productivity by optimizing workflows and reducing resource wastage, reinforces skill retention, ensuring employees can apply knowledge effectively. And finally equips employees with operational efficiency skills, reducing costs and improving output.

### 4.3.3 Rewarding Change Champions

The review purposed to examine rewarding change champions' influence on Kenya's Nairobi City County fund management companies' sustainable performance. Table 4.4 presents employees' perceptions regarding the effectiveness of various reward mechanisms for individuals who actively drive and support change within their organizations.

**Table 4.4 Descriptive Statistics for Rewarding Change Champions**

	SD	D	N	A	SA	Mean	Std Dev
Peer recognition protocols are effectively implemented within your firm	1.80%	12.60%	17.10%	60.40%	8.10%	3.60	0.88
Appreciation events, such as awards ceremonies and recognition dinners, are regularly organized	1.80%	15.20%	17.90%	52.70%	12.50%	3.59	0.95
There are opportunities for career growth and advancement to employees who take initiatives to lead	2.70%	4.50%	18.90%	55.90%	18.00%	3.82	0.88

and guide others during  
change, eg promotions

**Aggregate mean score**

**3.67 0.90**

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**Source: Research Data (2025)**

The statement “Peer recognition protocols are effectively implemented within your firm” received a mean score of 3.60 (SD = 0.88). A majority of respondents (60.4%) agreed and (8.1%) strongly agreed that their firms implement peer recognition initiatives. However, 17.1% remained neutral, while 14.4% disagreed, indicating that while peer recognition exists, there is room for improvement in ensuring that all employees feel adequately acknowledged. The statement “Appreciation events, such as awards ceremonies and recognition dinners, are regularly organized” had 3.59 mean score (SD = 0.95). 52.7% agreed and 12.5% strongly agreed on firms organizing such events. However, 17.9% were neutral, and a notable proportion (17%) disagreed, suggesting that while some firms actively recognize employees through events, others may not have consistent appreciation mechanisms in place.

“There are opportunities for career growth and advancement for employees who take initiatives to lead and guide others during change, e.g., promotions” statement had the highest mean score of 3.82 (SD = 0.88). A significant proportion (55.9% agreed and 18% strongly agreed) that their organizations offer career advancement opportunities for employees who champion change. However, 18.9% were neutral, while 7.2% disagreed, indicating that while career growth exists as a reward for change champions, not all employees perceive it as equally accessible.

The aggregate mean score of 3.67 (SD = 0.90) suggests that respondents generally agree that rewarding change champions has a positive influence on sustainable performance. However, the standard deviation indicates some variation in responses, suggesting that while certain firms have structured recognition and reward systems, others may need to strengthen their efforts. The study finding concurred with a study conducted by Lee and Chen (2021) which looked into how rewarding change champions affected businesses' long-term performance. It found that companies with well-structured reward programs for change champions experienced significant improvements in sustainable performance metrics such as resource efficiency, carbon footprint reduction, and stakeholder satisfaction.

The findings further supported those of Wang and Gupta (2022) whose results indicate that companies that actively reward and recognize change champions demonstrate higher levels of sustainable performance across environmental, social, and economic dimensions, suggesting that incentivizing these individuals can serve as a strategic tool for fostering sustainability within organizations.

Other ways rewarding change champions influenced the sustainable performance of firms mentioned by the respondents included rewarding change champions enhances sustainable performance in firms by fostering a culture of innovation, accountability, and continuous improvement. Recognizing employees who drive change motivates them to develop and implement new ideas that enhance efficiency, improve operational performance, and ensure adaptability to market trends. This practice not only boosts morale and engagement but also encourages others to take initiative, fostering a cycle of innovation. Rewarded champions

are also more likely to share information and best practices which creates a ripple effect that strengthens teamwork, enhances sustainability efforts, and improves long-term competitiveness. Additionally, rewarding these individuals may help identify and nurture future leaders, ensuring strong governance, employee retention, and strategic alignment with the firm’s long-term vision. The findings align with Lewin’s Change Management Model (Lewin, 1947), particularly “refreezing” stage, which emphasizes institutionalizing new behaviors. Rewarding employees who champion change helps embed these behaviors in the organizational culture, ensuring long-term sustainability.

#### 4.3.4 Stakeholder Participation

The examination probed into stakeholder participation impacts on Kenya’s Nairobi City County fund management companies’ sustainable performance. Table 4.5 presents employees' perceptions regarding the effectiveness of stakeholder engagement in their firms.

**Table 4.5 Descriptive Statistics for Stakeholder Participation**

	SD	D	N	A	SA	Mean	Std Dev
Stakeholder forums are regularly convened by your firm to provide a platform for dialogue and collaboration between stakeholders	1.8%	3.5%	16.8%	67.3%	10.6%	3.81	0.74
This firm employs a variety of engagement strategies, such as surveys, focus groups, and consultation meetings, to actively involve stakeholders in decision-making processes	0.9%	2.7%	17.7%	61.9%	16.8%	3.91	0.73
Team diversity is embraced and the company fosters inclusive participation and diverse viewpoints	0.0%	2.7%	8.8%	62.8%	25.7%	4.12	0.66

Stakeholder values is embedded in the organizational culture of this firm	0.0%	3.5%	9.7%	67.3%	19.5%	4.03	0.66
<b>Aggregate Mean Score</b>						<b>3.97</b>	<b>0.70</b>

**Source: Research Data (2025)**

Statement “Stakeholder forums are regularly convened by your firm to provide a platform for dialogue and collaboration between stakeholders” received a mean score of 3.81 (SD = 0.74). A notable proportion (67.3% agreed and 10.6% strongly agreed) that such forums are conducted regularly. However, 16.8% were neutral, while 5.3% disagreed, indicating that although stakeholder forums are a common practice, some firms may not conduct them consistently or effectively. The statement “This firm employs a variety of engagement strategies, such as surveys, focus groups, and consultation meetings, to actively involve stakeholders in decision-making processes” had 3.91 mean score (SD = 0.73). 61.9% agreed and 16.8% strongly agreed that their organizations use diverse engagement strategies. However, 17.7% were neutral, and 3.6% disagreed, suggesting that while most firms prioritize stakeholder involvement, some may not fully utilize diverse engagement mechanisms.

The statement “Team diversity is embraced and the company fosters inclusive participation and diverse viewpoints” had 4.12 highest mean score (SD = 0.66). Majority of respondents (62.8% agreed and 25.7% strongly agreed) that their firms promote diversity and inclusivity. Only 8.8% were neutral, while a minimal proportion (2.7%) disagreed, indicating strong support for inclusive stakeholder engagement. The statement “Stakeholder values are embedded in the organizational culture of this firm” had a mean score of 4.03 (SD = 0.66). A large proportion of respondents (67.3% agreed and 19.5% strongly agreed) that their firms uphold stakeholder values as part of their organizational

culture. Only 9.7% were neutral, while 3.5% disagreed, suggesting that most firms actively integrate stakeholder interests into their corporate culture.

The aggregate mean score of 3.97 (SD = 0.70) indicates that respondents generally agree that stakeholder participation plays a critical role in sustainable performance. The comparatively low standard deviation denotes a high degree of unanimity among participants regarding its significance. The finding supported Johnson and Smith, (2017) results that indicated that enhanced sustainable performance outcomes are positively correlated with increased levels of stakeholder participation indicating that companies that actively involve stakeholders in decision-making processes tend to achieve better sustainability performance over time.

These findings affirm the relevance of the TBL (Elkington, 1997) and Dynamic Capabilities Theory (Teece, 1997) as they demonstrate that socially inclusive and strategically responsive engagement is essential for sustainable operations in fund management firms.

Other ways highlighted by the respondents that stakeholder participation influence the sustainable performance of their firms included enhancing sustainable performance by fostering inclusivity, transparency, and accountability. This practice also provides insights into evolving market trends, encourages innovation, and helps firms align strategies with stakeholder expectations. Additionally, engaged stakeholders contribute to informed decision-making, risk mitigation, and regulatory compliance, ensuring long-term stability. Their involvement also strengthens networks, promotes knowledge sharing, and enhances brand visibility. Further, according to the respondents, continuous engagement fosters trust,

ownership, and collaboration, leading to improved quality of services, financial growth, and adaptability to changing market dynamics. By incorporating diverse perspectives, firms can anticipate challenges, benchmark against industry standards, and develop resilient sustainable business models. The above views indicate that stakeholder participation enhances sustainable performance by strengthening inclusivity, adaptability, and responsiveness.

#### 4.3.5 Effective Communication

Effective communication impact on Kenya’s Nairobi City County fund management companies’ sustainable performance was ascertained. Table 4.6 presents employees' perceptions regarding the effectiveness of communication practices in their firms.

**Table 4.6 Descriptive Statistics for Effective Communication**

	SD	D	N	A	SA	Mean	Std Dev
The company ensures clear and comprehensive records of communication, facilitating transparency and accountability in decision-making processes	0.0%	3.5%	9.7%	67.3%	19.5%	4.03	0.66
A diverse range of communication channels, including email, intranet portals, video conferencing, and regular team meetings, are utilized within	1.8%	2.7%	2.7%	65.5%	27.4%	4.14	0.74
Service automation technologies, such as customer relationship management (CRM) systems and automated reporting tools, are integrated into communication processes	0.9%	5.3%	10.6%	63.7%	19.5%	3.96	0.77
There is efficient and effective communication among employees, clients, and stakeholders	0.0%	5.3%	8.8%	65.5%	20.4%	4.01	0.71

Regular feedback mechanisms, such as employee surveys and client satisfaction surveys, are implemented within	0.9%	6.2%	13.3%	63.7%	15.9%	3.88	0.78
<b>Aggregate mean score</b>						<b>4.00</b>	<b>0.73</b>

**Source: Research Data (2025)**

“The company ensures clear and comprehensive records of communication, facilitating transparency and accountability in decision-making processes” statement had a mean score of 4.03 (SD = 0.66). A majority of respondents (67.3% agreed and 19.5% strongly agreed) that their firms maintain transparent communication records. Only 9.7% were neutral, and 3.5% disagreed, indicating that most firms have effective documentation and decision-making transparency.

The statement “A diverse range of communication channels, including email, intranet portals, video conferencing, and regular team meetings, are utilized within the firm” received 4.14 highest mean score (SD = 0.74). 65.5% agreed and 27.4% strongly agreed confirmed multiple communication channels are used, ensuring accessibility and inclusivity. However, 5.4% either disagreed or remained neutral, suggesting some firms may need to enhance or standardize their communication approaches.

The statement “Service automation technologies, such as customer relationship management (CRM) systems and automated reporting tools, are integrated into communication processes” had 3.96 mean score (SD = 0.77). 63.7% agreed and 19.5% strongly agreed, 10.6% remained neutral, and 6.2% disagreed, indicating that while automation tools are widely adopted, some firms may face challenges in their full implementation or utilization. The statement “There is efficient and effective communication among employees, clients, and stakeholders” recorded a mean score of 4.01

(SD = 0.71). Most respondents (65.5% agreed and 20.4% strongly agreed) that communication within their firms is effective. However, 8.8% were neutral, and 5.3% disagreed, implying that some firms might have gaps in communication flow and stakeholder engagement.

The statement “Regular feedback mechanisms, such as employee surveys and client satisfaction surveys, are implemented within the firm” had 3.88 mean score (SD = 0.78). 63.7% agreed and 15.9% strongly agreed, 13.3% were neutral, and 7.1% disagreed, indicating that although feedback mechanisms exist, their effectiveness and consistency may vary across firms.

The aggregate mean score of 4.00 (SD = 0.73) suggests that respondents generally agree that effective communication is well-established in fund management firms. 0.73 SD indicates a high level of consensus on communication enhancing organizational performance. The finding of this study is supported Gulich et al., (2021) whose research successfully pinpointed various opportunities for enhancing internal sustainability communication strategies. It indicated that internal communication on sustainability can have a beneficial effect on the overall Corporate Culture, as well as on the mindsets and actions of individual employees towards sustainability matters.

Findings also concurred with Musheke's (2021) study findings that showed that good communication improves sustainable organizational performance. Further, Kalogiannidis et al. (2023) study also revealed that during periods of uncertainty, effective internal communication within a company contributed positively to its sustainability. The findings aligned with the ADKAR Model that asserts that clear and continuous communication

ensures that employees not only understand the rationale for change but are also consistently supported through ongoing engagement mechanisms (Hiatt, 2006).

Other ways effective communication influenced the sustainable performance of firms as mentioned by the respondents were ensuring transparency, clarity, and efficient information flow within the organization. It also fosters a strong team culture, improves collaboration, and aligns employees with organizational goals, reducing redundancy and inefficiencies. By facilitating timely responses, automated feedback, and stakeholder engagement, it enhances decision-making and enables firms to adapt to customer needs and market changes. Effective communication boosts productivity, streamlines planning, and encourages innovation for long-term growth. It also supports record-keeping, reputation management, and change management while providing valuable feedback to refine sustainability strategies and resource utilization.

#### 4.3.6 Sustainable Performance

Sustainable performance Kenya’s Nairobi City County fund management companies was assessed. Table 4.7 presents employees' perceptions of their firms' contributions to sustainability in terms of job creation, market relevance, resource optimization, customer satisfaction, and ESG (Environmental, Social, and Governance) considerations.

**Table 4.7 Descriptive Statistics for Sustainable Performance**

	SD	D	N	A	SA	Mean	Std Dev
Our company actively contributes to job creation in the community	0.00%	3.50%	10.60%	49.60%	36.30%	4.19	0.76
Our company has a significant market relevance in terms of	0.00%	6.20%	14.20%	46.00%	33.60%	4.07	0.85

sustainable investment opportunities and offerings								
Our company has put in place cost effective solutions that optimize resources and maximize value for investors, contributing to sustainable profitability eg cloud based digital platforms, paperless processes	0.00%	3.50%	13.30%	61.10%	22.10%	4.02	0.71	
We have high levels of customer satisfaction, as evidenced by client feedback	0.90%	1.80%	9.70%	57.50%	30.10%	4.14	0.73	
Our company's performance metrics encompass a holistic assessment of environmental, social, and governance (ESG) factors	0.00%	1.80%	14.20%	68.10%	15.90%	3.98	0.61	
<b>Aggregate mean score</b>						<b>4.08</b>	<b>0.73</b>	

**Source: Research Data (2025)**

"Our company actively contributes to job creation in the community" statement recorded the highest 4.19 mean score (SD = 0.76). 49.6% agreed and 36.3% strongly agreed that their firms play an active role in creating employment opportunities. Only 3.5% disagreed, and 10.6% were neutral, indicating that while most firms prioritize job creation, some may have limited direct employment impact.

The statement "Our company has a significant market relevance in terms of sustainable investment opportunities and offerings" had 4.07 mean score (SD = 0.85). 46.0% and 33.6% of respondents agreed and strongly agreed respectively, acknowledged their firms' relevance in sustainable investment. However, 14.2% remained neutral, and 6.2% disagreed, suggesting that while market positioning is strong, some firms may need to enhance their sustainable investment strategies.

The statement "Our company has put in place cost-effective solutions that optimize resources and maximize value for investors, contributing to sustainable profitability (e.g.,

cloud-based digital platforms, paperless processes)" had a mean score of 4.02 (SD = 0.71). Most respondents (61.1% agreed and 22.1% strongly agreed) that their firms employ digital and resource-efficient solutions. However, 13.3% were neutral, which may indicate that some employees are not fully aware of their companies' sustainability initiatives.

The statement "We have high levels of customer satisfaction, as evidenced by client feedback" received 4.14 mean score (SD = 0.73). A majority (57.5% agreed and 30.1% strongly agreed) that their firms maintain strong customer satisfaction, with only 1.8% disagreeing. This suggests that most companies prioritize customer experience, reinforcing brand trust and loyalty. The statement "Our company's performance metrics encompass a holistic assessment of ESG factors" had 3.98 mean score (SD = 0.61). While 68.1% agreed and 15.9% strongly agreed, a notable 14.2% remained neutral, indicating that some firms may need to enhance their ESG reporting and integration to improve sustainability alignment. The aggregate mean score of 4.08 (SD = 0.73) indicates that respondents generally agree that their firms demonstrate strong sustainable performance. The low standard deviation suggests high consensus among employees.

Findings align with the TBL framework which emphasizes performance across economic, environmental, and social dimensions (Elkington, 1997). The acknowledgment of digital resource optimization by respondents indicates the environmental dimension, job creation and community involvement reflect social contributions while high customer satisfaction indicate the economic and relational value being sustained. They underscore the TBL perspective that firms integrating sustainable practices not only create external value but also build internal capacity for long-term competitiveness and resilience.

#### 4.4 Inferential Statistics

To provide a comprehensive analysis, the study employed correlation and regression analysis to test change management strategies impacts Kenya’s Nairobi City County fund management companies.

##### 4.4.1 Correlation analysis

This examines the relationship between Training, Rewarding Change Champions, Stakeholder Participation, and Effective Communication and the dependent variable (Sustainable Performance) for fund management companies in Nairobi City County. Pearson correlation coefficients (r) measure the strength and direction of associations, where: r values range from -1 to +1 Positive values indicate direct relationships Significance (p-value < 0.01) means the relationship is statistically significant at a 99% confidence level. The correlation analysis according to Muathe (2018) is important to be conducted prior to conducting regression analysis to test whether there exists linear relation between the study variables and further to determine whether there are incidences of multi-collinearity which may affect the regression analysis.

**Table 4.8 Correlation Matrix**

		Training	Rewarding Change Champions	Stakeholder Participation	Effective Communication	Sustainable Performance
Training	Pearson Correlation Sig. (2- tailed) N	1				
Rewarding Change Champions	Pearson Correlation Sig. (2- tailed)	113	.621** 0.000	1		

Stakeholder Participation	N	112	113			
	Pearson Correlation	.614**	.679**	1		
	Sig. (2-tailed)	0.000	0.000			
Effective Communication	N	113	113	113		
	Pearson Correlation	.651**	.511**	.670**	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
Sustainable Performance	N	113	113	113	113	
	Pearson Correlation	.596**	.563**	.554**	.628**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	113	113	113	113	113

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

**Source: Research Data (2025)**

Training ( $r = 0.596$ ,  $p = 0.000$ ) indicates that training positively significantly contributes to sustainable performance in fund management companies. The finding implied that training is essential, as it shows strong correlations with sustainable performance. The study finding supported those of Fada and Sabo (2017) who established that training and development increase staff productivity and have an effect on the long-term viability. The study finding also concurred with Archana and Gerald (2024) who found that sustainable training influenced performance positively. Similarly, Barakat et al., (2023) research also indicated operational effectiveness, environmental performance, and resource efficiency are all improved by green training.

A correlation result ( $r = 0.563$ ,  $p = 0.000$ ) showed that rewarding employees who lead change has a moderate to strong positive correlation with sustainable performance. Recognizing and incentivizing employees who drive change fostered motivation, innovation, and long-term business success. The findings further supported those of Wang

and Gupta (2022) whose results indicated that companies that actively reward and recognize change champions demonstrated higher levels of sustainable performance across environmental, social, and economic dimensions, suggesting that incentivizing these individuals can serve as a strategic tool for fostering sustainability within organizations.

Stakeholder Participation and Sustainable Performance had  $r = 0.554$ ,  $p = 0.000$  which implied that stakeholder participation has a moderate positive correlation with sustainable performance. The finding implied that companies that engage stakeholders effectively in decision-making, collaboration, and governance tend to achieve better long-term sustainability outcomes. The finding supported Johnson and Smith, (2017) that indicated that enhanced sustainable performance outcomes are positively correlated with increased levels of stakeholder participation, indicating that companies that actively involve stakeholders in decision-making processes tend to achieve better sustainability performance over time.

Finally, effective communication and sustainable performance had  $r = 0.628$ ,  $p = 0.000$  implying that effective communication had the strongest correlation with sustainable performance among the four independent variables. Clear, transparent, and diverse communication strategies contribute significantly to long-term business growth and sustainability. The study also concurred with Musheke's (2021) study findings that showed that good communication improves sustainable organizational performance. Also in alignment with Kalogiannidis et al. (2023), who revealed effective internal communication within a company is vital enhancing sustainability during periods of uncertainty.

#### 4.4.2 Multiple Regression Analysis

Table 4.9 depicts Multiple Regression Analysis model summary, showing how well independent variables (Effective Communication, Rewarding Change Champions, Training, and Stakeholder Participation) explain the variation in Sustainable Performance.

**Table 4.9 Model Summary for The Multiple Regression Analysis**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725a	0.526	0.509	0.398

a Predictors: (Constant), Effective Communication, Rewarding Change Champions, Training, Stakeholder Participation

**Source: Research Data (2025)**

The R-Square ( $R^2$ ) at 0.526 implied that 52.6% of variability in sustainable performance was explained by combined effect of training, rewarding change champions, stakeholder participation, and effective communication. The other 47.4% is affected by additional elements that are not accounted for in this model. The model explains over 50% of the variance in sustainable performance, indicating that training, rewarding change champions, stakeholder participation, and effective communication are key drivers of sustainable performance of fund management companies in Nairobi City County, Kenya.

The ANOVA (Analysis of Variance) table helps determine regression model overall significance adopted to explain variations in sustainable performance of fund management companies in Nairobi City County, Kenya explained by the independent variables.

**Table 4.10 ANOVA for The Multiple Regression Analysis**

ANOVA	Sum of Squares	df	Mean Square	F	Sig.
Regression	18.941	4	4.735	29.974	.000b
Residual	17.062	108	0.158		

Total 36.003 112

a Dependent Variable: Sustainable Performance

b Predictors: (Constant), Effective Communication, Rewarding Change Champions, Training, Stakeholder Participation

**Source: Research Data (2025)**

F-Statistic (F = 29.974, Sig. = 0.000) showed that the regression model was statistically significant. This means that at least one of the independent variables or a combination of them meaningfully contributes to sustainable performance of fund management companies. Meaning that training, rewarding change champions, stakeholder participation, and effective communication notably impact Kenya’s Nairobi City County fund management companies’ sustainable performance.

Regression coefficients table presents the relationship between each independent variable (Training, Rewarding Change Champions, Stakeholder Participation, and Effective Communication) and the dependent variable (Sustainable Performance) in fund management companies.

**Table 4.11 Multiple Regression Analysis Coefficients**

Coefficients	B	Std. Error	Beta	T	Sig.
(Constant)	1.203	0.271		4.444	0.000
Training	0.198	0.072	0.252	2.743	0.007
Rewarding Change Champions	0.087	0.074	0.109	1.181	0.240
Stakeholder Participation	0.192	0.094	0.204	2.035	0.044
Effective Communication	0.252	0.092	0.282	2.739	0.007

a Dependent Variable: Sustainable Performance

**Source: Research Data (2025)**

Coefficient for training was  $\beta = 0.198$ , meaning a 1-unit increase in training would result to a 0.198 increase in sustainable performance of fund management companies in Nairobi

City County, Kenya holding other factors constant. T-statistics = 2.743,  $p = 0.007 (< 0.05)$  Since  $p < 0.05$ , training was found to substantially impact Kenya's Nairobi City County fund management companies' sustainable performance. This implied that fund management companies that invested in employee training significantly improved their sustainable performance. The study finding supported those of Fada and Sabo (2017) who established that training and development increase staff productivity and have an effect on the long-term viability. It also concurred with Archana and Gerald (2024) who established that sustainable training influence performance positively. Similarly, Barakat et al., (2023) research indicated operational effectiveness, environmental performance, and resource efficiency are all improved by training.

Rewarding Change Champions had a coefficient  $\beta = 0.087$ , meaning a 1-unit increase in rewarding change champions led to a 0.087 increase in Kenya's Nairobi City County fund management companies' sustainable performance. The results of  $t = 1.181$ ,  $p = 0.240 (> 0.05)$  Since  $p > 0.05$ , this variable is not statistically significant, meaning it did not contribute significantly to sustainable performance of fund management companies in Nairobi City County. These findings failed to support those of Wang and Gupta (2022) whose results indicate that companies that actively reward and recognize change champions demonstrate higher levels of sustainable performance across environmental, social, and economic dimensions, suggesting that incentivizing these individuals can function as a strategic instrument for fostering sustainability within organizations.

Regression analysis results showed that stakeholder participation ( $p = 0.044$ ), and effective communication ( $p = 0.007$ ) positively notably affected Kenya's Nairobi City County fund

management companies' sustainable performance.  $\beta = 0.192$ , implied that a 1-unit increase in stakeholder participation led to a 0.192 increase in sustainable performance while  $\beta = 0.252$ , implied that a 1-unit increase in effective communication led to a 0.252 increase in sustainable performance of Kenya's Nairobi City County fund management companies. This suggests that effective communication is a key driver of sustainability outcomes, such as resource optimization, customer satisfaction, and employee engagement, which are essential components of a company's long-term success. The finding supported Johnson and Smith, (2017) results that indicated that enhanced sustainable performance outcomes are positively correlated with increased levels of stakeholder participation indicating that companies that actively involve stakeholders in decision-making processes tend to achieve better sustainability performance over time.

The study also agreed with Musheke's (2021) study findings that communication improves sustainable organizational performance and with Kalogiannidis et al. (2023) findings that that during periods of uncertainty, effective internal communication within a company contributes positively to its sustainability.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This section provides an overview of the results, conclusions and offers practical recommendations aimed at enhancing sustainable performance in fund management companies within Nairobi City County, Kenya. The chapter also suggests areas for future research to expand knowledge on the subject matter.

#### 5.2 Summary

Fund management companies in Nairobi County often prioritize traditional financial indicators over ESG integration in their investment strategies. This limited focus on sustainability may pose challenges to their long-term performance and resilience. Consequently, this study examined change management strategies effects on Kenya's Nairobi City County fund management companies' sustainable performance.

In investigating training impacts on Kenya's Nairobi City County fund management companies' sustainable performance, positive effect of training on sustainable performance was confirmed. The coefficient for was statistically significant, meaning that a unit increase in training led to a 0.198 increase in sustainable performance. These findings suggest that investment in structured and well-funded training programs positively influences the sustainability of fund management firms.

The examination sought to establish rewarding change champions effects on sustainable performance. Outcomes showed that peer recognition protocols were effectively implemented in most firms. However, there were mixed views regarding appreciation

events such as awards ceremonies and recognition dinners, with some respondents feeling they were not regularly organized. On career growth, respondents moderately agreed that employees who took the initiative to lead during change were provided with career advancement opportunities. The coefficient for rewarding change champions was not statistically significant, implying that while rewarding employees is beneficial, it does not independently contribute significantly to sustainable performance. This suggests that additional factors, such as implementation consistency and integration with other organizational strategies, may be required for rewards to be more impactful.

The study examined how stakeholder participation influences sustainable performance. The findings showed that stakeholder forums were regularly convened for dialogue and collaboration. Respondents also agreed that their firms employed various engagement strategies, such as surveys and consultation meetings, to involve stakeholders in decision-making. The coefficient for stakeholder participation was statistically significant, meaning that a unit increase in stakeholder participation led to a 0.192 increase in sustainable performance. This implies that stakeholder involvement in decision-making, governance, and strategic planning enhances sustainability outcomes.

In determining effective communication influence on sustainable performance, findings indicated that respondents strongly agreed that their firms maintained clear and comprehensive communication records, facilitating transparency and accountability. A diverse range of communication channels, including emails, intranet portals, and video conferencing, was effectively utilized. Respondents also acknowledged the integration of service automation technologies such as CRM systems to streamline communication. The

regression coefficient for effective communication was statistically significant, meaning that a unit increase in effective communication resulted in a 0.252 increase in sustainable performance. This underscores the importance of maintaining clear, transparent, and technologically advanced communication systems for sustainability in fund management firms.

### **5.3 Conclusion**

In accordance with the study results, the subsequent conclusions are formulated in relation to each particular objective: The study concludes that employees who receive structured training programs gain essential skills, knowledge, and competencies that enable them to carry out their responsibilities efficiently, drive innovation, and adapt to organizational changes. The study concluded that organizations investing in continuous learning and development achieve better long-term sustainability outcomes.

The study concluded that while recognizing and incentivizing employees for driving change is beneficial, it may not independently contribute significantly to sustainable performance. The study concludes that the effectiveness of reward programs may depend on how well they are structured and integrated into the overall organizational culture.

On the engagement of stakeholders in decision-making, governance, and strategic planning enhances transparency, accountability, and organizational effectiveness, this study concluded that that firms that embrace inclusive and collaborative management practices are more likely to achieve long-term success. It also concludes that fund management firms should adopt stakeholder-centric policies that foster meaningful engagement and shared decision-making. Further, that effective communication is the most critical factor

influencing sustainable performance in fund management firms. Clear, transparent, and well-structured communication ensures that employees understand organizational goals, reduces conflicts, enhances teamwork, and promotes accountability. Organizations that invest in advanced communication technologies and feedback mechanisms are more likely to sustain their performance in the long run.

#### **5.4 Recommendation of the Study**

Study results lead to the following suggestions aimed at improving the sustainable performance of fund management firms.

It is recommended that fund management firms continue to prioritize employee training and development initiatives. Training should be structured and aligned with the organization's long-term goals to enhance employees' skills and competencies. Companies should invest in both technical and leadership training to foster innovation, improve efficiency, and support the achievement of Key Performance Indicators. Additionally, firms should provide opportunities for continuous learning, which can help employees adapt to changes in the industry, thus supporting overall organizational sustainability.

Fund management firms are also urged to adopt more inclusive practices that engage stakeholders (employees, clients, investors, and the community) in the decision-making process. This can be achieved through regular stakeholder forums, surveys, consultations, and collaborative partnerships. By embedding stakeholder feedback into strategic planning and day-to-day operations, firms can build stronger relationships, improve transparency, and ensure that their actions align with stakeholder expectations, ultimately supporting sustainable growth.

Since effective communication was found to be significant in contributing to sustainable performance, it is recommended that fund management firms invest in robust communication channels that ensure transparency, accountability, and clarity across all levels of the organization. This includes adopting advanced communication technologies, such as intranet portals, video conferencing, and automated reporting tools, and fostering an environment where open feedback is encouraged. Regular feedback mechanisms, such as employee surveys and client satisfaction surveys, should also be implemented to ensure continuous improvement in communication processes.

### **5.5 Suggestions for Further Studies**

While this review has identified a significant relationship between four change management strategies (training, rewarding change champions, stakeholder participation and effective communication) and sustainable performance, future research could probe long-term impact of other types of change management strategies not covered by this study on sustainable performance. A longitudinal study could track the performance of organizations over several years to examine how different change management interventions affect organizational performance.

The current study centered on Kenya's Nairobi City County. Further research could involve comparative studies across different sectors (e.g., banking, insurance, or manufacturing) to assess whether the findings are consistent across various industries. This would offer more valuable insights into whether the relationship between training, rewarding change champions, stakeholder participation, and sustainable performance holds true beyond the financial sector.

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## APPENDICES

### Appendix I: Research Questionnaire

This study's primary objective is to find out how change management strategies' application affects Kenya's Nairobi City County investment firms' long-term performance. This study's survey is only intended for use in academic research. No personal information, such as names, will be required for the survey, and all information collected will be kept private. By proceeding to the next section, you acknowledge that you have read and understood the study's objectives and voluntarily consent to the collection and use of data for research purpose. Follow the instructions by either selecting the box or completing the blank.

#### SECTION A: DEMOGRAPHIC INFORMATION

Kindly tick (✓) on options that best describes you.

1. Indicate your gender:

- a. Male
- b. Female

2. Indicate Your Age:

- a. 20-29 Years
- b. 30-39 Years
- c. 40-49 Years
- d. 50 and above

3. Highest Academic Qualifications:

- a. None
- b. Primary
- c. secondary
- d. Diploma
- e. Bachelors' degree
- f. Master's degree
- g. Doctorate

Other (specify) \_\_\_\_\_

4. For how long have you worked in the fund management company

Less than 1 Year  1 – 2 Years  3-5 Years  Over 5 Years

**SECTION B: Training and Sustainable Performance**

This section has statements on training and sustainable performance of your company. Please indicate your level of agreement with each statement by marking (√) one cell. Please use a scale of 1-5, where 1 represents "Strongly Disagree," 2 represents "Disagree," 3 represents "Neutral," 4 represents "Agree," and 5 represents "Strongly Agree."

		1	2	3	4	5
1	Trainings are well organized and funded/supported in your firm and employees utilize these opportunities to effectively to achieve organizational goals					
2	The training programs offered to employees in this firm have significantly enhanced their skills and competencies in to enable them to meet their KPI's					
3	A culture of innovation and creativity is evident among employees at your firm.					

In what other ways does training influence the sustainable performance of your firm?

.....  
 .....

**SECTION C: Rewarding Change Champions and Sustainable Performance**

This section has statements regarding Rewarding Change Champions and Sustainable Performance of your company/firm. Please indicate your level of agreement with each statement by marking (√) one cell. Please use a scale of 1-5, where 1 represents "Strongly Disagree," 2 represents "Disagree," 3 represents "Neutral," 4 represents "Agree," and 5 represents "Strongly Agree."

		1	2	3	4	5
1	Peer recognition protocols are effectively implemented within your firm					
2	Appreciation events, such as awards ceremonies and recognition dinners, are regularly organized					
3	There are opportunities for career growth and advancement to employees who take initiatives to lead and guide others during change, eg promotions					

In what other ways does rewarding change champions influence the sustainable performance of your firm?

.....

.....

**SECTION D: Stakeholder Participation and Sustainable Performance**

This section has statements regarding Stakeholder Participation and Sustainable Performance of your company/firm. Please indicate your level of agreement with each statement by marking (√) one cell. Please use a scale of 1-5, where 1 represents "Strongly Disagree," 2 represents "Disagree," 3 represents "Neutral," 4 represents "Agree," and 5 represents "Strongly Agree."

		1	2	3	4	5
1	Stakeholder forums are regularly convened by your firm to provide a platform for dialogue and collaboration between stakeholders					
2	This firm employs a variety of engagement strategies, such as surveys, focus groups, and consultation meetings, to actively involve stakeholders in decision-making processes					
3	Team diversity is embraced and the company fosters inclusive participation and diverse viewpoints					
4	Stakeholder values is embedded in the organizational culture of this firm					

In what other ways does stakeholder participation influence the sustainable performance of your firm?

.....

.....

**SECTION E: Effective Communication and Sustainable Performance**

This section has statements regarding Effective Communication and Sustainable Performance of your company/firm. Please indicate your level of agreement with each statement by marking (√) one cell. Please use a scale of 1-5, where 1 represents "Strongly Disagree," 2 represents "Disagree," 3 represents "Neutral," 4 represents "Agree," and 5 represents "Strongly Agree."

		1	2	3	4	5
1	The company ensures clear and comprehensive records of communication, facilitating transparency and accountability in decision-making processes					

2	A diverse range of communication channels, including email, intranet portals, video conferencing, and regular team meetings, are utilized within					
3	Service automation technologies, such as customer relationship management (CRM) systems and automated reporting tools, are integrated into communication processes					
4	There is efficient and effective communication among employees, clients, and stakeholders.					
5	Regular feedback mechanisms, such as employee surveys and client satisfaction surveys, are implemented within					

In what other ways does effective communication influence the sustainable performance of your firm?

.....  
.....

**SECTION F: Sustainable Performance**

This section has statements regarding Sustainable Performance. Please indicate your level of agreement with each statement by marking (√) one cell. Please use a scale of 1-5, where 1 represents "Strongly Disagree," 2 represents "Disagree," 3 represents "Neutral," 4 represents "Agree," and 5 represents "Strongly Agree."

		1	2	3	4	5
1	Our company actively contributes to job creation in the community					
2	Our company has a significant market relevance in terms of sustainable investment opportunities and offerings					
3	Our company has put in place cost effective solutions that optimize resources and maximize value for investors, contributing to sustainable profitability eg cloud based digital platforms, paperless processes					
4	We have high levels of customer satisfaction, as evidenced by client feedback					
5	Our company's performance metrics encompass a holistic assessment of environmental, social, and governance (ESG) factors					

## **Appendix II: List of Asset Management firms in Nairobi City County**

1. Cytonn Asset Managers
2. KCB Asset Management
3. Standard Chartered Investment Services
4. Apollo Asset Management Company
5. GenAfrica Asset Managers Limited
6. Sanlam Investments East Africa
7. Etica Capital Limited
8. Fusion Investment Management
9. ABSA Asset Management
10. Mayfair Asset Managers
11. Ndovu Wealth Limited
12. ICEA Lion Asset Management
13. Metropolitan Canon Asset Managers
14. African Diaspora Asset Managers
15. Myxeno Investment Management
16. ALA Capital Limited
17. Co-op Trust Investment Services
18. Britam Asset Managers (Kenya)
19. Star Capital Management
20. Nabo Capital Limited
21. GTXN Investments
22. Spearhead Africa Asset Management
23. I&M Capital Limited
24. Jubilee Financial Services
25. CFS Asset Management
26. Madison Investment Managers
27. Atree Capital Kenya
28. Orient Asset Managers
29. Kuza Asset Management
30. Old Mutual Investment Group

31. Globetec Asset Managers
32. Arvocat Asset Managers Limited
33. CIC Asset Managers Limited
34. Amana Capital Limited
35. African Alliance Kenya Asset Management Limited
36. VCG Asset Management Limited
37. Virtual Capital International Limited
38. CPF Financial Services Limited
39. FCB Capital Limited
40. Lofty-Corban Investments Limited
41. MKM Capital Limited
42. Zimele Asset Management Company Limited

**Source: Capital Markets Authority, 2023**

## Appendix III: University Research approval letter



KENYATTA UNIVERSITY  
GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

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P.O. Box 43844, 00100  
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Internal Memo

FROM: Executive Dean, Graduate School

DATE: 8<sup>th</sup> October, 2024

TO: Muli Mwikali Ruth  
C/o Business Administration Dept.

REF: D53/OL/CTY/22737/2021

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 19<sup>th</sup> September, 2024 approved your Research Project Proposal for the M.B.A Degree Entitled, **“Change Management Strategies and Sustainable Performance of Fund Management Companies in Nairobi City County, Kenya.”**

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and progress report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

**ANNBELL MWANIKI**  
**FOR: EXECUTIVE DEAN, GRADUATE SCHOOL**

c.c. Chairman, Business Administration.

Supervisors:

1. Dr. Stephen Muathe  
C/o Department of Business Administration  
**Kenyatta University**

AM/mo

*Transforming Higher Education... Enhancing Lives*  
Kenyatta University is ISO 9001:2015 Certified



**Appendix IV: Research Permit**


  
**NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION**

**Ref No: 631783**
**Date of Issue: 22/October/2024**

**RESEARCH LICENSE**



**This is to Certify that Ms. Ruth Mwikali Muli of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: CHANGE MANAGEMENT STRATEGIES AND SUSTAINABLE PERFORMANCE OF FUND MANAGEMENT COMPANIES IN NAIROBI CITY COUNTY, KENYA for the period ending: 22/October/2025.**

**License No: NACOSTIP/24/41246**

**Applicant Identification Number: 631783**

**Director General**  
**NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION**

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**See overleaf for conditions**

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

#### CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of international treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way:
  - i. Endanger national security
  - ii. Adversely affect the lives of Kenyans
  - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN)
  - iv. Result in exploitation of intellectual property rights of communities in Kenya
  - v. Adversely affect the environment
  - vi. Adversely affect the rights of communities
  - vii. Endanger public safety and national cohesion
  - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

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