

**STRATEGY IMPLEMENTATION PRACTICES AND PERFORMANCE OF
COMMERCIAL BANKS IN KENYA: THE CASE OF GUARANTY TRUST
BANK KENYA LIMITED**

BEN SHICHENGA

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DECLARATION

I declare that this research project is my original work and has not been submitted to any other university or institution for examination purposes.

Signature..... Date.....

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This project has been submitted for examination with my approval as the University appointed Supervisor.

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DEDICATION

I wish to dedicate this work to God for granting me opportunity to undertake the course. I also dedicate it to all members of my family, my wife and children, for the many times I could not be with them on full time basis during the period of the course. In addition, this work is dedicated to my classmates and coworkers for their encouragement and guidance during this program.

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May the Almighty God richly bless all of you.

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LIST OF ABBREVIATIONS AND ACRONYMS

ARC	Afghan Relief Committee
CBD	Central Business District
CBK	Central Bank of Kenya
CFA	Confirmatory Factor Analysis
CSC	Center Star Company
DTM	Deposit-Taking Microfinance
GTBank	Guaranty Trust Bank Kenya Limited
KCB	Kenya Commercial Bank
KWS	Kenya Wildlife Service
ROA	Return on Assets
ROE	Return on Equity
SACCOs	Savings and Credit Cooperative Organizations
SEM	Structural Equation Modeling
SEM-PLS	Structural Equation Modeling- Partial Least Squares
SPSS	Statistical Package for the Social Sciences

OPERATIONAL DEFINITION OF TERMS

Accreditations	It is the process in which certification of credibility is presented
Bench marking	A measurement of the quality of a strategies and their comparison with set standards
Communication channel	It is the medium, means, manner, or method by which a message is delivered to its intended recipient.
Change Leadership	The capacity to inspire action from people, and then captivate them with reassuring ideas that are going to ensure their continued stability.
Employee guidance	Refers to providing directions for new assignments and tasks to workers.
Feedback	It is a mechanism in which an action's effect or performance is provided
Internal audits	It is a non-biased examination and verification of an organization's operations records.
Management Commitment	It is the direct involvement of the organization's highest-ranking executives in a particular and vital feature or program.
Performance	It is a measure of how an organization achieves its targets through adhering to set targets or objectives.
Practice	Refers to the organization's resources and examination of the company's internal and external environments.
Strategic change	Refers to the restructuring of a company's business or marketing strategy in order to achieve a significant goal.

Strategic communication	Promoting the brand of an organization, by urging the society to undertake specific actions, or by advocating particular legislation.
Strategic direction	It is a set of fundamental ideas that ensure strategy consistency over time.
Strategic evaluation	It is the process of gathering data on how well the strategic plan is progressing.
Strategy Implementation Practices	It is a processes focusing on controls of inputs and outputs for building organization capacity.
Structure change	Refers to a significant change in the manner a firm operates, usually caused by major economic developments.
Technological Change	It is an rise in a process's efficiency that leads in a rise in output without an increase in input.
Top management support	It is the degree to which senior managers understands the importance of a strategy and the extent to which they are involved in strategy activities

ABSTRACT

The ability of commercial banks to survive in a competitive environment hinges on their ability to execute effective strategies that enable them to achieve their performance targets. Due to the fierce competition, banking institutions have been forced to effect strategy implementation practices in order to survive and profit. Despite this development, few studies have examined strategy implementation practices on performance of commercial banks. The general objective of the study was to establish the effects of strategy implementation practices on performance of commercial banks: A case of Guaranty Trust Bank Kenya. Specific objectives were to examine the effect of top management support on performance of Kenyan commercial banks, to establish the effect of strategic communication, to assess the effect of strategic evaluation, and to analyze the effect of strategic change on performance of Kenyan commercial banks. This study was conducted using a descriptive research design. The population was 168 management level staff at Guaranty Trust Bank Kenya. Stratified random sampling approach was used in choosing the sample size. A sample of 118 respondents was obtained. Questionnaire was the tool for data collection. A pilot study was conducted to determine the validity and reliability of the research instrument. Data collected was analyzed using descriptive statistics and inferential statistics. Cross tabulations, chi-square tests and metric measures were used in the analysis. The descriptive statistical tools aided in the description of the data and the determination of the respondents' level of agreement with the different statements under every factor. Descriptive statistics and regression analysis were carried out, analyzed and tabulated. The study established that top management support has a positive significant impact on performance of commercial banks in Kenya; strategic communications have a positive significant influence on performance; strategic evaluation positively and significantly influences performance and strategic change has positive influence on performance. The study therefore recommends top management in commercial banks to ensure that they support any implementation taking place in the organization. It is also important for top managers and other supervisors to ensure that they provide immediate/timely feedback. In addition, commercial banks need to conduct frequent internal audits; this will help the bank to see its progress and also the information obtained from the audit can be used to make informed decisions.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizational performance entails recurring tasks such as establishing organizational objectives, monitoring progress towards the objectives, and making modifications to accomplish the objectives in a more effective and efficient manner (Miller, 2015). To remain relevant and viable financially to stakeholders and their varying needs, an organization ought to be relevant and viable financially to stakeholders and their varying needs. Kenya's banking sector has remained resilient even with the numerous local and global fluctuations (Ndung'u, 2014). In regard to asset, deposit, employment, and branch networks, it has expanded. Furthermore, in regard to capital adequacy ratio and average liquidity in the sector, it exceeded the statutory minimum requirement (Lares-Mankki, 2014). Banks are under increasing pressure to provide cost-effectiveness and products innovativeness, as well as financial services enhanced access. Due to the fierce competition, banking institutions have been forced to implement well-planned strategies in order to survive and profit.

Strategy implementation occurs over a long duration of time as a series of steps, programs, investments, and moves. Managers put strategy into action by transforming huge plans into the concrete, incremental actions and outcomes of precise units and individuals (Gachuhi, 2014). Special programs are launched, functional areas begin strategy-related activities, key personnel are added or reassigned, and resources are mobilized (Mollick, 2012). For a strategy to be executed effectively, it ought to be institutionalized, which implies that it should permeate the company's day-to-day activities (Herrmann & Nadkarni, 2014).

Successful execution of strategies entails linking planned and realized goals, whose goal is to achieve the vision of the organization (Rajasekar, 2014). Despite the fact that organizations recognize the importance of strategy implementation, most companies' execution fails to achieve the goals set for them. This is due to organizations and their leaders overlooking this critical component of the strategic management process. They do not devote as much time to planning and implementing their strategies as they do to developing them. The development and selection of strategies to pursue are thought to be easier and less time consuming than their implementation. The importance of strategy implementation cannot be overstated in terms of strategy success (Vives, 2017).

The Kenyan banking sector has changed dramatically in the past ten years, owing primarily to changes in the number of banks and rapid changes in technology like innovation on transfer of money and utility bill payments via mobile telephony. Furthermore, the Central Bank of Kenya (CBK) strict regulatory frameworks regarding interest rates, as well as an enlightened and exposed general public (Okoth, 2016), have resulted in the introduction of novel products and services in the business environment, leading in cutthroat competition among Banks.

1.1.1 Organizational Performance

Organizational performance is an organization's actual output or results as compared to its anticipated outputs or goals (Abdalkrim, 2013). Ongeti (2014) explained that performance is related to the firm's efficiency, effectiveness, financial stability, and relevance. Firm performance is defined as the firm's ability to accomplish its objectives by efficient and effective usage of resources. Effectiveness refers to the provision of product or services that meets the needs of customers, whereas efficiency refers to how a firm makes use of

resources to accomplish set goals. According to Ekawati (2014), common corporate performance metrics comprise productivity, effectiveness and industry ranking.

Financial and non-financial performance measures are the two most important indicators of organizational performance. Metrics of non-financial include abstract qualitative metrics which Muchhal (2014) claimed that financial metrics give an inaccurate or incomplete image of a company base of customers and satisfaction, branch network, and staff are all non-financial success metrics. Organizations have been using the balanced scorecard method of success measurement in recent years. Balanced score cards evaluate an organization's success in four main areas: financial performance, exceptional customer support, internal firm procedures, and learning and development.

Financial performance metrics are focused on a company's overall financial health over a certain duration. This includes financial ratios, profitability, and balance-sheet results. The return on equity (ROE) and the return on assets (ROA) are two commonly used profitability indicators. ROE is a metric used to calculate a company's annual return. Return on assets measures the percentage of profit earned by a company in relation to its total resources. One can assess a company's performance by keeping track of its profitability levels. Return on investment is noted as a key identifier of financial performance in an investment and consists of the income and the capital gains relative on an investment (Okumu, 2013). This study used financial measures that are ROE and ROA in measuring performance of commercial banks.

1.1.2 Strategy Implementation Practices

The process by which a company converts its chosen strategy into action plan and practices that will guide the firm in the direction defined in the strategy and enable it to meet its

strategic goals is known as strategy implementation (Obonyo & Arasa, 2012). The strategic management mechanism is incomplete without the implementation of strategy. Implementation entails placing the logically developed strategies into action. It is described as the procedure of transforming policies and strategies into action so that to achieve objectives (Pride & Ferrell, 2013). Policy and strategy execution is about the design and systems of management to attain the greatest possible alignment of individuals, frameworks, procedures, and resources in order to achieve firm goals. (Wheelen & Hunger, 2016). Therefore, execution is the procedure of turning strategic ideas and policies into outcomes (Ngozi & Ifeoma, 2015).

The methods used to execute a strategy can be direct or indirect. Leadership oversight and the organization's contact methods of the implementation procedure to relevant stakeholders are examples of direct management practices (Zhexembayeva, 2014). Top management support and resource allocation are examples of leadership practices that ensure all requirements for effective implementation of strategy are available when needed. Managers are crucial in making sure that the framework of the institution is ideally tailored to the desired strategic strategy (Salam, 2017).

All managers who will be in charge of execution, and other persons who make substantial contributions to the process of decision-making, must participate in the direct approach (Brinkschröder, 2014). Control that give guidance and being able to change plans, responsibilities, and goals in response to fluctuating future circumstances must be considered by company managers (Galgallo, 2015). Managers who guide the strategy procedure by shaping principles and cultures and keeping the company responsive by implementing corrective steps to enhance strategy execution.

Long-standing organizational communication ensures the implementation activities are well-coordinated and enables faster decision-making. Because feedback is received and any challenges are addressed, faster decision-making raises the likelihood of a strategy's successful implementation (Ondera, 2013). These activities necessitate close observation and supervision by management who have professional skills and are committed to policy execution by consistently promoting positive culture in their company, which is achieved by the organization's leadership communicating the desired qualities on a regular basis (Ofunya, 2013). Managers and employees, according to David (2013), should partake in the decisions about implementation, and effective and transparent communication among all parties involved is crucial to the process's success.

Indirect restrictions are passed on and revolve around the attributes of the employee. They include ensuring that those in charge of the implementation process demonstrate the desired attitudes, expertise, and motivation, and having effective processes in place to make sure organizational surveillance, in order to achieve organizational commitment to the strategy. In the long run, this ensures that performance targets for the implementation process are met. Based on their ability to deal with change, experience, and strategic challenges, organizations use a combination of these controls (Allio, 2015).

Monitoring the strategy's execution, identifying issues or changes in the environment, and devising appropriate modifications are all part of strategic control. Strategic management entails strategic evaluation and strategic changes (Allio, 2015). The aim of the strategic assessment process is to find out the efficacy of a strategy. It is a method of determining if the strategy being executed will lead the organization to its intended goals. Strategic control, as a result, plays a critical role in keeping the organization on track. Strategic

change involves identifying the key tasks to be carried out, distribution of these tasks to staff, providing for coordination of different tasks, the design and putting in place a suitable management framework (Galgallo, 2015).

1.1.3 Banking Industry in Kenya

The primary regulator of the banking industry is the Central Bank of Kenya (CBK). The primary classification of banks in Kenya is based on who owns them. Local people and companies own certain banks, while international people and organisations own others. Another way to categorize banks is by their intent, with the most common being microfinance and commercial banks. The CBK, which regulates banks, categorizes commercial banks on the basis of their assets. Tier 1 banks are major financial institutions with assets worth hundreds of billions of dollars and are unlikely to fail. They are Kenya's most important banks. Banks in tier 2 are of a medium scale, while Tier three banks are of a smaller size. Kenya has a plethora of banks. This figure was 42 in 2017 (CBK, 2017).

There are currently twenty eight domestic and fourteen foreign commercial banks which have branches, agencies, and outlets all over the country; the mortgage finance firm is one; 8 foreign bank representative offices; and 11 approved DT-microfinance firms; 49 insurance firms; Post Office Savings Bank, with a huge branch network all; seventy nine foreign exchanges (forex) bureaus; 3 credit reference bureaus that are licensed, 14 providers of money remittance providers, and approximately 200 DT- licensed SACCOs with over 3 million Kenyans membership. Moreover, seven tier 1 commercial banks dominate the banking sector: Equity Bank, KCB, Barclays Bank of Kenya, DTB, Cooperative Bank, CBA, and Standard Chartered. Furthermore, in recent years, small banks have emerged and grown tremendously (CBK, 2017).

KCB, CBA, Equity Bank, and Bank of Africa are among the Kenyan banks with subsidiaries in the East African Community and South Sudan. The rising accessibility to finances has been facilitated through usage of innovations like agency banking, which allow banks and DT-microfinances to involve third-part providers in the services. In 2016, The Kenyan Banking Sector's total assets was Ksh.3.6trillion, with gross loans of Ksh.2.4trillion, whereas the deposit amounted to Ksh.2.6 trillion and profit before tax was Ksh.38.4 billion as at 31st March 2016. In a similar period, bank customer deposits accounts and loan accounts number were at 37,455,795 and 7,163,560 respectively (CBK, 2017).

1.1.4 Guaranty Trust Bank Kenya Limited

Guaranty Trust Bank Kenya Limited (GTBank) is a Nigerian subsidiary of GTB plc. The bank is headquartered in Lagos, Nigeria and operates over 200 branches in Africa and in the United Kingdom. GTBank began operating in Kenya in 2013 after acquiring a 70% stake control of the then Fina Bank Group with the residual 30% shareholding held by Dhabaria Limited (7.83%), Dhanji Hansraj Chandaria (7.97%), Rare Limited (7.05%) and Rameshkumar M. Patel (7.15%). The Bank acquired fifteen branches but has since closed six. Currently, there are nine branches in Kenya spread across Nairobi, Mombasa, Thika and Nanyuki.

The current banking environment is rapidly changing with a myriad of risks for which GTBank continues to make strategic responses that assist it to eliminate or avoid these risks. GTBank has a strategy to expand business across various counties in the country so as to meet the needs of current and prospective customers. The first strategic plan covered the period between 2013 and 2018. The Bank has now embarked on another five-year

strategy to cover the period 2019 to 2022 with a view to growing the Bank from tier three to tier one.

The bank is faced with indeterminate changes in consumer demands, technology, competition and globalization, among many aspects. The competitive environment is shifting each day leading to a high level of uncertainty which affects firm performance (Arend, 2014). In the unstable market environments, ordinary capabilities become unsuitable for the firm to cope.

1.2 Statement of the Problem

Globally, banks are faced with increased competition in the sector. Consequently, the Kenyan banks have introduced strategy implementation practices to improve performance in order to provide adequate returns to shareholders. The sector is still grappling with the implementation of these new accounting standards but their quantified influence has yet to be determined and that is what this study embarked on.

Recent studies conducted in Nairobi on strategy implementation have consistently focused on its development and growth, but with limited reflection on how it feeds into the performance of commercial banks. For instance, Mbithi, (2011) focused on the factors affecting the Strategy Implementation at Nakumatt Holdings Ltd, Kenya, whereas Ongong'a, (2014) focused on the Factors Influencing Strategy Implementation at Kenya Commercial Bank Limited in Kenya. A study by Sanga, (2012) focused on the Strategy Implementation at Kenya Maritime Authority, while, Osman, (2017) reported on the Strategy Implementation and Organizational Performance of Private Security Companies in Nairobi. Koske, (2013) reported on the Challenges of strategy implementation and its

challenges in public corporations at Telkom Kenya Ltd, while Galgallo, (2015) informed on Strategy Implementation Challenges in the Devolved Government Units in Mombasa County. However, these scholars have not taken cognizance of the influence of strategy implementation practices on performance of commercial banks in Kenya. Therefore, the problem that provides the impetus for this study is that although strategy implementation practices have expanded in Kenya, and have continued to be used to enable them to achieve their performance targets, there is limited empirical information on how this influences the performance of commercial banks. This study, therefore, sought to examine strategy implementation practices on performance of Guaranty Trust Bank, Kenya.

1.3 Objective of the Study

1.3.1 General Objective

The general objective of the study was to establish the effects of strategy implementation practices on performance of commercial banks: A case of Guaranty Trust Bank Kenya.

1.3.2 Specific Objectives

The study was guided by the following objectives;

- i. To examine the effect of top management support on performance of Kenyan commercial banks.
- ii. To establish the effect of strategic communication on performance of Kenyan commercial banks.
- iii. To assess the effect of strategic evaluation on performance of Kenyan commercial banks.

- iv. To analyze the effect of strategic change on performance of Kenyan commercial banks

1.4 Research Questions

The study sought to answer the following questions;

- i. What is the effect of top management support on performance of Kenyan commercial banks?
- ii. How does strategic communication affect the performance of Kenyan commercial banks?
- iii. What is the effect of strategic evaluation on performance of Kenyan commercial banks?
- iv. How does strategic change affect the performance of Kenyan commercial banks?

1.5 Significance of the Study

The study findings are significant to the management of Guaranty Trust Bank Kenya. It provides an understanding on how practices of strategy implementation impacts on performance. The bank is able to apply the most suitable strategy implementation practices that will help in improving performance in the bank.

The study results are also essential to the government and policy makers. It gives insights understanding on the impact of strategy implementation practices on performance. The policy makers are able to devise policies that improve strategy implementation. This in turn enhances performance in organizations.

The study is of importance to the researchers and academicians. It enhances their knowledge on practices of strategy execution. The study also increases to the body of

knowledge on the study topic. The study ought to be adopted as a reference for future related studies.

1.6 Scope of the Study

The objective of the study was to establish the impact of strategy implementation practices on performance of Guaranty Trust Bank Kenya. The study variables were top management support, strategy communication, strategy evaluation and strategy change. The target population was the management employees in Guaranty Trust Bank Kenya. The study was conducted between September 2019 and April 2020.

1.7 Limitation of the Study

Respondents were unwilling to take part in the study due to their busy work schedule. The researcher assured them that the study was to take a few minutes. The respondents were afraid to provide information with the fear that it may leak to their competitors. The researcher assured them that the study was purely meant for academic purposes and the information provided was to be kept confidential.

1.8 Organization of the Study

This study is structured in five chapters; chapter one reviews the background of the problem, the statement of problem, research objectives, hypothesis, significance of the study, study scope and limitation of study. Chapter two covers literature review on strategy implementation practices on performance; specifically, the chapter covers theoretical review, empirical literature review, study gaps and conceptual framework. Chapter three dealt with the methodology of the study; it detailed the study design, targeted population, sample size and sampling technique, data collection instruments, data collection methods, data analysis and presentation. Chapter four covered presentation and discussion of the

research findings and the final chapter, chapter five, covered summary of the key results, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covered the theoretical review, the empirical studies on the study objectives and the review of study gaps. In addition, the study also covered the conceptual framework.

2.2 Theoretical Framework

A theoretical review is a collection of related ideas. It directs research by determining what things to quantify and what factual connections to seek (Defee *et al.*, 2010). A good study should be based on sound principles. The upper echelon theory, bureaucratic theory, open systems theory and contingency theory of change management was used. These theories essentially clarified the research in accordance with the topic. These theories essentially explained the study in line with the topic.

2.2.1 Upper Echelon Theory

The theory was pioneered by Hambrick and Mason in 1984. The main point of this theory is that organizations are a replica of their top leaders' intellect and deals. Top leadership's principles and inclinations can influence how they assess the environment and make decisions about the organization's strategy. Over time, the company begins to resemble the leader. Upper echelon theory clearly put the strategist back into the forefront of the discipline of strategic management. Upper echelon theory (Hambrick & Mason, 1984) proposes that strategic decisions are linked to an organization's management background features. This entails assembling a group of top-level management and directors in a company who have certain expertise in areas that will allow a company to come up with informed decisions. This expertise encompasses an individual's tangible and intangible

understanding and features. Individual features and cognitions are formed by experiences, education, and personal values in the past, as per Hambrick and Mason (Kaplan, 2005).

The essentials of the Upper Echelon Theory are that demographic features are substantially interwoven to the psychological and cognitive elements of the leaders at the apex of the organization. The theory suffers criticisms, in that it does not take into account the industry's ethical requirements. The operations of the firm do not reflect their beliefs and actions of top managers. In certain situations, the firm's activities and practices are shown by ethical aspects, even if the leadership's features are contrast (Van der Zee & Swagerman, 2009).

As per the theory, outcomes in the firm- strategic choice and level of performance-are partly shown by the features of managerial background. The firm's senior management is charged with making appropriate decisions about if to renew by concentrating on levers in familiar domains of firm operations, like adapting firm structure, recombining existing knowledge elements, refining market techniques with a goal of retaining existing customers, and creating and execution of novel structures and systems that alter managerial work. The main objective of a top management according to Upper Echelon Theory is to add value for the firm by improving the performance of the firm. Growing the business beyond its current position is a common strategy for increasing the value of a company. Hence, the study used the upper echelon theory to examine the impact of top management support on performance.

2.2.2 McKinsey 7S Theory

Waterman and Peters (1980) were consultants at McKinsey & Company, they advanced this model of organizational effectiveness. Structure, policy, method, style, personnel, expertise, and common values are seven internal organizational elements that need to be streamlined for progress to be realized, according to this theory. The 7-S model can be used in a variety of situations where business process sequencing is essential, such as assisting a strategist, growing a company's results, aligning procedures and departments during mergers and acquisitions, anticipating the effects of potential organizational changes, and determining the best criteria to implement a suggested strategy.

Strategists use the structure as a strategic planning method to demonstrate how apparently disparate facets of an enterprise are interconnected and reliant on one another for overall performance. Structures and firm frameworks are considered hard factors in the framework, while expertise, style, common beliefs, and employees are considered soft factors. Hard elements are those that an organization can directly affect, while soft elements are those that are used in a firm in a more abstract way and can be seen in the company's community. When these components are combined, they can be used to forecast a company's future course (Hayes, 2014).

The model's assumption is that seven components must be mutually compatible and reinforced in order for excellent organizational efficiency to be realized. The model can be used to identify the elements need to be realigned in order to maximize and preserve good results. According to this model, effective strategy execution requires a focus on seven main elements. The model's premise is that a strong organizational framework is required

for strategy execution to be effective. This system assists managers in putting plans into action.

2.2.3 Open Systems Theory

Ludwig Von Bertalanfy LittleJohn (1983), a biologist, advanced the open system theory. The theory basis is on the idea that firms are social systems that constantly interact with the outside world as well as internal subsystems. As systems that are open, firms inputs are gotten from their surroundings, and their outputs go back to the same surroundings. This exchange relationship is regarded as critical for a business. As a result, the system theory emphasizes the organization's unity with its constituent parts as well as with the outside environment. Mwenda (2015) posits that the primary managerial duty is to determine an appropriate fit amid the firm and its environment , as well as develop an appropriate firm design that would result to higher firm efficiency and effectiveness.

Companies are highly impacted by their surroundings, which put political, economic, social-cultural, and legal forces, though they also rely on the similar surrounding for major resources needed to withstand and improve the firm survival in the present competitive environment. The relevance of the theory in the study is that it explains how organizations' strategic evaluation methods are adopted to give response on the always fluctuating environment. The entity can then revise its implementation strategies to accommodate the changing environment. This study used the Open Systems Theory to elucidate the influence of strategic evaluation on outcomes of Kenyan commercial banks.

2.2.4 Contingency Theory of Change Management

The contingency theory is an expanded version of Lewin's three-step model, which Dunphy and Stace (1988, 1992, and 1993) used to describe the variation procedure from the viewpoint of a transformational company. Dunphy and Stace (1993) suggested a contingency/situational change model, emphasizing the importance of organizations varying their strategies for change in response to environmental changes in order to achieve a 'optimum fit.' It was also mentioned that firms vary in terms of structure, procedures, and key values they possess, and that because of these variations, related situational elements might have little effect on the firms. Dexter Dunphy and Doug Stace suggested in the contingency theory that, dependent on the environment, managers and change agents ought to vary their strategies for change. They focus on environmental elements as well as leadership forces, which are both important in any change process.

Situational contingencies models offer an ideal model of what occurs in businesses at various points in time or in varied situations, in which varied methods to change are assumed to be the best across business situations or timescales (Kotter, 1995). Though a contingency method to change in the organization has encouraged practitioners to put into consideration environment, technology, and size aspects when making decisions on suitable change paths, it defines deterministic assumptions regarding the change nature in the organization, provides an inadequate understanding of the goal of strategic choices, beliefs, power, and ignores the truth that firms are a group of varied interests (Dawson, 1996). Burnes (1998) explains that there exists three schools of thought that serve as the foundation for theory of change management. The first is a person's school perspective, which holds that the behavior of a person is determined by their interactions with their

surroundings. Expected consequences condition action of humans, and reward of behavior to recurrent and the other way. External stimuli, according to psychologists, influence behavior. The second school of thought is the set of school dynamics, which contends that the behavior of a person is influenced by their group surroundings. Individuals' behavior conforms to group pressures, norms, responsibilities, and values.

Therefore, the focus of change ought to be impacting on the norms, responsibilities and values of the group to achieve an effective strategic transformation. The open systems school of thinking is the third school of thought, and it focuses on the whole enterprise. It considers the firm to be made up of various subsystems, including the subsystems of priorities and principles, technological subsystems, psychological subsystems, and administrative subsystems (Mullins, 1999). A change in one aspect of the system has an effect on the rest of it. Change can thus be attained by altering the subsystems, but first the interrelationship of the subsystems must be understood. The contingency theory of change management was used in examining the impact of strategic change on the performance of Kenyan commercial banks.

2.2.5 Goal setting theory

In the 1960s, Edwin Locke formulated the goal-setting principle. Goal setting, according to this theory, is fundamentally related to task success. It states that developing specific and challenging goals, and providing required feedback, contribute to greater and enhanced task performance. The willingness to work toward achieving a objective is the primary source of motivation at work. Goals that are clear, precise, and difficult are more motivating than goals that are broad, general, and ambiguous. Relevant and consistent goals result in increased productivity and improved results. Goals that are unambiguous,

observable, and transparent, with a timetable for completion, help to avoid misunderstandings..

The goal-setting theory of Locke and Latham (2002) states that conscious expectations affect behavior (where objectives are seen as the object, aim, or action). Although goal-setting theory is most commonly studied at the level of an individual, its concepts are often applicable at the organizational level. Locke (2004) goes on to argue that the theory is useful for any activity in which individuals can control their performance. Goal setting theory is currently being investigated in this field at both the individual and organizational levels. Personal empirical observations in the organizational context show that people's, teams and firm goals altogether could be at odds. Goal conflict may be caused by actions that are incompatible, which can have an impact on performance. As a result, aligning individual and group objectives is critical for maximizing performance.

2.3 Literature Review

It will be recalled that the purpose of this study was to examine the effects of strategy implementation practices on performance of commercial banks: A case of Guaranty Trust Bank Kenya. This chapter reviews literature on strategy implementation practices guided by the objectives of the study. In addition, the chapter discusses the theoretical approach to the study, which are upper echelon theory, McKinsey 7S theory, open systems theory, contingency theory of change management and goal setting theory, selected to guide the study. Lastly, the chapter outlines the conceptual tool that was utilized in this study.

2.3.1 Top Management Support on Performance

Ahmed (2016) conducted research on support by top management and performance of projects in Pakistani public sector. The purpose was to look into the relationship between

various aspects of top managers support and project performance. This quantitative study used random sampling to get cross-sectional data from public sector projects via an online survey. Respondents were project managers and project directors working on government projects in Pakistan. To test the construct's validity, explanatory and confirmatory factor analyses were used. Correlation and regression analyses were adopted to test research hypotheses. The findings show that all dimensions of top manager's support have significantly influences performance of projects in Pakistan's public sector. The study context was in Pakistan, the results may not be generalized to Kenya because of the economy differences. Therefore, this study sort to understand the Kenyan perspective on of strategy implementation practices on performance of commercial banks.

Al Shaar, Khattab, Alkaied, and Manna (2015) investigated how support by top management impacts on innovation; the mediating objective of firm structure and IT synergy. The study aimed to ascertain direct and indirect impacts of support by top management on innovation via firm structure and IT synergy. Data were gathered from 210 industrial firms. The study's hypotheses were tested by use of Structural Equation Modeling (SEM). Furthermore, Confirmatory Factor Analysis (CFA analysis) was adopted to assess the study instrument's validity and reliability. According to the findings, support provided by top managers influence firm structure and IT synergy. Further, the interaction of firm structure and IT influences process and product innovations. Also, firm structure and IT synergy has no effect on the impact of support by top management on innovation. This study focused on industrial company performance, whereas the current study focuses on commercial bank performance.

Karungani and Ochiri (2017) conducted an evaluation to ascertain the influence of procurement leadership and managers support on performance in an organization. The purpose was to evaluate the impact of leadership and management support for procurement on performance in the Nairobi County Government. The study used a survey strategy and a quantitative research approach. Convenience sampling was used to select 87 employees from Nairobi County Government's procurement and finance departments. Data was obtained using questionnaires, which was then analyzed by use of EXCEL and SPSS. According to the findings, leadership and management support for procurement positively impacts on firm performance. The findings showed that, top managers have the responsibility of formulating the organization's policies, vision, and goals; making sure that employees are committed to organizational goals; providing guidance to support staff; and providing direction to the entire organization. Furthermore, leadership and management foster collaborations among members of the organization within the procurement department, resulting in improved organizational performance. This study focused on performance in Nairobi County Government while the main study focus is on commercial banks performance.

Rureri (2017) researched on practices of top managers support on the performance of Kenyan steel manufacturing companies. The goal of this study was to evaluate top manager's support role in Kenyan steel manufacturing organizations, as well as its impact on the organizations' performance financially. The nature of the study was a descriptive survey, with structured questionnaires used to collect qualitative and quantitative information. The target audience consisted of 46 listed Kenyan Steel Manufacturing organizations. The table for sample size by Krejcie and Morgan was adopted to ascertain

the study sample. The targeted population had a sample size of 42 people. According to the findings of the study, support by top management significantly predicts performance of Kenyan Steel Manufacturing firms. The analysis also revealed a close correlation between support by top managers and performance of the Steel firms. This study concentrated on the performance of steel manufacturing firms, whereas the main study concentrates on the performance of commercial banks.

2.3.2 Strategic Communication on Performance

Stanikzai (2017) conducted research on effective communication strategy and improving firm performance in Kabul's Afghan Relief Committee (ARC). The study looked at the goal of communicating effectively in improving firm performance in Afghan NGOs ARC. This study relied on primary data, and the survey research method was used. However, some data was gathered from previous studies as part of this study's literature review. The populations were active Afghan Relief Committee employees, totaling 150 people in Kabul. The study assumed random sampling to reach 30% of the total population (35 employees) and collected data through a questionnaire. The study discovered a direct link between communicating effectively and firm performance. The research also discovered the major methods of communicating effectively preferred by workers, and also concrete suggestions for communicating effectively in the workplace. This study focused on the performance of non-governmental organizations, whereas the main study focuses on the commercial banks performance.

Okuneye, Lasisij, Omoniyi, and Shodiya (2014) conducted research on strategy for communicating internally and performance in the Nigerian service and manufacturing industries. The focus was on strategies for communicating internally used by organizations

to improve their performance. Using multivariate correlation analysis, data was obtained from managers from various organizations, and it was noted that strategy for internal communication and firm performance were related positively. Also communicating effectively in business is stressed to an appropriate level in the Nigerian firms. Further, the extent of effective business communication practices was associated to the type of firm and size (service and manufacturing). This study concentrated on the performance of steel manufacturing corporations, whereas the main study concentrates on the performance of commercial banks.

AwkaInebo, Nwankwo & Okonkwo (2015) studied the effective communication role on firm performance in Nnamdi Azikiwe University. The role of effective communication on organizational performance was investigated in this study at Nnamdi Azikiwe University in Awka. The survey research techniques was adopted, data was primary and secondary. Employees both academic and non-academic formed the population. There are 170 non-academic and 130 academic members of staff in the population. The Taro Yamane technique and stratification were used to determine a sample of 166. The hypotheses were analyzed using Chi-square χ^2 . According to the study's findings, effective communication is the solution to an organization's employees' effective and efficient management performance. This study focus was on university performance, whereas the main study focuses on commercial bank performance.

Mohammed (2017) investigated the impact of strategy for communication on the link between execution of a strategy at firm level and performance of the firm from middle-level management perspective in higher education institutions. The study investigated the impact of strategy of communication on the relation of execution of a strategy and

university performance. Organizational level of analysis (reward system, structure, size and culture) and strategy for communication were proposed constructs of independent variables. The total number of respondents was 236 people, who worked in Palestine Universities. The study discovered that certain execution strategy with certain strategy for communication resulted to enhanced performance using SEM-PLS to analyze the data. This study concentrated on university performance, whereas the main study focuses on commercial bank performance.

Kelvin-Iloafu (2016) examined the effective communication role in organizational strategic management. The primary goal was to look into the link between effective communication and organizational strategic management. We used a survey and a descriptive research design. The findings revealed that, while communicating effectively ensures firm success, it is heavily influenced by communication approaches, suitability and effectiveness of selected channel and accessibility of superiors to staff.

2.3.3 Strategic Evaluation on Performance

Ibrahim (2015) investigated the impact of evaluation of strategy on firm performance in Center Star Company Limited. The study's goal was to discover the impact of evaluation of strategy on firm performance using descriptive research. To select a sample of employees to partake in the survey, a stratified random approach was adopted. Descriptive and inferential statistics were used to interpret the results. According to the findings, strategy evaluation at CSC facilitates organizational direction setting by ensuring compliance to the organizational vision, streamlining operations to specific objectives, focusing on correcting strategic directions, and establishing common tactics and purpose. Strategy evaluation results aid in inspiring and motivating employees at CSC by allowing

employees to measure their performance; determining the nature of adjustments required; assisting employees in relating their objectives to those of the organization; good results inspire hard work; and information inspires better work.

Chepkwony (2016) conducted research at the Auditor General's Office on strategy execution, evaluation, and control impact on performance. The purpose was to ascertain how executing of strategy, assessment, and control impacts on organizational performance at Auditor General Office using the descriptive approach. The population of interest included 438 staff from the Auditor General's Office, including middle managers, front-line managers, and supervisors. Questionnaires were adopted to obtain information from a sample of 43 people. The collected data was quantitatively analyzed. The findings revealed that strategy execution, evaluation, and controls significantly influenced organizational performance in terms of achieving improved service delivery and resource efficiency. The ability to accurately assess, analyze, and relate success to incentives, as well as the ability to institutionalize a results-oriented culture and, ultimately, greater accountability for results had a negligible impact on firm performance. This study concentrated on organizational performance, whereas the current study focuses on commercial bank performance.

Nyariki (2016) investigated the impact of strategy evaluation approaches on KCB bank performance. The study's objectives were to explore approaches for strategy evaluation used by KCB and ascertain how those methods impact on KCB bank performance. The target population was staff at KCB comprising those in the management levels. To collect data for the research study, an interview guide was used. The information gathered analysis using analysis of content. It was observed that the practices of strategy evaluation at KCB

comprise benchmarking, use of IT, internal audit, appraisals, balanced score cards, certifications and accreditations, and surveys on customer satisfaction. This study was primarily concerned with the outcomes of the KCB bank. The current study focuses on the performance of Kenyan commercial banks.

Muiruri (2014) conducted research at the University of Nairobi on evaluation of strategy and practices of control. The overarching goal of this research was to learn about evaluation of strategy and practices of control at University of Nairobi. The primary information was gathered using an interview guide. The most common practices used by departments were identified through content analysis as performance appraisal and audits. According to the study's findings, evaluation and control were performed on a regular basis. Some departments carried out this practices quarterly, whereas others carried it out twice a year. The University of Nairobi was able to observe the performance of its various practice in relation to the strategic plan's set targets through evaluation. The assessment confirmed that the institution was on track to meet the strategic plan's objectives, and management were able to prevent any alterations from the plan's priorities and objectives by monitoring. This process has resulted in accountability to all university stakeholders. The best performing departments were identified using performance appraisals. This study concentrated on university performance, whereas the main study focuses on commercial bank performance.

2.3.4 Strategic Change on Performance

Broni (2016) conducted research on strategic modification and performance of staff; mediating goal of human capital in an AngloGold Ashanti –Obuasi Gold Mine case study. The study sought to develop a model for ascertaining human capital role as a moderator in

the link between strategic changes and performance of staff. Empirical evidence supporting the presence of this mediating effect was obtained by use of a sample from AngloGold Ashanti Ltd. Data was gathered from various functional groups within the research organization. The study is quantitative in nature, and a self-administered questionnaire was used as the survey method. The analysis was carried out using Ordinary Least Squares Regression Analysis. The Sobel test, among others, was used to assess mediation. According to the findings of the study, there exists a complete human capital mediation on strategic changes and performance of employees. The results supported the notion that strategic changes and human capital positively impacts on staff performance. This study concentrated on employee performance whereas the main study concentrated on organizational performance.

Atieno (2017) reviewed strategic change effects on performance of the organization. The goal was to ascertain the impact of strategic change on KWS performance. Hypothesis was developed. The population targeted was 144 staff at the firm headquarter in Nairobi and 79 replied. A descriptive study was used in the study, as well as a convenience sampling. A basic regression analysis was performed on the data using SPSS Version 21. The research findings indicated that strategic changes have a substantial effects on performance at KWS. The outcomes support the theory of change management by Lewin, which assists in identifying the strategic change outcomes and controlling the negative results in early phases of execution of strategic change so that organizational performance is not negatively influenced. This study concentrated on KWS performance, whereas the main study focuses on commercial bank performance.

Khadid (2017) focused on strategic change affects commercial banks performance in Nairobi CBD. Main goals were to ascertain the impact of strategic change on the commercial banks performance in Nairobi's CBD. A descriptive survey research method was used. The total population was 255 heads of departments drawn from 25 Nairobi CBD banks. To select 119 respondents, stratified and random sampling approaches were adopted. A questionnaire was used. To provide an overview of the overall trend, data was analyzed using descriptive statistical items like the mean, standard deviation, and variance. According to the results, changes in organizational structure, leadership style, technology, and employee training have a significant impact on commercial bank performance.

Makina and Keng'ara (2018) conducted research on how to manage strategic changes in the performance of Kenya's Nzoia Sugar Company. The purpose was to identify the main causes of Nzoia Sugar Firm milling cane low than 7000 tonnes daily target, the manner strategies are developed, executed and controlled, as well as sources of change resistance. A census method was used and the population comprise 44 employees from the company. The research was descriptive in nature. The research adopted primary and secondary information. The main tools for gathering primary data were structured and unstructured questionnaires. Multiple correlation analysis and descriptive statistics were adopted in the analysis. According to the findings, the majority of workers who resisted change were subordinates (67.7 percent), while managers resisted (6.5 percent). A positive link was found between improved performance and implementation of strategy. Change resistance and participation in change resistance had a negative correlation. This study concentrated on the performance of sugar companies, whereas the main study concentrates on the performance of commercial banks.

2.4 Summary of Literature Review and Research Gaps

Table 2.1 is a summary of studies reviewed. It focused on the focus of each study and findings, a study gap which the study aimed to fill was identified.

Table 2.1: Summary of Literature Review and Research Gaps

Author(S)	Focus of Study	Findings	Research Gap	Focus of Study
Ahmed (2016)	Support by top managers and project performance in Pakistan public sector projects	Each dimension of support by top management significantly impacts on project performance	This study was conducted in Pakistan's public sector	The current study focus was on strategy implementation practices and Kenyan commercial banks performance
Karungani and Ochiri (2017)	Impact of support by leaders and managers on procurement and firms performance in Nairobi County Government	Support of procurement by leaders and managers impacts positively on performance	The focus was on performance of Nairobi County Government	Focus on strategy implementation practices and commercial banks performance in Kenya
Rureri (2017)	The role of support by top managers on performance of steel manufacturing companies	Support by top management statistically significantly influences the performance of Kenyan Steel Manufacturing organizations	This study focus was on performance of Kenyan steel manufacturing organizations	Current focus on strategy execution practices and performance of Kenyan commercial banks
Stanikzai (2017)	Communicating effectively as a tool for improving firm efficiency in Afghan Relief Committee, Kabul.	There was direct link between communicating effectively and firm performance.	This study focus was on performance of Afghan Relief Committee, Kabul	The current study focused on strategy execution practices and commercial banks performance in Kenya

Okuneye, Lasisij, Omoniyi and Shodiya (2014)	Strategy for internal communication on performance in Nigerian service and manufacturing industries.	Effective communication is stressed to an appropriate level in Nigerian firms	This study focus was on performance of Nigerian service and manufacturing industry	The current study focused on strategy execution practices and commercial banks performance in Kenya
Awka Inebo, Nwankwo & Okonkwo (2015)	Impact of communicating effectively on firm performance in Nnamdi Azikiwe University	Communicating effectively is a solution to efficient and effective employee performance management	This study concentrated on performance of Nnamdi Azikiwe University	The current study concentrated on strategy implementation practices and commercial banks performance in Kenya
Chepkwony (2016)	Effects of strategy execution, assessment and control on performance of firms at auditor general offices	Strategy execution, assessment and control significantly influences on firm performance on attaining enhanced service delivery and efficient use of resources	This study focused on firm performance at auditor general office	The current study concentrated on strategy implementation practices and commercial banks performance in Kenya
Nyariki (2016)	The impact of evaluation of strategy on KCB bank performance	Practices of strategy evaluation comprise internal audits, bench marking, balance score card, appraisals of performance and and certifications	This study focused on performance at KCB bank	This study concentrated on strategy execution practices and performance of Kenyan commercial banks

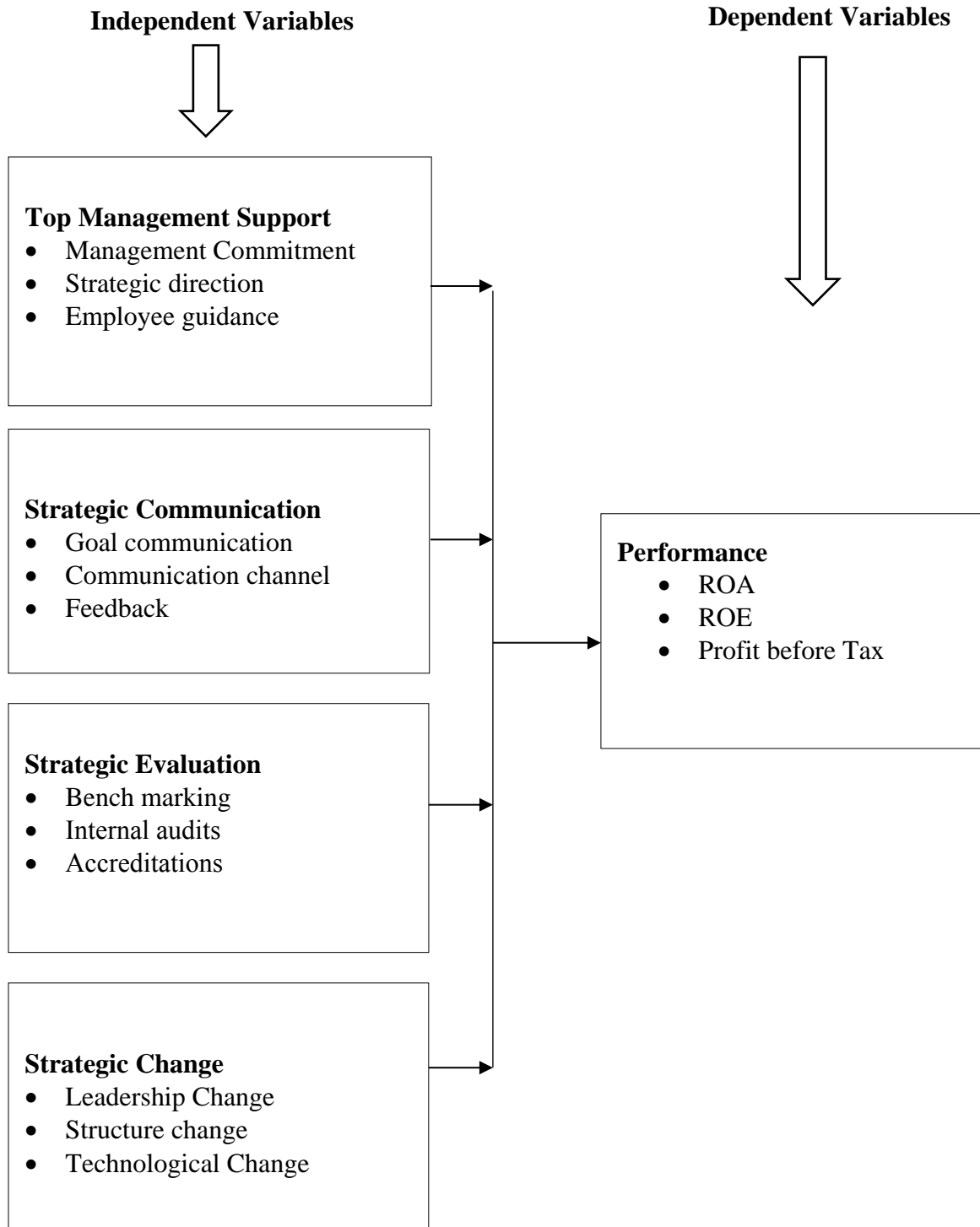
Broni (2016)	Strategic change and staff performance : human capital mediating role in Ashanti – Obuasi Gold Mine	The study revealed that human capital mediated strategic change and staff performance.	This study focused on employee performance	This study concentrated on strategy implementation practices and commercial banks performance in Kenya
Atieno (2017)	The effects of strategic change on the performance of KWS	Strategic change affects significantly performance at KWS	This study focused on KWS	The current study focused on strategy implementation practices and commercial banks performance in Kenya

Source: Researcher (2020)

2.5 Conceptual Framework

A conceptual structure is a succinct overview of the phenomena under investigation, along with a graphical visual representation of the study's major variables (Cooper & Schingler, 2006). A conceptual construct, according to Young (2009), is a diagrammatic representation of response and predictor variables. In this study it will be diagrammatically represent the association between practices of strategy implementation and performance.

Figure 2.1: Conceptual Framework



Source: Researcher (2020)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that the researcher used when conducting the study with a view to arrive at the desired results. It described the selected research design, population and sampling design. The chapter also covered data collection tools, pilot testing, reliability and validity and finally the data analysis ways.

3.2 Research Design

A descriptive research design was used. A descriptive design, according to Creswell (2013), involves detailed measurements and reporting of the distinctiveness of elements of a phenomenon under investigation, as well as explanations of phenomena, incidents, and circumstances. It was the best design to apply because it allows observation and description of a subject's actions without manipulating it in any way. It also facilitates the observation of the phenomenon in a fully normal and unaltered state (Kothari, 2014). This design is appropriate for this research because it allows for the integration of qualitative and quantitative data collection techniques. Hence, it helped in establishing the effects of strategy execution practices on commercial banks performance in Kenya.

3.3 Target Population

Ngechu (2004) notes population as a distinct category of individuals, activities, elements, or a collection of things or households that are the subject of a research-based investigation. The study was conducted at Guaranty Trust Bank head office in Nairobi County. The population targeted was management level employees at Guaranty Trust Bank Kenya. The unit of analysis was Guaranty Trust Bank while the unit of observation were the

management level employees. The management level employees were selected because they are highly involved in organization implementation activities. According to the human resources report in early 2019 from Guaranty Trust Bank, there were 168 management employees in the organization. The target population was therefore 168 respondents.

Table 3.1: Target Population

Category (Managers)	Frequency	Percent
Top level	28	17%
Middle level	46	29%
Low level	94	55%
Total	168	100%

Source: HR Report Guaranty Trust Bank (2019)

3.4 Sample Size and Sampling Technique

A sample is the smallest subset of a population that adequately represents the entire group (Saunders *et al.*, 2009). Sampling is the method of choosing and analyzing a small group of persons, items, or events in order to ascertain a characteristic of the whole population (Woods, 2006). The study used stratified random sampling in choosing the Top level, Middle level, and the Low level respondents. According to Woods (2006) stratified method is a way of probability sampling that divides the complete population into strata based on elements characteristics. According to Mugenda a population sample of at least 10% is suitable for social study. This study adopted a sample proportion of 70%. Therefore, the sample size was 118 respondents. Guest et al (2006) recommends 20% for a small number of n (sample size) compared to the general N (total population). However, the researcher increased the n to 70%, which according to Baguley (2004) the statistical power is improved by increasing the sample size.

Table 3.2: Sample Size

Category (Managers)	Frequency	% sample	Sample size
Top level	28	70%	20
Middle level	46	70%	32
Low level	94	70%	66
Total	168	70%	118

3.5 Data Collection instruments

The research gathered primary data. Questionnaires were used to obtain data. The questionnaire was structured into open ended and close ended questions. Questionnaires are chosen because they are successful data collection instruments because they encourage respondents to express their views on the issue under investigation. Kothari (2014) discovered that information collected from questionnaires is free of bias and researcher control, resulting in reliable and relevant data.

3.6 Pilot Test

The pilot study was carried out on a random sample of 20 respondents. The instruments were piloted in Nakuru town, which has similar characteristics to the one sampled for the main study. The results from the pilot study helped the researcher to refine the research tools by correcting ambiguities, misinterpretation and irritating language. This also helped to enhance their validity and reliability. The pilot study also helped to estimate the time sufficient for the interview.

3.7 Validity

According to Mugenda and Mugenda (2003), the quality of collected information is largely dependent on the tools for data collection validity and reliability. The researcher created the questionnaires on basis of the research questions and a pilot test was conducted with

sixteen respondents to refine the questions before data was collected. This helped in detecting weakness in design and instrumentation. Pilot testing also helped in measuring reliability and validity of the research tools. The extent to which the sample of test items reflects the material that the test is intended to assess is known as validity. The extent to which data obtained by use of a certain tool reflects a certain domain or substance of a certain definition is measured by content validity, which was used in this analysis. The researcher sought expert advice in this field to comment on the representation and suitability of the questions, as well as make correction suggestions. This made it easier to revise and modify the research instrument, which improved its validity.

3.8 Reliability

The reliability of a measure was improved by putting several similar things on it, measuring a diverse group of people, and by use of consistent testing ways. To assess the research tool's reliability, the researcher chose a pilot group of sixteen respondents from the targeted population. An internal accuracy approach using the Cronbach Alpha co-efficient was used to measure the instruments' reliability. The alpha value range from 0 to 1, with higher values showing higher reliability. A Cronbach Alpha co-efficient of 0.7 or higher indicates a good reliability. A general rule of thumb is that a coefficient of 0.6-0.7 shows acceptance reliability, with 0.8 or higher indicating decent reliability (Cronbach, 2000).

3.9 Data Collection Procedure

The questionnaires were provided to each respondent individually by the researcher. To accomplish this, the researcher had the questionnaires register, to know the questionnaires had been administered and which had been received. The questionnaires administration was by use of a drop and pick process to the sampled respondents.

3.10 Data Analysis and Presentation

Data preparations were performed on the completed questionnaires before processing the answers, which included editing, coding, entering, and cleaning the data. Data was coded using Statistical Package for Social Sciences (SPSS) version 23.0. The information gathered was evaluated using descriptive and inferential statistics. The descriptive statistics of frequencies, percentages, mean, and standard deviation were used to interpret quantitative data. Tables, graphs, and pie charts were used to show the data. Narrative analysis was used to examine qualitative evidence. This entails respondents reformulating their accounts, taking into account the importance of each case and the specific experiences of respondents.

Inferential statistics which include regression analysis was carried out to determine the relationship between the study variables.

The regression model was as follows;

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

Where:

Y = Performance

β_0 = Constant Term

$\beta_1, \beta_2, \beta_3, \beta_4$ = Beta Co-efficient

X_1 = Top management support

X_2 = Strategic communication

X_3 = Strategic evaluation

X_4 = Strategic change

ϵ = Error

3.11 Ethical Consideration

A letter of introduction was gotten from Kenyatta University. A National Commission for Science, Technology and Innovation (NACOSTI) research permit was also sought. The basis of this study was voluntary participation. Those willing to partake in the research signed a consent form. Anonymity was maintained as respondents were not needed to indicate their names. The information provided was used only for academic purposes and the information was kept confidential.

CHAPTER FOUR

DATA PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter presents study results focused on addressing the study goals. The main goal of the study was to establish the effects of strategy implementation practices on performance of Kenyan commercial banks. The study computed descriptive and inferential statistics which guided in presenting study findings.

4.2 Response Rate

A sample of 118 management level employees was selected and issued with questionnaires for data collection. Out of all questionnaires issued, the collected ones were 111 questionnaires with 7 deemed spoilt due to being incomplete. The response rate as shown in Table 4.1 show that the questionnaires returned formed a response rate of 94.1%. As per Mugenda and Mugenda (2013), 50% or higher response rate is sufficient.

Table 4.1: Response Rate

Questionnaire	Frequency	Percent
Returned	111	94.1
Incomplete	7	5.9
Total	118	100.0

Source: Research Data (2020)

4.3 Demographic Information

The general information in regard to the respondents is discussed in this segment. It was important to understand these characteristics as they are known to influence respondent's perceptions and attitudes (Robertson & Watts, 2016). The research specifically sought to

determine the gender, age, level of education and number of years respondents have been serving in the organization. The results were presented in subsections below.

4.3.1 Gender of Respondents

The gender distribution of study respondents was sought. The results obtained were as presented in Figure 4.1.

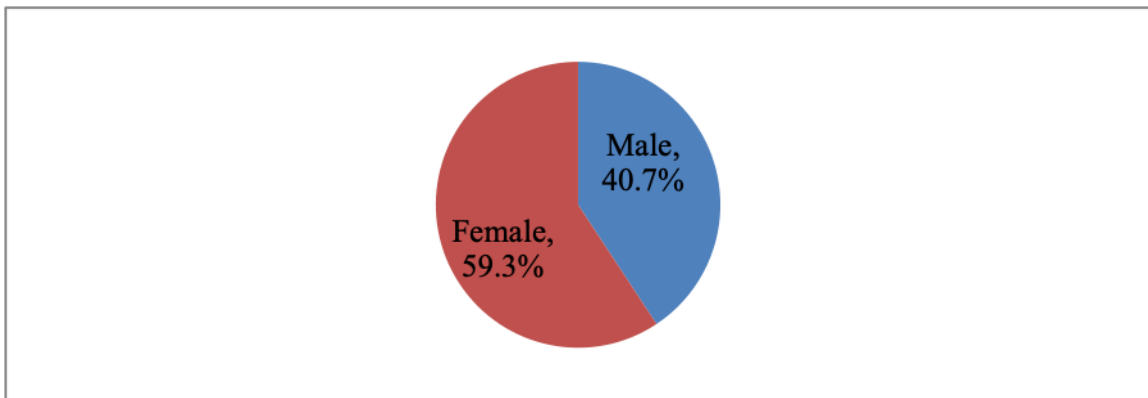


Figure 4.1: Gender of Respondents

Source: Research Data (2020)

Figure 4.1, demonstrates that 59.3% of the managers were female while 40.7% were male. Therefore, most (59.3%) of the respondents were female. These results demonstrate that the research respondents were male and female, indicating that the study was not biased against gender. It also shows that Guaranty Trust Bank is not gender biased when selecting their management level employees.

4.3.2 Respondents Age Brackets

The aim of the study was to determine the respondents' age range. The findings were as presented in Figure 4.2.

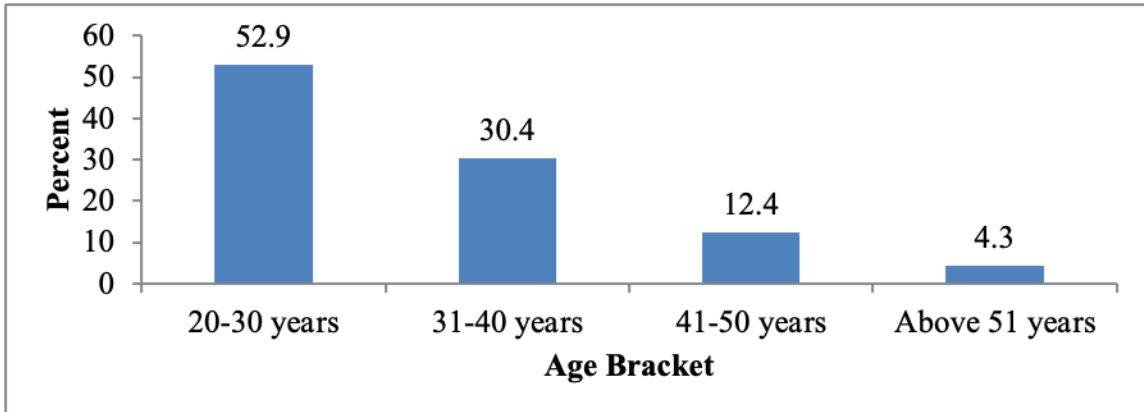


Figure 4.2: Age Bracket of Respondents

Source: Survey Data (2020)

As of the results presented in Figure 4.2, 52.9% of respondents specified that they were aged 20 to 30 years, 30.4% were aged 31 to 40 years, 12.4% age was between 41 and 50 years, while 4.3% aged was above 51 years. It can be observed that mainstream (52.9%) of the respondents were of the age between 20 and 30 years. The results demonstrate that the respondents were of various ages. The findings also show that Guaranty Trust Bank Kenya has management level employees of varied ages with majority being young employees.

4.3.3 Respondents Level of Education

The respondent's level of education was sought. The outcomes obtained were as presented in Figure 4.3.

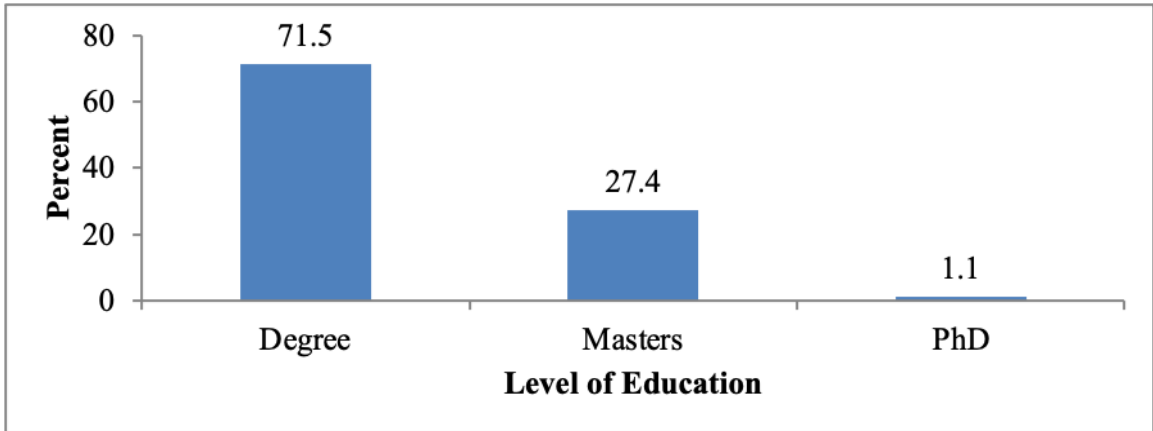


Figure 4.3: Respondents Level of Education

Source: Research Data (2020)

The findings presented in Figure 4.3 imply that 71.5% of the participants showed that they had degree as their highest education level, 27.4% had masters, while 1.1% had PhD. The findings show that the selected respondents had varied education levels. Majority (71.5%) had degree level of education; this suggests that management level employees in Guaranty Trust Bank have high level of education; this could also suggest that the bank considers level of education when selecting management employees. The different levels of education could also explain the different levels that the respondents held in the organization.

4.3.4 Respondents Length of Service in the Organization

The study sought to establish how long the respondents had been employed by the company. As shown in Figure 4.4, the results were as anticipated.

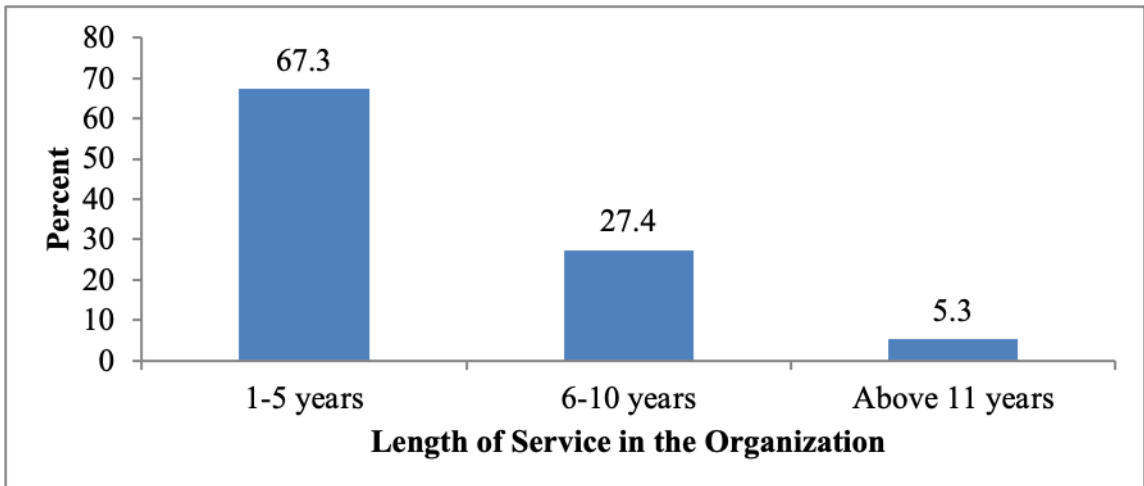


Figure 4.4: Respondents Length of Service in the Organization

Source: Research Data (2020)

The outcomes presented in Figure 4.4 show that 67.3% of the employees had worked in the firm for 1 to 5 years, 27.4% working period was 6 to 10 years while 5.3% working period was above 11 years. Therefore, participants had worked for the company for a variety of years. Majority (67.3%) having worked for between 1 and 5 years; this suggest that they had worked for quite some time and as a result, they were able to provide the data required for the analysis.

4.4 Descriptive Statistics

In this segment, the results are presented on the basis of the specific goals of the study. This section mainly presented findings on the likert scale questions where respondents were obliged to show their satisfaction level with numerous statements associated with influence of practices of strategy implementation on performance of Kenyan commercial banks. Scale 1-very dissatisfied, 2-somewhat dissatisfied, 3-fairly well satisfied, 4- very satisfied, 5- completely satisfied. The values for mean and standard deviations were used for interpretation of the results where a mean of 0-1.4 meant that the respondents were very

dissatisfied, a mean of 1.4-2.4 meant they were somewhat dissatisfied, 2.5-3.4 meant that they were fairly well satisfied, a mean of 3.5-4.4 meant they were very satisfied, and a mean of 4.5-5 meant they were completely satisfied.

4.4.1 Top Management Support

Respondents rated how satisfied they were with different statements about the impact of top management support. The findings obtained were as presented in Table 4.2.

Table 4.2: Top Management Support on Performance

Statements	Mean	Std. Dev.
The banks top management is in the front line in implementation process	3.982	1.37
The top management communicate new organization strategies early to avoid resistance	3.948	1.263
The bank's top management work together with other employees in implementing strategies	3.889	1.381
The top managers communicate the importance of a new strategy and how it will benefit everyone in the organization	3.863	1.326
The banks top management guide the implementation process	3.777	1.275
The top management ensures that the core competencies needed for implementation are available by hiring talented employees	3.738	1.320
The top management provides support to staff and provides direction to the all organization	3.698	1.331

Source: Research Data (2020)

From the outcomes presented in Table 4.2, shows that the participants were very satisfied that the banks top management is in the front line in implementation process (M=3.982); the top management communicate new organization strategies early to avoid resistance (M=3.948); the bank's top management work together with other employees in implementing strategies (M=3.889); the top managers communicate the importance of a new strategy and how it will benefit everyone in the organization (M=3.863); the banks top

management guides the implementation process (M=3.777); the top management ensures that the core competencies needed for implementation are available by hiring talented employees (M=3.738); the top management provides support to staff and provides direction to the all organization (M=3.698).

The study findings are in agreement with Al Shaar, Khattab, Alkaied and Manna (2015) support by top managers impacts on synergy of firm structure and IT. It also agrees with Karungani and Ochiri (2017) that the managers are given the responsibility of policy formulation, vision and firm goals; making sure staff are committed to firm goals; give guidance to support workers and give direction in the whole firm. In addition, leaders and managers create collaborations between firm members in the procurement department in effect resulting to performance improvement.

4.4.2 Strategic Communication

Respondents rated how satisfied they were with different statements about the impact of strategic communication on performance. Table 4.3 shows the findings.

Table 4.3: Strategic Communication on Performance

Statements	Mean	Std. Dev.
The banks have adopted technology mode of communication to improve organization operations	3.994	1.476
Important information in the organization is communicated at the right time	3.961	1.476
The use of technology in passing information has ensured efficiency and effectiveness in the organization	3.955	1.546
The organization has adopted vertical communication to improve coordination of activities	3.915	1.343
Clarity of information is ensured before conveying the information to the intended users	3.856	1.525
The bank provides timely feedback to improve operations in the organization	3.836	1.220

The organization has a department responsible of ensuring that there is proper communication in the organization	3.836	1.426
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Source: Research Data (2020)

The findings in table 4.3 demonstrate that the participants were very satisfied that the bank has adopted technology mode of communication to improve organization operations (M=3.994); important information in the organization is communicated at the right time (M=3.961); the use of technology in passing information has ensured efficiency and effectiveness in the organization (M=3.955); the organization has adopted vertical communication to improve coordination of activities (M=3.915); clarity of information is ensured before conveying the information to the intended users (M=3.856); the bank provides timely feedback to improve operations in the organization (M=3.836); and that the organization has a department responsible of ensuring that there is proper communication in the organization (M=3.836).

The study findings are in agreement with those of Kelvin-Iloafu (2016) that while successful communication ensures organizational performance, it is heavily influenced by communication patterns used, the efficacy and channel suitability, and how responsive or open supervisors are to subordinates. It also agrees with Okuneye, Lasisij, Omoniyi and Shodiya (2014) that the scope of successful business communication activities varies depending on the type of business (service or manufacturing) and its size.

4.4.3 Strategic Evaluation

Respondents rated how satisfied they were with different statements about the impact of strategic evaluation on performance. The outcomes obtained were as presented in Table 4.4.

Table 4.4: Strategic Evaluation on Performance

Statements	Mean	Std. Dev.
Strategic assessment ensures effective strategy execution through its method of control, feedback, incentives, and analysis.	4.007	1.251
Strategic evaluation guides the organization toward achieving its longer term mission and vision	3.994	1.343
Strategic evaluation aids the company in determining the strategy's appropriateness in a diverse environment characterized by socioeconomic, political, and economic interventions	3.988	1.475
Strategic evaluation helps the organization to assess the decisions that match the intended strategy requirements	3.961	1.674
The bank provides training to its employees to ensure an efficient strategy implementation	3.902	1.235
Strategic evaluation guides the organization in Measuring performance to determine what has been achieved	3.830	1.441
Strategic evaluation in the organization provides a large amount of information useful in new strategic planning	3.817	1.142

Source: Research Data (2020)

The findings presented in Table 4.4 express that the participants were very satisfied that strategic assessment ensures effective strategy execution through its method of control, feedback, incentives, and analysis (M=4.007); strategic evaluation guides the organization toward achieving its longer term mission and vision (M=3.994); strategic evaluation helps the organization to assess the strategy suitability in dynamic world with socio-economic, political and economic interventions (M=3.988); strategic evaluation helps the organization to assess the decisions that match the intended strategy requirements (M=3.961); the bank provides training to its employees to ensure an efficient strategy implementation (M=3.902); strategic evaluation guides the organization in Measuring performance to determine what has been achieved (M=3.830); and that strategic evaluation in the organization provides a large amount of information useful in new strategic planning (M=3.817).

The study findings concurs with Ibrahim (2015) the strategy assessment aids organizational direction setting by ensuring organizational vision enforcement, streamlining operations to clear goals, correcting strategic directions, and establishing common strategies and intent. Employees are inspired and motivated by strategy assessment results because they are able to evaluate their success, determine the type of changes required, and compare their goals to those of the company. Good outcomes motivate people to work harder, and knowledge motivates people to work harder.

4.4.4 Strategic Change

Respondents indicated their level of satisfaction with the statements about the impact of strategic change on performance. Table 4.5 displays the outcomes obtained.

Table 4.5: Strategic Change on Performance

Statements	Mean	Std. Dev.
The use of new technologies in the organization operations has improved service delivery	3.975	1.169
The organization rearranges its business structure to follow a new business model	3.955	1.199
The organization operations are flexible to improve strategy implementation	3.902	1.235
The organization changes how workers and departments report to meet new organization requirements	3.902	1.345
Employees in the organization are given new responsibilities for efficient implementation	3.836	1.207
The organization culture is able to incorporate new organization strategies	3.830	1.300
Leadership change in the organization determines the strategic direction in implementations	3.764	1.168

Source: Survey Data (2020)

Table 4.5 show that the respondents were very satisfied that the use of new technologies in the organization operations has enhanced delivery of services (M=3.975); the organization rearranges its business structure to follow a new business model (M=3.955); the organization operations are flexible to improve strategy implementation (M=3.902); the organization changes how workers and departments report to meet new organization requirements (M=3.902); employees in the organization are given new responsibilities for efficient implementation (M=3.836); the organization culture is able to incorporate new organization strategies (M=3.830) and that leadership change in the organization determines the strategic direction in implementations (M=3.764).

The findings of the study concurs with Makina and Keng'ara (2018) that there exists a positive association on improved performance and strategy implementation, and a negative association on resistance to change and participation in resistance to change.

4.4.5 Performance

Respondents gave their level of satisfaction on statements about commercial banks performance. The results provided were analyzed and presented in Table 4.6.

Table 4.6: Performance of Commercial Banks

Statements	Mean	Std. Dev.
The organization, sources of income have been on the increase	4.021	1.265
The organization assets base has been on the increase	3.961	1.149
The organization's customer base has been increasing.	3.896	1.210
The organization equity has been growing	3.836	1.234
The organization profits before tax has been on the rise	3.836	1.313
In the organization, the number of job opportunities has been on the rise	3.810	1.142
The operational cost has been reducing	3.803	1.248

Source: Survey Data (2020)

Outcomes in Table 4.6 show that the participants were very satisfied that the organization, sources of income have been on the increase (M=4.021); the organization assets base has been on the increase (M=3.961); the organization's customer base has been increasing (M=3.896); the organization equity has been growing (M=3.836); the organization profits before tax has been on the rise (M=3.836); in the organization, the number of job opportunities has been on the rise (M=3.810); and that the operational cost has been reducing (M=3.803). The findings of the study agree with Ekawati (2014) that the competitiveness of the company, organizational efficiency, and industry ranking are all common corporate performance metrics. It also concurs with Galgallo (2015) that strategic change involves identifying the key tasks to be performed, allocation of these tasks to staff, providing for coordination of different tasks, the design and installation of suitable management system; this results in enhanced performance.

4.5 Inferential Statistics

So as to determine the link of the dependent and independent variables, the study used inferential statistics. The study ran a multiple regression analysis on the data.

4.5.1 Multiple Regression Analysis

This was computed to find out the effects of strategy implementation practices on commercial banks performance: A case of Guaranty Trust Bank Kenya. The results were described in three tables, each of which was addressed in detail in the subsections below.

4.5.1.1 Model Summary

The degree of variance in the response variable that could be elucidated by deviations in the response variables is shown in the model description. The aim of this study was to see how much variation there was in commercial bank performance in Kenya that could be

explained by changes in strategic change, strategic communication, top management support, and strategic evaluation.

Table 4.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852 ^a	.726	.702	.05774

a. Predictors: (Constant), Strategic Change, Strategic Communication , Top Management Support , Strategic Evaluation

Source: Survey Data (2020)

The outcomes in table 4.7 displays that the adjusted R² value is 0.702; this implies that 70.2% variations in performance could be described by changes in strategic change, strategic communication, top management support, and strategic evaluation. The remaining 29.8% suggests that there are other factors that were not included in this study model that could be used to explain variances in outcomes of commercial banks. The results also show that the correlation coefficient (R) value is 0.852 which suggests a strong correlation; therefore, the study variables can be said to be strongly and positively correlated.

4.5.1.2 Analysis of Variance

ANOVA is used to examine if the model is significant; i.e. whether it perfectly fits the data.

In this study, the model significance was established at 5% significance level.

Table 4.8: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.390	4	.847	254.152	.000 ^b
Residual	.353	106	.003		
Total	3.743	110			

a. DV: Performance

b. Predictors: (Constant), Strategic Change, Strategic Communication , Top Management Support , Strategic Evaluation

Source: Research Data (2020)

Table 4.8 demonstrate that the model's significance is 0.000, is below the chosen amount of significance (0.05); this indicates that the significance of the model. Further, the value for F-calculated was (254.152) which is higher than the value of F-critical value from f-distributions table ($F_{4,106}=2.457$). This supports the significance of the model and suggests that strategic change, strategic communication, top management support, and strategic evaluation can be used to predict performance of commercial banks in Kenya.

4.5.1.3 Beta Coefficients of the Study Variables

In the modelled equation, the coefficients of beta were fixed to form the equation for regression used to predict performance of commercial banks using the variables strategic change, strategic communication, top management support, and strategic evaluation. Table 4.9 shows the results.

Table 4.9: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.815	0.092		8.859	0.000
Top Management Support	0.386	0.073	0.545	5.288	0.001
1 Strategic Communication	0.125	0.038	0.146	3.289	0.031
Strategic Evaluation	0.201	0.048	0.268	4.188	0.003
Strategic Change	0.189	0.047	0.195	4.021	0.019

Source: Research Data (2020)

The following regression equation was fitted based on the results in table 4.9;

$$Y = 0.815 + 0.386X_1 + 0.125X_2 + 0.201X_3 + 0.189X_4 + \epsilon$$

From the regression equation above, it can be observed that when the variables (strategic change, strategic communication, top management support, and strategic evaluation) are

held to a constant zero, then performance of Kenyan commercial banks will be at a constant value of 0.815.

On top management support, the findings show that it has a significant influence on performance; as indicated (0.001) below (0.05) selected significance level. Also, top management support positively influences performance ($\beta=0.386$). Therefore, it could be said that top manager's support has a positive significant influence on commercial banks performance in Kenya.

The results also show that strategic communication significantly influences commercial banks performance in Kenya as indicated by p-value (0.031) less than 0.05. Strategic communication is also seen to have positive influence on performance ($\beta=0.125$). Therefore, strategic communication can be said to have a positive significant influences on commercial banks performance.

On strategic evaluation, the findings showed that strategic evaluation has significant influences on commercial banks performance as demonstrated by p-value (0.0003) less than chosen (0.05) significance level. Results also show that strategic evaluation positively influences performance ($\beta=0.201$). These findings suggest that strategic evaluation positively and significantly influences commercial banks performance in Kenya.

With regard to strategic change, the study showed that strategic change has significant influences on performance as indicated by p-value (0.019) is below (0.05) which is the selected significance level. The study further established that strategic change has positive influences on commercial banks performance ($\beta=0.189$). These outcomes imply that

strategic change positively and significantly influences performance of Kenyan commercial banks.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the results, the conclusions drawn from the findings, and the recommendations taken as a result of the results. Inferences drawn and recommendations made address the objectives. The main objective of the study was to establish the effects of strategy implementation practices on commercial banks performance in Kenya: A case of Guaranty Trust Bank Kenya.

5.2 Discussion of Findings

The report provides a discussion of results focused on the study's objectives in this section. The study specific objectives were; to investigate the effect of top management support, strategic communication, strategic evaluation and strategic change on performance of Kenyan commercial banks.

5.2.1 Top Management Support

According to the findings, the bank's top management is at the forefront of the implementation process; the top management communicate new organization strategies early to avoid resistance; the bank's top management work together with other employees in implementing strategies; the top managers communicates the importance of a new strategy and how it will benefit everyone in the organization; the banks top management guide the implementation process; the top management ensures that the core competencies needed for implementation are available by hiring talented employees; the top management provides support to staff and provides direction to the all organization.

5.2.2 Strategic Communication

The study established that the banks has adopted technology mode of communication to improve organization operations; important information in the organization is communicated at the right time; the use of technology in passing information has ensured efficiency and effectiveness in the organization; the organization has adopted vertical communication to improve coordination of activities; clarity of information is ensured before conveying the information to the intended users; the bank provides timely feedback to improve operations in the organization; and that the organization has a department responsible of ensuring that there is proper communication in the organization.

5.2.3 Strategic Evaluation

The study found that strategic assessment ensures effective strategy execution through its method of control, feedback, incentives, and analysis; strategic evaluation guides the organization toward achieving its longer term mission and vision; strategic evaluation helps the organization to assess the appropriateness of the strategy in dynamic world with socio economic, political and economic interventions; strategic evaluation helps the organization to assess the decisions that match the intended strategy requirements; the bank provides training to its employees to ensure an efficient strategy implementation; strategic evaluation guides the organization in Measuring performance to determine what has been achieved; and that strategic evaluation in the organization provides a large amount of information useful in new strategic planning.

5.2.4 Strategic Change

The study found that using new technologies in the organization operations has upgraded service delivery; the organization rearranges its business structure to follow a new business

model; the organization operations are flexible to improve strategy implementation; the organization changes how workers and departments report to meet new organization requirements; employees in the organization are given new responsibilities for efficient implementation; the organization culture is able to incorporate new organization strategies and that leadership change in the organization determines the strategic direction in implementations.

5.3 Conclusions

On top management support, it was noted that the support provided by top managers significantly influences performance. The relationship was also positive for the managers support and performance. The conclusion was that support by senior management has a positive significant influence on performance of Kenyan commercial banks. Implying that a unit upturn in top management support will result to an increase in commercial banks performance.

It was also noted that strategic communication significantly influences performance of banks in Kenya. Strategic communication was also positively related to performance. Therefore, from those outcomes, the study concluded that strategic communications have an optimal significant influences on outcomes of Kenyan commercial banks. This is an indication that an increase in strategic communication will result to an upturn in commercial banks performance in Kenya.

On strategic evaluation, the study found that strategic evaluation has significant influence on performance. It was also indicated that strategic evaluation positively influences performance. From these study findings, the study concludes that strategic evaluation positively and significantly influences commercial banks performance. Therefore, an

upturn in strategic evaluation would cause an upturn in Kenyan commercial banks performance.

With regard to strategic change, the study established that strategic change had significant influence on performance. The study further indicated that strategic change optimally influences commercial banks performance. Based on these discoveries, the study concludes that strategic change positively and significantly influences performance of Kenyan commercial banks. Therefore, improvement in strategic change will result in an upturn in commercial banks performance.

5.4 Recommendations

Based on the conclusions, the study recommends that:

1. It was established that upturn in top manager's support will result to an upturn in performance. The study therefore recommends top management in commercial banks to ensure that they support any implementation taking place in the organization. This can be achieved by them showing their commitment toward the implementation process.

The study also recommends management of banks to always offer directions that can guide the implementation process to ensure its success. In addition, it is the top managers duty in the organization to direct its workers to ensure strategy implementation is successful.

The study also recommends the management of commercial banks to conduct frequent internal audits; this will help the bank to see its progress and also the information obtained from the audit can be used to make informed decisions.

2. Increasing strategic communication results to improved performance. The study therefore recommends commercial banks to embrace effective and efficient forms/channels of communication. It is also imperative for top managers and other supervisors to ensure that they provide immediate/timely feedback; this will facilitate successful implementation of set strategies which in return ensures improved organizational performance.
3. Increase in strategic evaluation leads to upturn in performance of Kenyan commercial banks. It is therefore suggested that managers' of Kenyan commercial banks to ensure that they have collected enough information on the progress of strategic plans. This can be achieved by them having benchmarks on other successfully implemented strategies and use this information to assess where change is needed.
4. An increase in strategic change leads to an upturn in performance of commercial banks. It was therefore recommended that management of commercial banks to conduct due diligence to establish which change can best suit its organization.

The study recommends the adoption of new technology which will enhance performance by ensuring efficiency and effectiveness in service provision and could also lower operational costs. It is also important for the organization to embrace the best form of leadership; one that will encourage effective performance of employees within the organization.

5.5 Suggestions for Further Studies

The main objective of this research was establishing the effects of strategy implementation practices on performance of Kenyan commercial banks: A case of Guaranty Trust Bank Kenya. This was a case study; there is therefore need for other studies to be conducted in

other commercial banks to facilitate comparison as well as generalization of the research findings. The strategic implementation strategies that were focused on in this study were able to explain only 70.2% variations in commercial banks performance; It was therefore suggested that a study to be done using other strategies that can describe the remaining percentage of variations in performance; this includes budgeting and resource allocation etc.

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APPENDICES

Appendix I: Approval Letter



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Internal Memo

FROM: Dean, Graduate School

DATE: 29th September, 2020

TO: Ben Sichenga Wakukha
C/o Business Administration Dept.

REF: D53/ CTY/PT/33869/2015

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 11th September, 2020 approved your Research Project Proposal for the MBA Degree Entitled, "Strategy Implementation Practices and Performance of Commercial Banks in Kenya: The Case of Guaranty Trust Bank Kenya Limited."

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 Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

A handwritten signature in blue ink, appearing to read 'JL'.

JACKSON LUVUSI
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration Department.

Supervisors:

I. Dr. Reuben Njuguna
C/o Department of Business Administration
Kenyatta University

Appendix II: Introductory Letter

Ben Shichenga

Kenyatta University,

Dear Respondents,

RE: DATA COLLECTION

I am Ben Shichenga, a Master's student at Kenyatta University. I'm conducting an academic research on **STRATEGY IMPLEMENTATION PRACTICES AND PERFORMANCE OF COMMERCIAL BANKS IN KENYA: THE CASE OF GUARANTY TRUST BANK KENYA LIMITED**. This letter is to respectfully request that you answer to the questions in the questionnaire attached.

This research is solely for academics, and your personal details will be kept private..

Please accept my sincere gratitude for agreeing to participate in the study.

Yours truly,

Ben Shichenga

Appendix III: Questionnaire

Kindly tick appropriately

Section A: General Information

1. Kindly indicate your gender
Male () Female ()

2. What is your age bracket?
20-30 years ()
31-40 years ()
41-50 years ()
Above 51 years ()

3. What is your highest level of education?
Certificate ()
Diploma ()
Degree ()
Masters ()

4. How long have you been working in the organization
1-5 years ()
6-10 years ()
Above 11 years ()

Using the scale **1-very dissatisfied, 2-somewhat dissatisfied, 3-fairly well satisfied, 4-very satisfied, 5- completely satisfied**, kindly respond to the statements in section, B,C,D,E,F

Section B: Top Management Support

5. Indicate your satisfaction level on the statements regarding the impact of top management support on performance of commercial banks in Kenya?

Statements	1	2	3	4	5
The banks top management is in the front line in implementation process					
The banks top management guide the implementation process					
The bank's top management work together with other employees in implementing strategies					
The top management ensures that the core competencies needed for implementation are available by hiring talented employees					
The top management provides support to staff and provides direction to the all organization					
The top management communicate new organization strategies early to avoid resistance					
The top managers communicates the importance of a new strategy and how it will benefit everyone in the organization					

6. How does top management support impact on performance of Kenyan commercial banks?

.....

Section C: Strategic Communication

7. Indicate your satisfaction level on the statements regarding the impact of strategic communication on performance of commercial banks in Kenya.

Statements	1	2	3	4	5
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The bank provides timely feedback to improve operations in the organization					
The organization has adopted vertical communication to improve coordination of activities					
Important information in the organization is communicated at the right time					
Clarity of information is ensured before conveying the information to the intended users					
The banks has adopted technology mode of communication to improve organization operations					
The use of technology in passing information has ensured efficiency and effectiveness in the organization					
The organization has a department responsible of ensuring that there is proper communication in the organization					

8. How does strategic communication impact on performance of Kenyan commercial banks?

.....

Section D: Strategic Evaluation

9. Indicate your satisfaction level on the statements regarding the impact of strategic evaluation on performance of Kenyan commercial banks?

Statements	1	2	3	4	5
Strategic evaluation guides the organization toward achieving its longer term mission and vision					
Strategic evaluation guides the organization in Measuring performance to determine what has been achieved					

Strategic evaluation helps the organization to review the strategy suitability in dynamic world with socio-economic, political and economic interventions					
Strategic evaluation helps the organization to examine the decisions that relate to the supposed strategy requirements					
Strategic evaluation, through its procedure of control, feedback, rewards and review ensures successful strategy implementation					
Strategic evaluation in the organization provides a large amount of information useful in new strategic planning					
The bank provides training to its employees to ensure an efficient strategy implementation					

10. How does strategic evaluation impact on performance of Kenyan commercial banks?

.....
.....

Section E: Strategic Change

11. Indicate your satisfaction level on the following statements about the impact of strategic change on performance of Kenyan commercial banks?

Statements	1	2	3	4	5
Leadership change in the firm ascertains the strategic direction in implementations					
Usage of novel technologies in the firm operations has improved delivery of services					
The organization operations are flexible to improve strategy implementation					
The organization culture is able to incorporate new organization strategies					

Employees in the organization are given new responsibilities for efficient implementation					
The organization changes how workers and departments report to meet new organization requirements					
The organization rearranges its business structure to follow a new business model					

12. How does strategic change on performance of Kenyan commercial banks?

.....

.....

.....






Section F: Performance

13. Indicate your satisfaction level on the following statements about performance of commercial banks.

Statements	1	2	3	4	5
The organization assets base has been on the increase					
The organization equity has been growing					
The operational cost has been reducing					
The organization profits before tax has been on the rise					
The organization's customer base has been increasing.					
The organization, sources of income have been on the increase					
In the organization, the number of job opportunities has been on the rise					

THANK YOU

Appendix IV: Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 925648	Date of Issue: 16/October/2020
RESEARCH LICENSE	
	
This is to Certify that Mr. Shichenga Ben Wakukha of Kenyatta University has been licensed to conduct research in Nairobi on the topic: STRATEGY IMPLEMENTATION PRACTICES AND PERFORMANCE OF COMMERCIAL BANKS IN KENYA: A CASE STUDY OF GUARANTY TRUST BANKKENYA LTD IN NAIROBI COUNTY, KENYA for the period ending : 16/November/2020.	
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Applicant Identification Number	Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
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Appendix IV: Declaration of Originality Form

APPENDIX I



UNIVERSITY KENYATTA

DECLARATION OF ORIGINALITY FORM (FOR STUDENTS)

This form must be dully completed by the student and signed for all scholarly works submitted to the University for Examination.

Name of student BEN SHICHENGA Reg. No. D53/LTY/PT/33869/2015

Names of supervisors (i) DR. REMBEN NJUGUNA (ii) _____

Campus LITY School BUSINESS Department BUSINESS
ADMINISTRATION

Name of the Programme MASTER OF BUSINESS ADMINISTRATION -
STRATEGIC MANAGEMENT OPTION

Indicate whether Essay, Term paper, Report, Masters thesis/Project or PhD Thesis
MASTERS PROJECT

Title of the work STRATEGY IMPLEMENTATION PRACTICES AND
PERFORMANCE OF COMMERCIAL BANKS IN KENYA. THE
CASE OF GUARANTY TRUST BANK KENYA LIMITED

Supervisors (i) DR. REMBEN NJUGUNA (ii) _____

(iii) _____

Declaration

1. I understand what Plagiarism is and I am aware of the University's policy in this regard.

Appendix V: Plagiarism Clearance Certificate



KENYATTA UNIVERSITY

PLAGIARISM CLEARANCE CERTIFICATE (FOR STUDENTS)

Name of student: BEN SHICHENGA
Registration No: D53/CTY/PT/33869/2015
School: BUSINESS
Department: BUSINESS ADMINISTRATION
Type of scholarly work: MASTERS PROJECT
I Supervisor, DR. RUGEN NJUGUNA wish to declare that I have examined the aforementioned scholarly work by the above-named student and have submitted it for assessment/publication, having confirmed that the work is free of any plagiarized material.

Name: DR. RUGEN NJUGUNA Signature: [Signature] Date: 17/04/2020

Chairman of School Board of Postgraduate Studies

Name: Signature: Date:

Appendix VI: Plagiarism Report

**STRATEGY IMPLEMENTATION PRACTICES AND
PERFORMANCE OF COMMERCIAL BANKS IN KENYA: THE
CASE OF GUARANTY TRUST BANK KENYA LIMITED**

ORIGINALITY REPORT

24%

SIMILARITY INDEX

19%

INTERNET SOURCES

8%

PUBLICATIONS

10%

STUDENT PAPERS

MATCH ALL SOURCES (ONLY SELECTED SOURCE PRINTED)

< 1%

★ Submitted to University College London

Student Paper

Exclude quotes Off

Exclude matches Off

Exclude bibliography Off