

**INFLUENCE OF BUSINESS STRATEGIES ON CHANGE MANAGEMENT
AMONG DEPOSIT-TAKING SAVINGS AND CREDIT COOPERATIVES IN
NAIROBI COUNTY, KENYA.**

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**A Thesis Submitted in the School of Business and Economics in Partial
Fulfilment of the Requirement for the Conferment of Degree of Master of
Business Administration (Strategic Management) of Kenya Methodist
University**

SEPTEMBER 2024

DECLARATION AND RECOMMENDATION

I declare that this thesis is my original work and has not been presented for a degree or any other award in any university

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DEDICATION

This research thesis is dedicated to my dear wife, Rebecca Wangusi, who has been supportive throughout my Masters's Programme and kept encouraging me when I almost gave up owing to numerous demands. I celebrate you.

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I would like to express my sincere gratitude to everyone who has contributed to the completion of this research thesis. I give God all the glory, for bringing me this far and providing me with strength, knowledge, and vitality that has helped me to make this research thesis a reality. Special thanks to my family for their unwavering support and encouragement throughout this journey. Their love and support have sustained me through the challenges of this research. I also received moral and financial support, encouragement, and understanding when I was not there for them whilst working on my research thesis; I would not have made it this far without them. Last but not least, sincere gratitude to my supervisors for their guidance, selfless dedication, and encouragement in making this research thesis a reality. Their guidance, support, and encouragement throughout this research thesis have been immense. Their invaluable insights and feedback have greatly improved the quality of this research.

God bless you all.

ABSTRACT

Savings and Credit Cooperative Organizations have a vital impact on the economy of Kenya as they contribute significantly not only to the achievement of the pillars of Vision 2030, but also to the African Union's Vision 2063 agenda, and the United Nations' Sustainable Development Goals. However, they operate in an unpredictable environment that threatens their sustainability and calls for change management practices. This study evaluated the influence of business strategies on the efficiency of change management in Cooperatives that take member deposits in Nairobi County, Kenya. Specifically, the study aimed to determine the influence of product diversification, member participation, rebranding, and monitoring & evaluation strategies on SACCOs' ability to manage change. The study was anchored on the Product Life Cycle, Kotter 8-step and Kurt Lewin's change management Theory. The study adopted a descriptive research design, of 90 Deposit Taking Cooperative societies with head offices registered in Nairobi County as the unit of analysis, and 330 managers drawn from SACCOS in five different sectors as the target population. The study used stratified random sampling where 30% of members from each group were chosen for the sample, resulting into a sample size of 99 respondents for the study. Primary data was collected using structured questionnaires, with the criterion predictive validity model applied to test for validity and Cronbach's alpha coefficient applied to compute reliability. Data was gathered using the drop-and-pick-later method, while data analysis involved the utilization of both inferential and descriptive statistics. The research findings indicated a significant and positive relationship between product diversification, member participation, rebranding, monitoring and evaluation strategies, and change management efficiency. The regression analysis showed that a single-unit increase in product diversification, rebranding, member participation, and monitoring and evaluation led to increased change management efficiency. The research established that SACCOs are risk-averse and tend to avoid new territories, which exposes them to stiff competition from other financial players. Consequently, the study recommended that SACCOs should diversify into entirely new and unrelated products, invest in products for the youth, invest in Member Education forums to increase member participation in the SACCO's affairs, and regularly review and monitor their strategies through periodic strategic reviews. The study further suggested that the rebranding strategy should not only be used as a tool for opening the common bond but also for increasing the SACCO outlook to a national and even international level. In summary, this study provided valuable insights into the SACCO sector's resilience and adaptability, emphasizing the need for strategic agility in an unpredictable landscape. The study's findings have significant implications for SACCOs seeking to enhance their change management capabilities and better position themselves in the competitive financial services industry.

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ABBREVIATIONS AND ACRONYMS

CSA	Cooperative Societies Act
FOSA	Front Office Savings Account
SACCO	Savings and Credit Cooperatives
SASRA	SACCO Society's Regulatory Authority
SPSS	Statistical Package for Social Scientists
SSA	SACCO Societies Act
UN	United Nations
AGM	Annual General Meetings
SDGs	Sustainable Development Goals

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

This study analysed the impact of various business strategies on the efficiency of change management within deposit-taking SACCOs in Nairobi, Kenya. The study specifically investigated the influence of product diversification, member participation, rebranding, and Monitoring & evaluation strategies on change management efficiency among deposit-taking Cooperatives in Nairobi, Kenya. This chapter introduced the study including the study's background, the statement of the problem, objectives of the research, hypothesis, rationale, scope of the study, limitations, and assumptions.

United Nations in 2015 set up the Sustainable Development goals with the aim of improving worldwide peace and prosperity (United Nations [UN], 2015). The primary objective of the SDGs is to eliminate poverty in every form for 97% of the global population by 2030 (UN, 2015). The African Union Vision 2063 supports this objective by striving to uplift people from poverty through the 8 Goals (African Union, 2013). Regrettably, Africa currently holds the highest percentage of poverty rates worldwide with a poverty rate of approximately 35.5% which is 6.8 times higher than the global average (World Bank, 2016). Various international organizations such as the International Labour Organization, the United Nations and the International Cooperative Alliance all acknowledge cooperatives' potential to achieve the United Nations' sustainable development goals, specifically in the fight against poverty (International Cooperative Alliance, 2018).

Cooperatives foster economic growth while offering excellent employment prospects to approximately 280 million people worldwide, accounting for roughly 10% of the global labour force workforce (International Cooperative Alliance, 2018). These Cooperatives are formed by members who voluntarily unite to address shared common social, economic, and cultural requirements by collectively owning and democratically managing the enterprise. Savings and credit cooperatives (SACCOs), offer financial services with a primary focus of raising funds and providing affordable credit to its members who are both the owners and users. SACCOs have experienced tremendous growth in recent years, with over 390 million members globally and nearly 150 million members added since 2016 (International Cooperative Alliance, 2018). They face several obstacles that impede the realization of their full capacity, resulting in a significant number of SACCOs shutting down and ultimately being dissolved (Mutiso, 2021). Considering their significance, SACCOs, like any other organizations, need strategic management practices to survive and respond to change (SACCO Societies Regulatory Authority [SASRA], 2022).

1.1.1 Change Management

Change Management is an indispensable aspect that significantly influences an organizations performance. According to Asikhia et al. (2021), an organizations' response to change holds utmost importance (Asikhia et al., 2021). It is undeniable that organizations capable of implementing changes with effectiveness and efficiency are more likely to attain exceptional results. It is undeniable that organizations capable of implementing changes with effectiveness and efficiency are more likely to attain exceptional results. Karani (2016) highlights that embracing change management is not a choice but rather a crucial need for organizations seeking to maintain relevance

in the market (Karani, 2016). According to Johnson et al. (2008), firms must find new ways to operate in a constantly evolving global market since the old advantages and competencies swiftly dissolve due to environmental changes (Johnson et al., 2008). Every Organization must adapt to the environment since changes are essential in both the public and private sectors; otherwise, it will lose relevance (Johnson et al., 2008)

SACCOs have had to create certain strategic management practices to carry out their strategy to survive and adhere to the established procedures (SASRA, 2022). Some of the change strategies Karani noted that can be embraced would include re-envisioning the kind of product that the SACCO has put in the market and how unique it is in positioning the institution above other similar organizations (Karani, 2016). Other SACCOs have gone as far as embracing strategic partnerships so that their relationships are complementary instead of competitive (Karani, 2016). The SACCOs can attain the desired level of performance by participating in these strategic partnerships, to reach specific targets related to their overall assets, loans extended to members, the management of bad debt in comparison to the total loan portfolio, the volume of client deposit, and the total count of operational SACCOs (Kaberi & Kung'u, 2022)

To maintain strong performance and prevent closure, the SACCO sector in Kenya must reconsider its tactics in light of the growing competition in the country's financial sector (Waithira & Muigai, 2020). Hence, to improve client convenience, reliability, and accessibility and build public trust, the SACCO sub-sector must become more efficient thus increasing performance and maintaining competitiveness by being able to offer unique, high-quality services (Ozturk & Coskun, 2014) Further, research

shows that SACCOs should establish structured feedback mechanisms to encourage member input. Suggestion boxes, online surveys, focus groups, or dedicated helplines provide avenues for members to voice their opinions, suggestions, and concerns. Actively seeking and addressing member feedback demonstrates a commitment to member satisfaction and helps identify areas for improvement (Anania & Gikuri, 2015). Member participation in SACCO governance is vital for engagement, beyond the conventional Annual General Meetings.

Product diversification plays a crucial role in safeguarding SACCOs against risk by enabling them to distribute their investments across a range of different products (Odhiambo, 2018). By not relying solely on a single product or market, SACCOs can diversify their risk exposure and enhance their resilience in the face of uncertain economic conditions mitigating the adverse effects of market volatility or disruptions that may occur within a specific sector. This strategy ensures that even if one product or sector experiences a downturn, the overall impact on SACCO's financial stability is minimized (Odhiambo, 2018). Consequently, SACCOs can maintain a more stable and sustainable finance long term (Kamau & Njiru, 2018).

In today's highly competitive marketplace, businesses face immense pressure to stand out and differentiate themselves from their competitors. One of the most powerful ways to achieve this is through successful branding. Brand heritage is the accumulated perception of a brand among consumers over time (Marion, 2016). It is the essence of a company's identity, and it reflects the values, beliefs, and principles that the company stands for. A strong brand heritage helps establish trust and credibility with consumers, increasing brand loyalty and customer retention. The success of a rebranding strategy

lies in its ability to create a strong brand heritage for the company (Jacob, 2019; Gitari & Muthoni, 2018; Kavulya et al., 2018).

The process of Branding is of utmost importance as it involves crafting a distinct and recognizable name, symbol, or design that sets apart a product or service from others its peers. It is imperative to realize that branding is not limited to the creation of a mere logo or a catchphrase; rather, it is the art of establishing an emotional rapport with customers that transcends the product or service itself. A well-branded product or service can evoke emotions and feelings in customers, which can lead to increased loyalty and repeat purchases. SACCOs should prioritize product, technological, market innovation and process innovation to expand their market presence (Kavulya et al., 2018). Furthermore, investing in advanced technology and providing technical training for staff is crucial for maintaining a competitive edge and achieving long-term growth in the industry (Kavulya et al., 2018).

1.1.2 Savings and Credit Cooperatives (SACCOs) in Kenya

The SACCO movement in Kenya has been traced back to 1908 when the first co-operative production was formed in Kericho (Bwana & Mwakujonga, 2013). Currently, SACCOs are envisioned as tools for fostering social and economic advancement (Kamau, 2015). Kenya Vision 2030 agenda acknowledges the importance of SACCOs in deepening financial access for the mobilization of savings towards investments in enterprises. SACCOs have gained dominance in the financial sector with a membership of over 5 million members and over Kshs. 1 trillion in assets under management (SASRA, 2022). It is estimated that 63% of Kenyans rely on SACCOs and other cooperatives for their livelihood with over 250,000 being directly

employed by these institutions (Odhiambo, 2018). Concerning its contribution to the Kenyan economy, they have been noted to contribute over 45% of the GDP (Mumanyi, 2014). Presently, the Republic of Kenya boasts a total of 176 officially licensed deposit-taking SACCOs (SASRA, 2022).

Deposit-taking SACCOs have been grappling with a challenging operating environment as they endeavour to embrace sustainability. The complexity of this challenge is further exacerbated by the uncertain conditions of the business landscape they operate, as demonstrated by the decreasing profitability and cash flows. (Lawrence & Kung'u, 2022). According to recent research, approximately 37% of SACCOs have witnessed panic exit of members because of uncertainty regarding their future with 86% reporting a decrease in performance, financial difficulties and some ultimately closing down. (SASRA, 2022). These developments have necessitated a re-evaluation of the strategies to enhance sustainability and resilience in the face of the dynamic and unpredictable business environment.

Karuoya and Waithaka (2023) and Mutiso (2019) have highlighted the difficulties faced by these institutions in securing sufficient financial resources. Moreover, they encounter stiff competition from commercial banks and must navigate through strict regulatory framework and cumbersome processes (Karuoya & Waithaka, 2023; Mutiso, 2021). The SACCO sector is also constrained by inadequately trained officials, poor corporate governance. Furthermore, increased loan defaults and non-repayment, exacerbated by globalization, and the profound effect of the COVID-19 pandemic on the global economy, have affected their performance. (Ben & Atieno, 2022; SASRA, 2022)

Following the establishment of a centralized entity responsible for supervising its operations under the Ministry of Cooperatives, previously known as the Ministry of Industrialization, Trade, and Investment, the SACCO sector has experienced significant transformations. As a result of these alterations, SACCOs had to develop specific strategic management approaches to effectively implement their survival strategy and comply with the established regulations (SASRA, 2022).

1.2 Statement of the Problem

In Kenya's economy, Savings and Credit Cooperative Societies play a significant role contributing about 20% of the nation's overall savings and have been identified as a key driver of Vision 2030 (Government Republic of Kenya, 2007). However, like any other business, they encounter a multitude of challenges that jeopardize their continued existence including new entrant's competition, rival financial institutions, technological advancements, and political uncertainties. These influences have had a notable impact on the sector's expansion, requiring SACCOs to take a proactive approach in confronting these obstacles to maintain their prosperous trajectory

The hurdles facing SACCOs in Kenya are pressing and require immediate attention. Weak leadership and governance structures have resulted in lack of funding, poor management of liquidity, and an increase in non-performing loans, which have been further aggravated by the COVID 19 pandemic. Consequently, SACCOs have experienced a worsening loan portfolio, a decline in growth rate and a rise of inactive members. In 2019, a staggering 86% of Kenyan SACCOs suffered a decrease in cash flows and profitability causing 37% of loss-making SACCOs to experience panic withdrawals, resulting in severe cash flow constraints, and even the collapse of some

SACCOs. (SASRA, 2022) . These developments necessitated prompt measures and strategies to address the challenges SACCOs face to ensure their survival and growth.

The influence of various strategies employed by SACCOs in Kenya to adapt to change has yet to be determined, as indicated by studies conducted in this field. Kaberi and Kungu (2022), Kavulya et al. (2018) and Karani (2016) noted that SACCOs have continued to embrace change and respond appropriately through the development of attractive products, embracing technology as well as enhancing their member engagement strategies (Karani, 2016; Kavulya et al., 2018) Some of the change strategies Karani (2016) noted that can be embraced would include re-envisioning the kind of product that the SACCO has put in the market and embracing strategic partnerships so that their relationships are complementary instead of competitive (Karani, 2016). Anania and Gikuri (2015) studied member engagement and how it affects SACCO's ability to meet member expectations (Anania & Gikuri, 2015). Odhiambo (2018) studied product diversification and how it plays a crucial role in safeguarding SACCOs against risk by enabling them to distribute their investments across a range of different products (Odhiambo, 2018). Ngatia et al. (2018) conducted a study on the competitive strategies used by Mwalimu SACCO and its performance (Ngatia et al., 2018). The researcher discovered that the SACCO had a competitive advantage over other SACCOs due to the strategies adopted. It is crucial to note that this study was conducted solely within Mwalimu SACCO. As a result, it is not appropriate to generalize the findings to all the SACCOs in Nairobi County.

Considering the reviewed literature, it is evident that although scholars have examined different change management strategies in SACCOs in Kenya, these studies have only

focused on individual change initiatives. There has not been a comprehensive study looking at all these strategies altogether. Additionally, these studies had limited sample sizes, and they only looked at individual SACCOs, making their results non-generalizable. Moreover, recent changes in the environment, such as the introduction of the Consumer Protection Act, licensing of SACCOs by the regulator, and an increased number of SACCOs opening the common bond, require SACCOs to constantly adjust their operations to cope with these changes. Therefore, this study concluded that there are contextual and empirical gaps in literature that need to be filled.

In the dynamic world of business, change is an inevitable reality. For SACCOs in Kenya, embracing change is essential for attaining prosperity. This study delved into the influence of business strategies on change management efficiency in the deposit-taking Cooperatives in Nairobi Kenya. Specifically, this study examined the degree to which different change management strategies notably product diversification, member engagement, rebranding, monitoring & evaluation strategies influence SACCO's ability to handle and implement changes effectively.

1.3 Research Objectives

1.3.1 Main Objective

The main objective of this study was to establish the influence of business strategies on change management among deposit-taking SACCOs in Nairobi County, Kenya.

1.3.2 Specific Objectives

Specifically, the study sought to:

- i. To assess the impact of Product diversification on Change Management among Deposit-Taking SACCOs in Nairobi County, Kenya.
- ii. To determine the effect of Rebranding in managing change among Deposit-Taking SACCOs in Nairobi County, Kenya.
- iii. To evaluate the role of member participation strategy on Change Management among Deposit-Taking SACCOs in Nairobi County, Kenya.
- iv. To find out whether monitoring & evaluation has an impact on change management among Deposit-Taking SACCOs in Nairobi County, Kenya.

1.4 Research Hypothesis

H₀1: Product diversification strategies have no significant effect on Change management among Deposit-taking SACCOs in Nairobi County, Kenya

H₀2: Rebranding strategies have no significant effect on Change management among Deposit-taking SACCOs in Nairobi County, Kenya

H₀3: Member participation strategies have no significant effect on Change management in Deposit-taking SACCOs in Nairobi County, Kenya

H₀4: Monitoring & Evaluation strategies have no significant effect on Change management in Deposit-taking SACCOs in Nairobi County, Kenya

1.5 Significance of the Study

This study has the potential to inform SACCO regulators in shaping guidelines and favorable policies that shall increase sustainability of SACCOs amidst the competitive financial industry. Policymakers can leverage the study's insights to design regulations

that support SACCOs. By integrating the study's results into their policies, policymakers can support the growth and development of the SACCO sector. This will help to ensure that SACCOs function competitively, efficiently, and effectively serving as key instruments in expanding access to financial services as outlined in Vision 2030.

SACCOs, being the main beneficiary of this study would be able to gain and understand practical insights to enhance their change management efficiency and hence poised to withstand the competition they face in the business environment. The recommendations and best practices identified in the study can be used to develop policies that encourage SACCOs to adopt inclusive practices.

From an academic standpoint, the study contributes to the current knowledge base by broadening the comprehension of the change management strategies that SACCOs should implement. Future studies can build upon the study's findings advancing theoretical frameworks and understanding within the field of strategic change management.

1.6 Scope of the Study

This study was carried out in Nairobi County in all deposit-taking SACCOs. The constructs that were covered in this study were: Product diversification, Rebranding, Member engagement, and Monitoring & Evaluation as strategies that influence Change management efficiency in Nairobi County, Kenya. Data was provided by Management staff drawn from Human Resources, ICT, Customer Experience, Legal, Sales & Marketing, Accounting, and Banking departments.

1.7 Limitations and Delimitations of the Study

Acquiring an adequate sample size for the research proved to be a difficult task, given the busy schedules and confidentiality concerns of the SACCO officials. Nevertheless, these obstacles were overcome by signing a non-disclosure agreement and upholding ethical procedures. Additionally, managing research responsibilities alongside other workload demands posed a challenge, but I remained committed to the study and made consistent progress.

1.8 Assumptions of the Study

The main assumption was that the Management staff who were selected to answer the questionnaires were well knowledgeable and conversant with SACCO products, policies, and governance structure, and had some background information of SACCO operations. Additionally, the study operated under the presumption that the management staff would demonstrate a willingness to engage in this study. Finally, the study assumed that the authorization bodies such as Kenya Methodist University postgraduate department, NACOSTI, and various SACCO management, would provide their relevant approvals effectively to ensure the study progresses smoothly.

1.9 Definition of Operational Terms

Change management - refers to the methodical tactic of dealing with the transition and transformation of an organization's goals, processes, systems, or culture. It involves implementing changes to improve the organization's efficiency, effectiveness, and member satisfaction. Effective change management can help SACCOs improve their performance, increase member satisfaction, and achieve their strategic objectives (Asikhia et al., 2021)

Credit union- Is a member-owned financial cooperative that offers financial services similar to retail banks. In Africa, credit unions are referred to as SACCOs (International Cooperative Alliance, 2018)

Deposit-taking SACCOs - a type of SACCO that is authorized by the regulatory body in a country to accept deposits from its members and offer credit services to its members. Deposit Taking SACCOs are regulated financial institutions that operate under a legal framework and are required to comply with strict prudential and reporting requirements. In many countries, Deposit-Taking SACCOs are overseen by a financial regulatory body that ensures compliance with the law, safeguards member deposits and promotes financial stability. (SASRA, 2022).

Product diversification: is a strategy that involves expanding the range of financial products and services offered by a SACCO. This strategy can help SACCOs to increase their revenue, attract new members, and retain existing members by meeting their diverse financial needs. (Johnson et al., 2008).

Rebranding: is a savvy marketing tactic that alters a brand's visual image to shape its overall perception. By doing so, it forges strong, enduring relationships with consumers that go beyond mere aesthetics. (Sutrisno et al., 2023).

Member Participation: refers to the continuous interaction between a member and a SACCO in exchange for meaningful value. It involves capturing the members' attention and reminding them of the ways in which the SACCO adds value to their lives. This means building strong relationships with members to ensure their satisfaction and delight (Lehtinen et al., 2019).

Monitoring and Evaluation: This refers to the continuous assessment of SACCO strategies with a view of identifying progress, delays and making the necessary adjustments to stay on course with the desired strategies. (Goergens & Kusek, 2010)).

Strategy: a plan that outlines Sacco's goals, objectives, and actions to achieve them. A well-designed and executed SACCO management strategy can help SACCOs to achieve their goals, grow their membership base, increase their financial stability, and enhance member satisfaction. . (Khan et al., 2020).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter delved into the literature regarding product diversification, Rebranding, and Member participation as strategies used in managing changes in the SACCO Industry. The chapter also summarized the existing findings from other researchers in the same field of study. Lastly, this chapter also highlights theoretical review, summary of gaps, conceptualization, and operationalization.

2.2 Theoretical Framework

The study was conducted with the support of three theoretical frameworks. These included the Product Life Cycle theory, Kurt Lewin's theory, and Kotter's theory. The Product Life Cycle theory was instrumental in shaping both Product diversification and Rebranding strategies. Kurt Lewin's theory influenced decisions related to Member participation, while Kotter's 8-step theory was utilized to develop effective Monitoring and evaluation strategies.

2.2.1 The Product Life Cycle Theory

This theory provided guidance in understanding product diversification in SACCOs, specifically when to diversify and rebrand. It is a marketing concept that defines the various stages a product undergoes, from its introduction to its decline in the market. Raymond Vernon initially introduced the theory in 1966, and it has since been extensively employed to examine the sales and profitability of products throughout their lifespan (Sabu, 2020).

In this theory, there are four unique phases that a product goes through during its life cycle: Introduction, growth, maturity, and decline. During the introduction phase, a new product is launched with initial low sales due to the market being in its early stages of development. In the growth stage, sales rise quickly as the product becomes more popular. Sales growth slows down at the maturity stage, because of a crowded market with competing products. Eventually, as the products age and become less useful, sales fall during the decline stage. Consequently, businesses must review their product portfolio and take diversification methods into new consideration.(Audretsch et al., 2021).

This Theory has been applied in several contexts. For instance, Kavulya's study examined the performance of SACCO products in Kenya using the Product Life Cycle Theory (Kavulya et al., 2018). According to this study, products offered by SACCOs have a life cycle that is comparable to that of traditional products, needing a different marketing approach at each stage to maximize earnings. The research also uncovered that SACCO products have a reduced lifespan in comparison to traditional products, primarily due to fierce competition from banks and microfinance institutions. Kavulya suggests that SACCOs can utilize the product life cycle as a tool to ascertain the opportune moment for introducing new products or services, to cater to the changing member demands and preferences. However, over time, products may reach a saturation point or face declining demand, requiring SACCOs to reassess their product portfolio and consider diversification strategies once again.

Rebranding efforts can also be analyzed through the lens of the product life cycle theory. Rebranding initiatives, such as updating the SACCO's visual identity,

messaging, or positioning, can be seen to rejuvenate the organization and breathe new life into its offerings. This can align with the theory's concept of a product entering a decline phase, prompting the need for strategic interventions to revitalize SACCO's image and appeal to existing and potential members. Rebranding can help SACCOs position themselves as modern, innovative, and responsive to member expectations, potentially reigniting interest and attracting renewed engagement. (Kavulya et al., 2018)

2.2.2 Kurt Lewin's Change Management Theory

This model provided guidance in understanding Member participation. Kurt Lewin is a prominent figure in the field of organizational psychology, and he is known for developing several models of change management, including the unfreeze-change-refreeze model (Burnes, 2020). This model is still useful to date and is an important change theory model used in increasing stakeholder engagement. (Singh & Ramdeo, 2020). Three steps make up Kurt Lewin's model: unfreezing is the first phase which entails breaking away from the comfort zone and reshaping one's perspective within an organization. Numerous strategies such as member education, training, and communication can be used to accomplish this. The goal is to eliminate the present variables that maintain the current level of behavior within the organization (Singh & Ramdeo, 2020).

The second step, changing, involves acting upon the outcomes of unfreezing to transition to the desired state. During this stage, resistance to change is common, and it is characterized by frustration, denial, and resistance. To be successful in this stage, defense mechanisms must be overcome, and stakeholders must be motivated to

embrace the change (Helmold, 2021). The last step, refreezing, involves stabilizing the new behavior state to make it permanent. This step involves consolidating the changes made during the changing stage and ensuring they are integrated into the organization's culture, policies, and procedures. Once the changes are fully integrated, the organization can refreeze to maintain the new state of behavior (Adelman-Mullally et al., 2023).

The unfreeze-change-refreeze model has been used in numerous studies and applications in the field of change management. For instance, a study by Cameron and Green (2012) applied this model in a case study of a public sector organization undergoing a major change initiative. The study found that the model was effective in helping the organization overcome resistance to change and transition to the desired state (Cameron & Green, 2012).

2.2.3 Kotter's 8 Step Theory of Change Management

John Kotter developed this theory of Change Management in 1999. It consists of eight steps that can be utilized to facilitate organizational change (Kotter, 1999). This theory in this study guided the understanding of monitoring and evaluation strategy. Creating the sense of urgency necessary to win the collaboration required to drive a large change endeavor stresses the need of assisting others in understanding the usefulness of change and the necessity of acting right now (Helmold, 2021). He also argues that once the urgency has been established, it is important to create a guiding coalition to spearhead the change process. This group's composition is critical to ensure its members have the right power and interest in the change process to champion and influence the change effort. This team of change champions oversees creating the best

vision, sharing it with the stakeholders, getting rid of major roadblocks, producing quick wins, directing, and managing the change process, and ingraining innovative ideas into the corporate culture (Galli, 2018).

The champions should then create a simple but right vision of where the change is intended to take the organization. Prioritize timely communication to the entire stakeholder for buy-in. Having as many people as possible supporting the change effort is important rather than resisting it. Create small milestones that are easy to achieve and act as key performance indicators, consolidate improvements, and produce still more change through changing or phasing out systems, structures politics that do not fit the vision(Galli, 2018). The change agent should promote and support commitment to continuing change, perseverance, progress reporting, and highlighting of past and present milestones. The final phase is institutionalizing new change leaders (Potosky & Azan, 2023). This ensures that the new state is institutional new culture is adopted for the organizational processes and management.

Kotter's Eight Step Theory offers organizations a succinct guide to effectively implement change by enabling management to closely monitor and evaluate change in each of the step and take necessary actions. (Potosky & Azan, 2023)

2.3 Product diversification and Change management efficiency.

Product diversification is a critical aspect of the growth and sustainability of financial institutions, including SACCOs. According to Johnson et al. (2008), diversification is a strategy that involves moving an organization from its existing market, product, or set of strengths (Johnson et al., 2008). However, diversification is the riskiest strategy, as it involves marketing new products or services to previously untapped markets. This

is because the organization is venturing into unknown territory, which carries a high level of uncertainty and unpredictability. There is a risk that the new products or services may not be successful in the new market, leading to financial losses for the organization (Mammen et al., 2021). Despite the risks, diversification can also bring benefits, such as increasing revenue streams, reducing dependence on a single market or product, and taking advantage of economies of scope.(Fan & Xiao, 2022).

Diversification comes in two forms: related and unrelated. The business enters a similar market or industry as part of related diversification. In unrelated diversification, the business ventures into a sector or market with no prior expertise. Finding possibilities to add desirable businesses unrelated to the company's current business and pursuing or acquiring other brands to widen the company's product offering are key components of the diversification growth strategy. They further added that product diversification has several benefits to SACCOs. First, it increases SACCO's revenue streams and reduces the dependence on a single product. Second, it improves customer retention and loyalty by providing a range of products that meet different customers' needs. Third, it enhances SACCO's brand image and reputation in the market. Finally, product diversification enables SACCOs to spread their risks and minimize losses (Odhiambo, 2018).

Several factors influence SACCO's decision to diversify its product portfolio. According to Anania and Gikuri (2015), the primary factors include changes in customer needs, increased competition, and technological advancements. Changes in customer needs have prompted SACCOs to explore new product offerings that meet the evolving needs of their members (Anania & Gikuri, 2015). Product diversification

is a tactic used by SACCOs to maintain their competitiveness in the market in the face of fierce competition from banks and other financial institutions. Technological advancements have also created opportunities for SACCOs to develop innovative products and services (Mansour et al., 2022).

Despite the benefits of product diversification, SACCOs face several challenges that hinder their ability to diversify their product portfolio. One of the significant challenges is the lack of adequate resources, including human capital and financial resources (Karuoya & Waithaka, 2023). Additionally, SACCOs may lack the necessary expertise and skills to develop and manage new products and services (Lehtinen et al., 2019).

Another significant challenge is the regulatory environment. SACCOs operate in a heavily regulated environment, and developing new products and services may require regulatory approvals that are often slow and bureaucratic (Kamau & Guyo, 2017). The lack of supportive policies and regulations may also hinder SACCO's ability to diversify their product offerings.

Product diversification is a useful strategy for deposit taking SACCOs seeking to remain competitive and relevant in the market. SACCO's traditional products, such as savings and credit, have become inadequate to meet the changing needs of their members. SACCOs have been exploring various ways to diversify their product portfolio to increase revenue streams, improve customer retention and loyalty, enhance their brand image and reputation, and spread risks (Jacob, 2019; Wallace & Kilika, 2021).

2.4 Re-Branding Strategy and Change Management

Rebranding entails changing a company's name, logo, or visual identity. Rebranding in the context of SACCOs strives to alter public perception of the organization and strengthen its competitive edge (Sutrisno et al., 2023). Giving a business or product identity through branding enables the construction of a unique position in the market and the minds of stakeholders.(Kotler et al., 2010, 2019). A well-crafted branding strategy can help businesses convey the advantages and value that a good or service has to offer. This can lead to an increased willingness among consumers to purchase products or services from the company, and help the business establish a loyal customer base (de Jong et al., 2021).

Brand management has become increasingly crucial in today's marketplace due to the vast array of options and variety of goods and services available across every industry (Pyper et al., 2022). To stay competitive and increase visibility in the market, companies must develop effective branding strategies. This need has been further exacerbated by the emergence of the Internet, which has made goods and services accessible to consumers from anywhere in the world. Moreover, social media's popularity has prompted businesses to acknowledge the importance of aligning their marketing strategy with this new channel. Companies are establishing a presence on social media to effectively communicate their brands to stakeholders (Tuli et al., 2023).

As a result, companies must adapt their brand management strategies to leverage the power of social media. This requires a deep understanding of their target audience, their preferences, and their needs. By effectively overseeing their brand, companies

can establish a unique identity and foster a favorable connection with their customers. This leads to enhanced brand equity, customer loyalty, and long-term profitability. (Tuli et al., 2023).

Research highlights the changing landscape of brand management in the digital age (Steenkamp, 2020). In the past, brand managers wielded significant control over their brands' image and could shape its communication via conventional marketing avenues. Yet, the emergence and growth of social media and online platforms, has shifted the power dynamics, granting consumers a stronger role in the branding journey.

According to a study by Molinillo, businesses must therefore consider how consumers are becoming significantly more involved in the creation of brands. A branded product or service allows consumers to differentiate between the product, the service, and the business. Additionally, it distinguishes companies or their products from those of competitors. (Molinillo et al., 2022).

Branding strategy involves defining a company's fundamental beliefs and principles to convey the value and benefits that its product or service provides, creating the basis of the business's identity or brand heritage. Successful branding can help companies build brand equity through the increased willingness of consumers to purchase well-known brand names, thereby differentiating competing brands and creating a lasting competitive advantage (Iazzi & Santovito, 2016).

A robust rebranding strategy has the potential to enhance the organizations long-term vision, establish distinctive market positions and unleash leadership capabilities within

the organization (Parasuraman et al., 2020). Implementing a rebranding strategy simplifies the organizations image, attracts both existing and potential clients, fosters brand loyalty and positively influences overall performance.

Overall, rebranding is a strategic marketing approach that companies use to change their brand's identity, image, or message. The reasons for rebranding may vary, ranging from mergers and acquisitions to the need to stay relevant in the market. (Vandiver, 2023).

2.5 Member Participation and Change Management

Participation from members and stakeholders is thought to be a potent strategy for ensuring that the important actors are involved and contributing to a project's success. (Fobbe & Hilletoft, 2021).

According to Farida and Steiwan (2022), businesses should continually address the requirements of their stakeholders. A company that has built, maintained, and managed a supportive environment aligned with its business objectives will have an advantage over rivals that have not (Farida & Setiawan, 2022).

By identifying stakeholders and understanding their interests, businesses can create action plans considering stakeholder perspectives and prioritizing stakeholder needs. This helps to build support for a project or business initiative and ensures that the result is in line with stakeholder expectations. Understanding the needs and expectations of these stakeholders is crucial for the success of a business, as it enables them to create a product that meets the needs of all stakeholders and contributes to the overall success of the project or business (Lehtinen et al., 2019).

2.6 Monitoring & Evaluation strategies and Change management

Monitoring and evaluation (M&E) are a crucial component of any change management strategy (Neumann et al., 2018; Rogers & Betterevaluation, 2020). Monitoring is an ongoing process that provides information about the project's progress, (Goergens & Kusek, 2010). It entails regular and methodical gathering, analyzing, and documenting information regarding the project's inputs, activities, benefits, effects, and outcomes (Curry, 2018; Goergens & Kusek, 2010; Neumann et al., 2018).

Monitoring serves the purpose of delivering significant milestones regarding the advancement of the project emphasizing crucial aspects that require adjustments to stay on track of the project (Goergens & Kusek, 2010). The significance of Monitoring lies in its ability to facilitate the adaptation of operations in case they fail to attain the desired objectives (Goergens & Kusek, 2010; Neumann et al., 2018; Rogers & Betterevaluation, 2020)

A study by Shayo (2019) stated that regular monitoring allows SACCOs to adapt their strategies based on real-time data (Shayo, 2019). He added to say that if a particular approach does not work, adjustments can be made promptly. SACCOs can learn from successes and failures and by monitoring key performance indicators (KPIs), SACCOs can identify risks early and take corrective actions.(Shayo, 2019).

On the other hand, evaluation is used to gauge the progress of the project (Goergens & Kusek, 2010). Evaluation can be carried out throughout the project to assess the outcomes of specific activities, or it can be performed upon project completion to determine whether the strategic goals have been attained (Curry, 2018; Shayo, 2019; Sore Vester, 2022). Evaluation is crucial because dynamics within and outside the

SACCOs affect the outcomes of the plans that have been put in place. It can help SACCOs to constantly conduct market research and adapt to changes to compete favorably with other financial players (Shayo, 2019). It helps measure the effectiveness and impact of the change initiatives, ensuring they meet the desired objectives and goals.

Soren Vester underscores the importance of creating novel monitoring strategies that align with the intricate nature of contemporary global challenges. (Sore Vester, 2022, 2023) In her publication, she highlights four key points. Firstly, there is an emphasis on the need for learning and adapting, as the complex issues like transitioning the economy to a circular model are not immediately apparent. Secondly, she underscores the importance of adopting longer time frames as substantial changes require longer time frames to manifest, making it difficult to gauge progress and determine the necessary adjustments. Thirdly, Vester stresses the need to assess impact holistically, as individual interventions cannot be evaluated in isolation when addressing systems challenges through portfolios of interconnected interventions. Lastly, she advocates for prioritizing contribution over attribution, focusing on capturing contributions to broader change processes rather than directly attributing change to specific actions. This shift in perspective emphasizes understanding the diverse roles of various stakeholders and how they collectively contribute to drive change (Sore Vester, 2022, 2023).

2.7 Strategic Change Management

This study hypothesizes that various strategies can create a conducive environment for managing change in Deposit-taking SACCO. The performance of businesses is

directly impacted by their ability to fit into their external environment (Akpoviro et al., 2018). This means that businesses must constantly monitor their surroundings and make necessary changes to their strategies in response to changes in the market, technology, competition, and other factors that affect their business environment.

Adaptation to changing environments is a continuous process that involves not only responding to external changes but also proactively anticipating them (Khan et al., 2020). Businesses need to identify trends, anticipate market shifts, and be agile in their decision-making to stay competitive (Nordin & Ravald, 2023).

Strategic change encompasses shifting ideas and ideologies phasing out undesirable structures, systems, and processes, and implementing new ones (Hussain et al., 2018). It can involve a total overhaul of an organization's systems, structures, and processes or it can be an allocation of the existing ones (Radomska & Kozyra, 2020). They describe strategic change as a process through which organizations restructure or reinvent themselves to achieve a strategic fit with their external and internal environment. Organizations desire to remain relevant and competitive in their environment and will constantly introduce strategic changes by implementing new systems and values perceived to be appropriate.

Gibson and Billings (2003) consider change management to be the process of guiding an organization from its current state to a more favorable one. It involves unfreezing the old state and refreezing the new state so that the new state is incorporated into the organizational culture systems, and structure. (Gibson & Billings, 2003). To manage change, facing the truth of the current situation is critical. Organizations need to appreciate the fact that the current state is undesirable and if they continue operating

in this manner, they will be rendered irrelevant and may be driven out of business. In this sense, organizations need to analyze their current situation against the changes that will see them adopt the next best alternative. There is a need for honesty about what needs to be changed and how the changes will be implemented.

2.8 Summary of gaps

Literature was reviewed on business strategies and their influence on Change management efficiency. Specifically, extensive literature was reviewed on how Product diversification, Rebranding, Member Participation, and Monitoring & evaluation strategies influence Change management efficiency.

The main gap that the researcher identified pertains to limited studies conducted relating to change management specifically within Cooperatives in Nairobi County. The researcher noted that most studies relating to change management have been carried out in specific SACCOs which may not be generalized to other SACCOs. There was therefore a need to conduct a study among all deposit-taking SACCOs in Nairobi to enhance the existing knowledge base on Change management.

Additionally, it is evident that although scholars have examined different change management strategies in SACCOs in Kenya, these studies have only focused on individual change initiatives such as product diversification, rebranding, and member participation. There has not been a comprehensive study looking at all these strategies altogether.

Finally, another gap emerging from this literature review is the scarcity of change management strategy in Saccos. While there have been numerous studies conducted

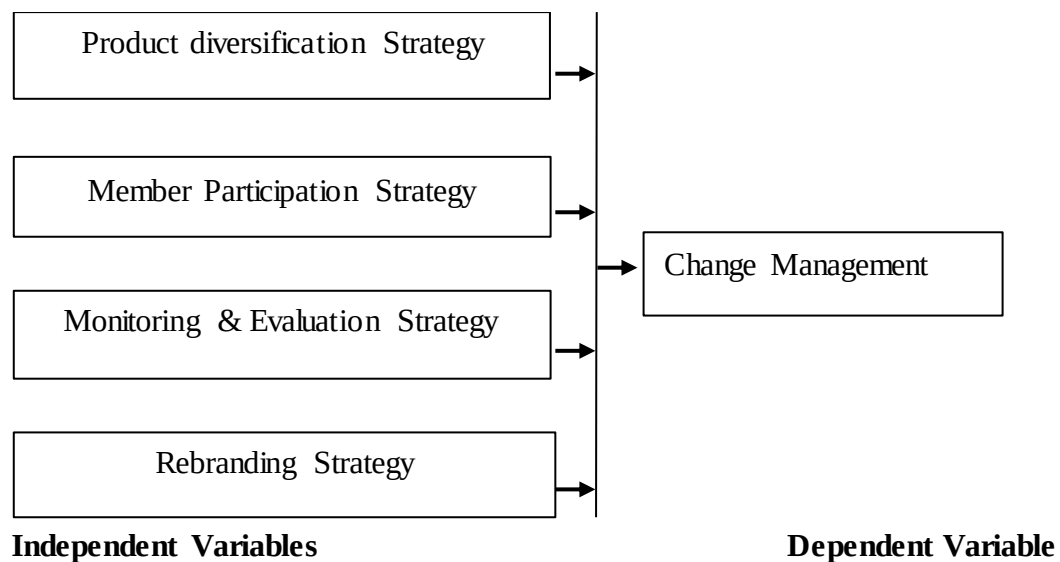
on change management in the banking industry and other financial players, SACCOs have been overlooked. Considering the significant role that SACCOs play in the bottom-up economy, where majority of Kenyans operate, it is crucial to conduct a study that provides contextual data on how SACCOs can adapt and thrive in the constantly evolving and competitive financial industry.

2.9 Conceptualization

The researcher constructed a conceptual framework, as depicted in Figure 2.1, to analyze the impact of selected business strategies on the effectiveness of Change Management in Deposit-Taking Saccos within Nairobi County, Kenya.

Figure 2:1

Conceptual Framework

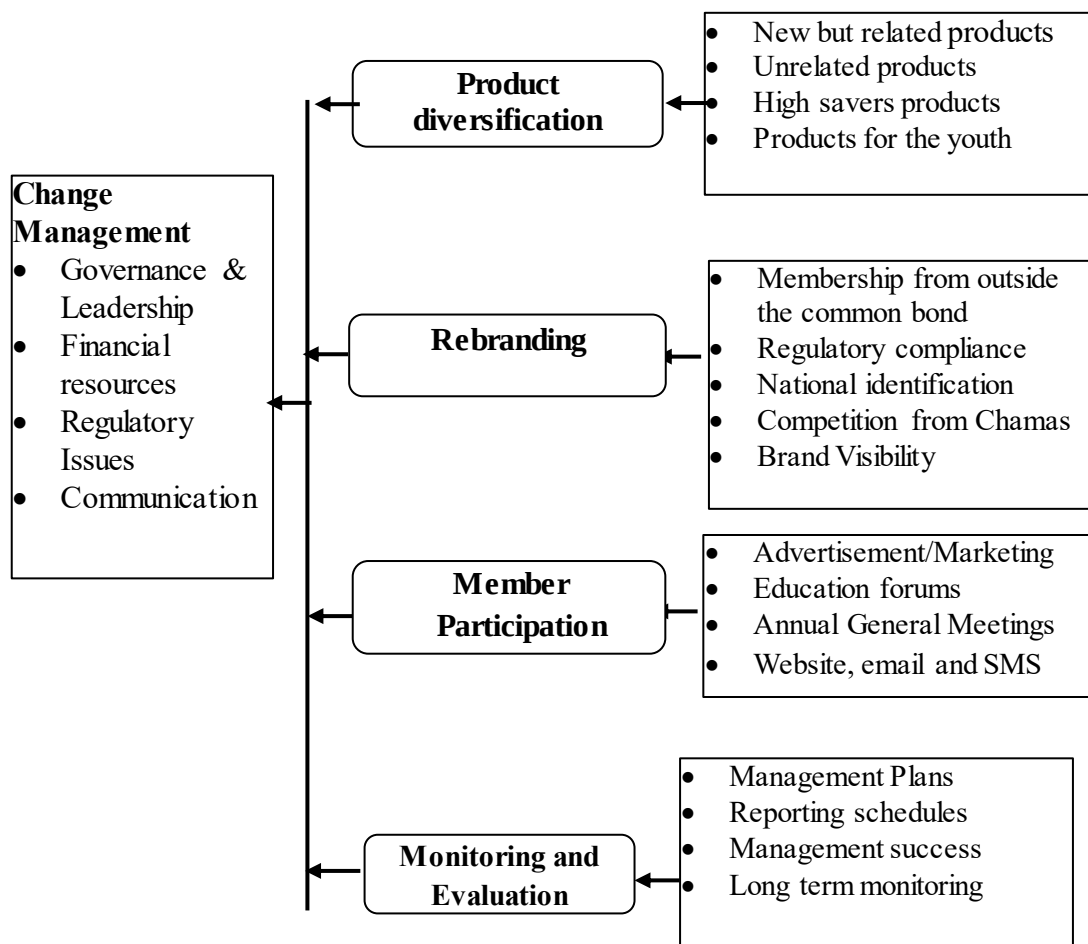


2.9.1 Operational Framework

The purpose of the operational framework below was to develop the indicators that seek to establish the strategies adopted by SACCOs. The strategy that shall be reviewed in this study includes Product diversification, Re-branding strategy, Member participation, and Monitoring & evaluation strategies.

Figure 2:2

Operational Framework



Dependent variable

Independent variables

Indicators

According to Figure 2.2, Efficient Change Management had indicators such as Governance and Leadership, Financial resources, Regulatory issues, and

Communication. Product diversification had indicators such as New but related products, unrelated products, High savers Products, and youthful products. Rebranding had indicators such as increased membership outside the common bond, regulatory compliance, National identification, and competition from chammas, Member participation had indicators such as advertisement & marketing, education forums, annual general meetings, and websites/emails/SMS. Monitoring & evaluation had indicators such as management plans, reporting schedules and management success.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

The research methodology chapter provided a comprehensive overview of the steps undertaken by the researcher to address the study questions. The chapter systematically detailed the research design used, target population, sampling technique, data collection methods, instruments used for data collection, and the pilot study. Additionally, the chapter provided the data analysis process employed to derive the necessary information for the investigation.

3.2 Research Design

The study utilized a mixed design, descriptive, qualitative, and quantitative designs were used to accurately depict the strategies employed in change management within SACCOs. This research design offers holistic view of patterns and present situation of product diversification, member participation, rebranding, and monitoring & evaluation strategies within SACCOs. It shed light on the efficacy of existing strategies, and the obstacles faced. This information served as a foundation for further analysis and potential recommendations for improvement.

3.3 Target Population

The target population for this study was all deposit-taking Savings and Credit cooperatives in Nairobi County. In total there are 90 of these institutions spread across the different sectors of our economy, in Nairobi County. The sectors include Agriculture, Housing, Investment, and education sectors. The study population

included Management staff of the Deposit taking SACCOs, a total of 330 management staff.

Table 3.1

Target population

SECTOR	NO. OF DEPOSIT-TAKING SACCOS	POPULATION (MANAGEMENT STAFF)
Agriculture	10	15
Education	12	20
Savings/Credit Coop	45	270
Investment Coop	13	15
Housing Coop	10	10
TOTAL	90	330

3.4 Sample Design

Due to the diverse geographical location of the SACCOs, the study used a stratified sampling technique, followed by random sampling. The goal of stratified sampling in this study was to achieve representation. The population was stratified by dividing the population into five sub-groups, namely, Savings &Credit Coop, Investment Cooperative, Education, Housing Cooperative, and Agricultural SACCOs. In addition to this stratification of the population, 30% of the Management staff, from each sector were randomly selected to create a sampling frame. The unit of observation was 99 respondents constituting; C.E.Os, Deputy C.E.O, and Departmental Managers. The simple random sampling for this cadre of staff was employed as the researcher had their details and so he keyed them in Microsoft Excel as a unit of analysis where the sample was then selected.

The sampling size is displayed below.

Table 3.2

Sampling Size

SECTOR	POPULATION (MANAGEMENT STAFF)	SAMPLE SIZE (30 % of the population)
Agriculture	15	5
Education	20	6
Savings & Credit Coop	270	80
Investment Coop	15	5
Housing Coop	10	3
TOTAL	330	99

3.5 Data Collection Instruments

Questionnaires were utilized in this study as the primary method of gathering data due to their ability to reach a wide range of respondents in various setting and timeframe, covering a multitude of research topics. Additionally, questionnaires were also chosen over other data collection tools for their efficiency, ease of use, and cost effectiveness in terms of time and resources. The closed ended questionnaires were categorized according to the study's objectives with questions directly aligned with these objectives. The closed-ended questionnaires utilized an Ordinal Likert Scale comprising of five response options spanning from 1-Strongly disagree, 2-disagree, 3-Neither agree nor disagree, 4- Agree, and 5- Strongly agree.

The questionnaire had sections A to F. Section A included questions designed to identify respondents' characteristics and traits.

Section B had product diversification details; Section C had questions related to Rebranding strategy and change management of deposit-taking SACCOs; Section D

had questions related to Member participation and change management of deposit taking SACCOs; Section E had questions related to monitoring and evaluation strategies of deposit taking SACCOs; Section F had questions related to change management efficiency of deposit taking SACCOs.

3.6 Pre-Testing the Instrument

Two deposit-taking SACCOs from Nakuru County were examined before the actual data collection began but were not included in the final study. The researcher carried out pre-test to establish if the questions had measured the concept being investigated. Mugenda and Mugenda (2003) advised that when conducting a pretest, 10% of the sampled population should be used.

The questionnaire's ambiguous or unclear questions were found by the researcher through the usage of the pilot study, which allowed for their successful modification. According to Gay et al. (2012), expert judgment determines validity. Consequently, the questionnaire was created after extensive discussion with other specialists and university supervisors. The pilot study also allowed the researcher to get acquainted with using the device.

3.6.1 Validity of Research Instruments

According to Kothari and Garg (2014), validity establishes the relevance, quality, and accuracy of the methods used to look for solutions to research questions (Kothari & Garg, 2014). If the research had a high validity, then the instruments used were valid. This study was designed to ensure that it comprehensively assessed the three types of validity. The first type, Face validity was established through the evaluation of the influence exerted by each independent variable on the dependent variable (Surusu &

Maslakci, 2020). Specifically, the study investigated how business strategies influenced the efficiency of change management of SACCOs in Nairobi County, Kenya.

The second type, Content validity was established by ensuring that the research queries were directly related to the variables under investigation (Surusu & Maslakci, 2020). In other words, the questionnaire guide included questions that aligned with the study objectives. Lastly, criterion validity was demonstrated by comparing the study's findings with those of previous research to evaluate its ability to accurately measure variables of interest (Surusu & Maslakci, 2020).

3.6.2 Reliability of Research instruments

Reliability is defined as a distinctive measurement of accuracy, precision, and consistency. Only when the system is consistent, predictable, and stable can it be called trustworthy. Accordingly, a method is considered reliable to the degree that recurrent measurements performed using it under consistent conditions would yield comparable results (Kumar, 2018). Cronbach's alpha was utilized in the study to gauge reliability. It is an internal consistency metric that assesses how well a set of closely related things performs. According to Cronbach (1951), a score of alpha more than 0.7 is regarded satisfactory (Cronbach, 1951).

3.7 Data Collection Procedure

Upon receipt of an introductory letter from Kenya Methodist University, the researcher proceeded to apply for a research permit from NACOSTI. Subsequently, with the required permit in hand, the researcher then dispersed the questionnaires to the respondents, to investigate the relevance of the study. Quantitative data in this study

was gathered by distributing self-administered questionnaires to participants. Drop-and-pick technique was employed, which involved physically administering the questionnaires to the respondents at their place of work or business operation. This technique was chosen due to its practicality and convenience, allowing the respondents to complete the questionnaire at their own pace and in their preferred setting. It also ensured a high response rate as the researcher was able to follow up with non-respondents and collected completed questionnaires in person.

The utilization of physical questionnaires not only removed the necessity for internet connectivity or computer proficiency, but it also broadened the reach to a more diverse group of participants. Nonetheless, the researcher handed out the questionnaires to the respondents and picked them later because of the challenges associated with completing the survey on the spot. The structured questions were employed to enhance efficiency and cost-effectiveness. Each questionnaire was coded to ensure that those distributed to the respondents matched those that were returned and completed.

3.8 Data Analysis and Presentation

Quantitative data played a crucial role in this study. Upon gathering the data, incomplete questionnaires were reviewed to identify and address any ambiguity. Subsequently, using Statistical Package for Social Sciences (SPSS software, Version 24) the data underwent appropriate coding to facilitate analysis. The coding process involved organizing the data into different statistical arrangements with numerical values to aid in the analysis. To analyze the gathered data, several descriptive statistics such as frequencies, percentage, and means were employed. Additionally, multiple regression analysis and correlation analysis were conducted to ascertain the impact of

business strategies on change management of deposit-taking SACCOs in Nairobi County Kenya, and to test the individual hypotheses.

After reviewing the completed questionnaires to ensure precision and consistency, the responses were categorized based on the coded data. To summarize the responses for further analysis and evaluation, tables were used together with frequencies and percentages being employed. According to Cooper and Schindler (2008), percentages play a crucial role in simplifying the data by standardizing all numbers within a range of 0 to 100 (Cooper & Schindler, 2008).

Furthermore, inferential analysis was conducted using analysis of variance (ANOVA) and correlation analysis to establish the relationship between the dependent and the independent variables.

Finally, a multiple regression analysis was performed to assess the efficacy of the strategies adopted in managing change in deposit-taking SACCOs in Kenya using the following formula:

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

Whereby Y denotes Efficient change management, X_1 signifies Product diversification strategy, X_2 represents Re-Branding strategy, X_3 represents Member participation strategy, and X_4 stands for Monitoring & evaluation strategy while $\beta_1, \beta_2, \beta_3, \beta_4$ are coefficients of determination and ϵ is the error term.

3.9 Ethical Issues

Ethical consideration is crucial in any research study, and the researcher in this study followed the required ethical standards. Ethical considerations were ensured from the

onset of this study when an introductory letter from the KEMU was issued to introduce the researcher and purpose of the study. A research permit issued through NACOSTI was sought after. Confidentiality was guaranteed to the respondents, and their personal information was kept confidential. The researcher guaranteed that the information collected from the study was exclusively utilized for scholarly discussion and the advancement of all parties involved in the SACCO industry of the economy. The research followed the guidelines set forth in the Declaration of Helsinki and the Belmont Report, emphasizing the significance of upholding respect for individual, beneficence, and justice in research. The study's objectives were effectively communicated to the participants by the researcher, and it was emphasised that their participation in the study was entirely voluntary. Additionally, informed consent was obtained from the participants prior to commencing the study. Informed consent was essential as it showed that the respondents understood the study's objectives and agreed to participate voluntarily. By adhering to these ethical standards, the researcher ensured that the study was conducted ethically and responsibly.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This section presents the study findings and discussion. The chapter started by presenting the results of reliability tests obtained from the pre-test study. Additionally, it provided information on response rates, demographic details, and diagnostic tests. For each variable under consideration, the chapter presented descriptive statistics, model summary, and analysis of variance. Finally, the chapter presented the results of multiple regression analysis on combined variables, including, analysis of variance, model summary and regression coefficients.

4.2 Reliability Results

A preliminary study was conducted in two deposit-taking cooperatives within Nakuru County. The respondents were 2 Chief Executive officers, 2 HR Managers, 1 Customer Experience managers, 2 ICT Managers, 1 Legal Manager, 1 Finance Managers and 1 Marketing manager. A total of 10 respondents answered the questionnaires. Using Cronbach's Coefficient, the data was analyzed to determine the reliability results for each of the variable and to give an assessment of generalizability of a set of data points. The final report did not include the findings of the pilot study as they were deemed preliminary.

As stated by Taber (2018), any instrument with a Cronbach's value higher than 0.7 is considered reliable. The variables in this study all exceeded the 0.7 threshold, indicating high reliability (Taber, 2018). Change management demonstrated the highest reliability at 0.72, followed by Product diversification at 0.731, Rebranding at

0.742, Member participation at 0.79, and Monitoring and evaluation with the lowest reliability at 0.785. These results indicate high internal consistency in the collected data, allowing for generalization to the entire target group.

Table 4.1

Reliability results

Statement	Number of items	Cronbach's Alpha
Product diversification	10	0.731
Rebranding	10	0.742
Member participation	10	0.79
Monitoring & Evaluation	10	0.785
Change Management	10	0.72

4.2 Response Rate

The management staff of the Deposit-taking SACCOs were subjected to a total of 99 questionnaires by the researcher. Out of this, 89 (89.9%) questionnaires were successfully filled and returned. Based on the findings of Saunders et al. (2017), statistical analysis is deemed appropriate when the success rate exceeds 50%. Therefore, the response rate of this study was considered adequate (Saunders et al., 2017)

4.3 Demographic Information

This section provides findings pertaining to demographic attributes. The factors encompass gender, age, education level, SACCO type, occupation, and work experience.

4.3.1 Gender

According to the data presented in Table 4.2, most of the survey participants were female, representing 64% of the total, whereas 36% were male.

Table 4.2

Gender of the Respondents

		Count	Percent
Gender	Male	33	36%
	Female	56	64%
	Total	89	100%

4.3.2 Age of respondents

Results on respondents' age is displayed below.

Table 4.3

Age

	Count	Percent
18 - 24 Years	2	2.3%
25 - 30 Years	18	20.7%
31 - 34 years	12	13.8%
35 - 40 years	23	26.4%
41 - 44 years	16	18.4%
45 - 50 years	10	11.5%
50 - 60 years	4	3.6%
Over 60 years	4	3.4%
Total	89	100.0%

The data illustrates the distribution of respondents across different age groups. The highest percentage of respondents, 26.4%, belonged to the age group of 35-40years. This was followed by 20.7% of respondents in the age group of 25-30 years. The age group of 41-44 years, 31-34 years and 45-50 years accounted for 18.4%, 13.8% and 11.5% of the respondents, respectively. It can therefore be inferred that a significant proportion of the respondents were relatively young. This suggests that they may be

more open to change management initiatives within the organizations. Younger individuals are often more adaptable and receptive to new ideas and practices compared to their older counterparts, who may be more resistant to change due to established routines and beliefs.

4.3.3 Education Level

The findings regarding the educational background of the participants are presented below.

Table 4.4

Education level

	Count	Percent
Secondary	0	0
Certificate	2	2.3%
Diploma	15	17.2%
Bachelors' degree	48	54.0%
Masters' degree	23	25.3%
Ph.D. and above	1	1.2%
Total	89	100.0%

According to the data presented in Table 4.4, it is evident that most of the respondents (54%) held a bachelor's degree, while 25.3% possessed a master's degrees. Additionally, 17.2% of the participants had diplomas, whereas 2.3% and 1.2% held certificates and PhD respectively. These findings indicate a considerable portion of the participants' possessed a satisfactory level of education, enabling them to comprehend the approaches employed by Deposit Taking SACCOs in effectively handling change. A higher degree of education might suggest a higher degree of cognitive aptitude, analytical reasoning abilities, and a capacity to grasp intricate ideas, all of which are crucial in overseeing organizational transformation. Nevertheless, it is crucial to

emphasize that educational attainment is just one of the several variables that can influence an individual's capacity to comprehend and navigate change. Other factors such as personal experiences, effective communication, and emotional intelligence, also play a substantial role in the process.

4.3.4. SACCO Type

The findings regarding the SACCO type are displayed in the table below.

Table 4.5

SACCO Type

	Count	Percent
Savings and Credit Co-operative Societies	79	88.8%
Housing co-operatives Societies	2	2.3%
Agriculture/Farmer's societies	2	2.3%
Investment Co-operative Societies	3	3.4%
Education	3	3.4%
Total	89	100%

The information depicted above demonstrates that the majority of organizations, specifically 88.8% were identified as Savings were investment Co-operative Societies. Following closely behind were Investment Co-operatives and Education SACCOs, accounting for 3.4% of the total. Additionally, Housing Co-operatives Societies and Agricultural/Farmers societies related SACCOs made up of 2.3% of the organizations. The prevalence of Cooperatives suggests their significance in providing financial services such as savings accounts, loans, and insurance to their members. This dominance in representation may indicate the vital role these organizations play in the local economy and their relevance to the research topic at hand.

4.3.5 Occupation

Table 4.6 below illustrates the distributions of respondents based on their occupations. The data reveals a diverse range of professional background among the respondents, with human resource professional accounting for 13.5%, accounting and banking professionals each representing 22.5%, legal professionals at 5.6%, customer experience and sales & marketing professionals both at 11.2%, and ICT professionals at 13.5%. These results suggest that the respondents had varying levels of exposure to change management strategies.

Table 4.6

Occupation

	Count	Percent %
Accounting	20	22.5
Banking	20	22.5
Customer Experience	10	11.2
Human resource	12	13.5
Sales & Marketing	10	11.2
ICT	12	13.5
Legal	5	5.6
	89	100

Overall, the statement highlights the diversity of the study participants in terms of their occupational backgrounds. It suggests that the study draws on a varied sample of individuals with different professional experiences, providing a broad perspective on the research topic.

4.3.6 Work experience

The findings regarding the work experience of the participants are shown below.

Table 4.7***Work Experience***

	Count	Percent %
Below 5 years	18	21.2%
5 – 7	17	18.8%
8 – 10	16	17.7%
11 – 15	13	14.1%
Over 15	25	28.2%
Total	89	100%

Results showed that 28.2% of the respondents possessed over 15 years of working experience, 21.2% had below 5 years, 18.8% had 5-7 years, 17.7% had 8-10 years, and 14.1% had 11-15 years. The study shows that 28.2% of the respondents possessed over 15 years of working experience, indicating that a considerable number of participants had significant professional experience. Meanwhile, 21.2% had less than 5 years of work experience, indicating that there was also a sizable group of relatively inexperienced respondents. Between these two groups, 18.8% possessed a range of 5-7 years of work experience, 17.7% had 8-10 years of experience, and 14.1% had 11-15 years of experience, suggesting a relatively even distribution of respondents across intermediate levels of experience.

The statement goes on to suggest that the findings imply that a higher percentage of respondents had adequate experience and understanding of the organizational tactics implemented by SACCOs in the realm of change management. The analysis implies that respondents with more experience were more inclined to possess a comprehensive comprehension of the strategies being employed by the SACCOs, which may have relevance to the study's research question or hypothesis.

4.4 Diagnostic Test Results

The research investigated several diagnostic assessments on the gathered data to ensure the reliability of the data for conducting diverse analytical procedures. The diagnostic tests carried out encompassed linearity, normality, multicollinearity, and autocorrelation tests.

4.4.1 Linearity

The study conducted a linearity assessment to find out the presence of any correlation between the dependent and independent variables and whether they are suitable for linear and multiple regression analysis. As stated by Vetter and Schober (2018) for a data set to be considered as linear, the significant value on deviation from linearity should be greater than 0.05. The outcome is outlined in Table 4.8. Based on the information presented in Table 4.8, the significance values for the deviation from linearity for Product diversification, Rebranding, Member participation and Monitoring & Evaluation were 0.052, 0.168, 0.574, and 0.169, respectively. The values presented demonstrated that all the study variables had significance levels higher than 0.05, implying that there was existing connection between these variables.

Table 4.8***Linearity Results***

			Sum of squares	Df	Mean Square	F	Sig .
Change Management*							
Product Diversification	Between groups	(Combined)	263.912	11	23.991	3.168	0.001
		Linearity	120.913	1	120.913	15.97	0
		Deviation from Linearity	142.99	11	14.3	1.888	0.052
	Within groups		1218.97	65	7.571		
	Total		1482.88	89			
Rebranding	Between groups	(Combined)	208.168	15	14.869	1.843	0.037
		Linearity	62.396	1	62.394	7.734	0.006
		Deviation from Linearity	145.773	14	11.213	1.39	0.168
	Within groups		1274.71	59	8.068		
	Total		1482.88	89			
Member Participation	Between groups	(Combined)	126.986	11	11.544	1.37	0.191
		Linearity	54.741	1	54.742	6.5	0.012
		Deviation from Linearity	72.243	10	7.224	0.858	0.574
	Within groups		1355.894	67	8.422		
	Total		1482.88	89			
Monitoring & Evaluation	Between groups	(Combined)	273.862	17	16.109	2.065	0.011
		Linearity	104.123	1	104.124	13.34	0
		Deviation from Linearity	169.737	16	10.609	1.36	0.169
	Within groups		1209.018	55	7.8		
	Total		1482.88	89			

4.4.2 Normality

The study performed an assessment for normality utilizing the one-sample Kolmogorov-Smirnov Test as outlined below.

Table 4.9

Normality Test

		Product Diversification	Rebranding	Member Participation	M&E	Change management
N		89	89	89	89	89
Normal Parameters a, b	Mean	26.335	25.757	16.405	24.728	23.341
	Std. Deviation	2.573	2.850	3.983	2.659	2.936
Most Extreme Differences	Absolute	0.186	0.176	0.084	0.164	0.084
	Positive	0.12	0.165	0.084	0.104	0.082
	Negative	-0.186	-0.176	-0.056	-0.164	-0.084
Kolmogorov-Smirnov Z		1.175	1.31	1.102	1.151	1.103
Asymp. Sig. (2-tailed)		0.214	0.331	0.176	0.191	0.176

Based on the information presented in Table 4.9 above, the Asymp. Sig. (2-tailed) values for Product diversification, Rebranding, Member participation, Monitoring & Evaluation, and Change Management were 0.214, 0.331, 0.176, 0.191, and 0.176, respectively. It is noteworthy that all these values exceeded the significance level of 0.05 suggesting that the data followed a normal distribution. This implies that the data set was accurately represented and likely possessed an underlying variable that conformed to the characteristics of a normal distribution.

4.4.3 Auto-correlation Test

The Durbin-Watson test which involved autocorrelation tests, was conducted in the

study. Its purpose was to determine if there were any correlation between the study's dependent variable and the independent variables as shown below.

Table 4.10

Autocorrelation test

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.330 ^a	0.109	0.082		2.54638	1.887

Based on the information provided in Table 4.10, the Durbin-Watson Test yielded a value of 1.887. This value falls between 0 and 2 suggesting the presence of positive autocorrelation. To mitigate this problem data was centered.

4.4.4 Multicollinearity

The research carried out an examination of multicollinearity test in order to investigate if the coefficients in question, were responsive to slight adjustments in the model. The potential for the independent variable to be influenced by other variables when combined was also examined. Daoud (2019) highlighted that in order to ensure data is set free from multicollinearity, the tolerance level should be greater than 0.2 and VIF less than 5(Daoud, 2017). The results of multicollinearity assessments are detailed in the following section.

Table 4.11***Multicollinearity Test***

Model	Collinearity Statistics		
		Tolerance	VIF
1	(Constant)		
	Product diversification	0.397	2.521
	Rebranding	0.524	1.908
	Member participation	0.937	1.068
	Monitoring & evaluation	0.399	2.509

From Table 4.11 above, it can be observed that the tolerance and VIF of product diversification were 0.397 and 2.521 respectively; for rebranding, the tolerance was 0.524 and VIF of 1.908; additionally, the tolerance and VIF of member participation were 0.937 and 1.068 respectively; finally, the tolerance of monitoring & evaluation was 0.399 whereas VIF was 2.509. Given that the tolerance level exceeded 0.2 and VIF values were below 5, for all the variables, it can be concluded that there was no issue of multicollinearity among these variables.

4.5 Descriptive statistics of Change management of deposit-taking SACCOs

Change management was the dependent variable. Specific indicators were poor governance and leadership, lack of financial resources, lack of proper communication, and regulatory requirements. The study collected data through the analysis of questionnaires as displayed below.

Table 4.12***Descriptive statistics of Change management***

Statements N = 89	1	2	3	4	5	Mean
Poor governance & Leadership	1(1%)	3(2%)	0(0%)	18(10%)	151(87%)	4.82
Lack of financial resources	1(1%)	23(13%)	24(29.6%)	54(31%)	95(51%)	4.27
Lack of proper communication	10(6%)	75(45%)	0(0%)	88(51%)	9(6%)	2.96
Regulatory requirements	2(1%)	3(2%)	0(0%)	19(11%)	149(86%)	4.79

According to Table 4.12 above, the findings reveal that weak governance and leadership are the main impediments to change management efficiency in deposit-taking SACCOs. Most respondents agreed to a very large extent that poor governance and leadership is one of the main challenges faced by Deposit taking SACCOs whilst implementing change (mean 4.82). Additionally, the impact of change management in Deposit-taking SACCOs is influenced by regulatory requirements which have a mean score of 4.79 and lack of financial resources which have a mean score of 4.27 respectively also affect change management in deposit-taking SACCOs. The results meant that deposit-taking SACCOs are unable to meet the regulatory requirements in order for them to sustain their business and further lack financial resources to fully adapt to the ever-changing environment.

Change Management therefore is an indispensable aspect that significantly influences an organizations performance (Asikhia et al., 2021). An organizations' response to

change holds utmost importance. It is undeniable that organizations capable of implementing changes with effectiveness and efficiency are more likely to attain exceptional results (Asikhia et al., 2021). Karani (2016) highlights that embracing change management is not a choice but rather a crucial need for organizations seeking to maintain relevance in the market (Karani, 2016).

4.6 Descriptive Statistics of Product Diversification Strategy

The study's first objective was to examine the importance of utilizing product diversification strategy as a means of facilitating organizational change in Deposit-taking SACCOs. Respondents were tasked with assessing the degree to which different aspects of product diversification had been integrated within their respective SACCOs. The rating scale used was: No Extent [1] Little Extent [2] Some Extent [3] Great Extent [4] Very great Extent [5]. Table 4.13 discusses the outcomes.

As shown in Table 4.13 below, the respondents agreed that deposit taking SACCOs have introduced new but related products (mean of 3.02) as opposed to new unrelated products (mean of 2.3). Therefore, clearly depicting that deposit taking SACCOs have not fully embraced product diversification. Additionally, the respondents agree that deposit taking SACCOs have introduced products for the high savers (mean of 2.74) but have not embraced the same for the youth products which scored a low mean of 2.3. The implications of these findings suggest that most of the SACCOs have not fully embraced the concept of product diversification which could hinder their capacity to navigate and adapt to changes effectively.

Table 4.13***Descriptive statistics of Product Diversification Strategy***

Statements N=89	1	2	3	4	5	Mean
Introduction of new but related products	10(11.6%)	12(13.75%)	34(39.53%)	26(30.2%)	4(4.7%)	3.02
Introduction of new but unrelated products	21(31.8%)	14(21.21%)	21(31.82%)	10(15.2%)	0(0%)	2.30
Introduction of products to the high savers	15(22.7%)	9(13.6%)	25(37.9%)	12(18.2%)	5(7.9%)	2.74
Introduction of products to the Youth	21(34.4%)	16(26.2%)	12(19.7%)	9(14.8%)	3(4.9%)	2.30

According to a study by Kamau, SACCO's traditional products, such as normal and development loans, have become inadequate to meet the changing needs of their members (Kamau & Njiru, 2018). SACCOs have been exploring various ways to diversify their product portfolio to increase revenue streams, improve customer retention and loyalty, and of importance meet the needs of the youthful generation (Ngatia et al., 2018)

4.7 Model Summary of Product Diversification

The study performed a model summary to investigate the extent to which product diversification impacted the effectiveness of change management. According to Table 4.14, the R-value for product diversification was found to be 0.908 while the R-square was calculated to be 0.823. This suggests that product diversification accounted for 82.3% of the influence on change management with the remaining

17.7% accredited to other unexplored factors. The results underscore the significant role of product diversification in assisting deposit-taking SACCOs to adapt to dynamic environments.

Table 4.14

Model Summary of Product Diversification

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.908 ^a	0.823	0.76	2.82218

4.8 ANOVA of Product diversification

The study performed an Analysis of Variance (ANOVA) to answer the hypothesis. The null hypothesis of this study posited that product diversification had no effect on efficiency of change management in Deposit taking SACCOs located in Nairobi County, Kenya.

Table 4.15

ANOVA of Product diversification

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	120.914	1	120.914	15.181	.000 ^b
	Residual	1361.964	172	7.965		
	Total	1482.879	173			

a. Dependent Variable: Change Management

b. Predictors: (Constant), Product diversification

The findings presented in Table 4.15 reveal that the P-value obtained was 0.000 indicating that it is lower than the significance level of 0.05. As a result, the findings strongly indicate that the null hypothesis, which states that product diversification has no effect on the efficiency of change management in Deposit-taking SACCOs in Nairobi County, Kenya can be rejected. Product diversification is a useful strategy for deposit taking SACCOs seeking to remain competitive and relevant in the market. (Kamau & Njiru, 2018).

4.9 Descriptive statistics of Rebranding Strategy

The second aim of the study was to evaluate the impact of Rebranding Deposit-taking SACCOs on change management. The respondents were requested to rate the rebranding strategy in relation to different dimensions of for change within the SACCO Industry. The scale used was: No Extent [1] Little Extent [2] Some Extent [3] Great Extent [4] Very great Extent [5].

According to the results below, majority of the respondents with a mean score of 3.67 expressed agreement that deposit taking SACCOs are undergoing rebranding primarily because of the need for national identification. This is followed by the need for compliance which received a mean score of 3.53. Additionally, respondents also mentioned facing competition from other microfinance institutions and the necessity to expand the common bond as reasons for rebranding, with mean scores of mean of 3.35 and 3.36 respectively.

These findings highlight the significance of rebranding as an effective tool for managing change. A robust rebranding strategy has the potential to enhance the organizations long-term vision, establish distinctive market positions and unleash

leadership capabilities within the organization (Parasuraman et al., 2020). Implementing a rebranding strategy simplifies the organizations image, attracts both existing and potential clients, fosters brand loyalty and positively influences overall performance.

Table 4.16

Descriptive Statistics of Rebranding Strategy

Statements N=89	1	2	3	4	5	Mean
Increase in need for members out of the common bond.	2(2.9%)	13(18.8%)	22(31.9%)	22(31.9%)	10(14.5%)	3.36
Introduction of SACCO Regulations by SASRA and consumer protection act.	2(3.03%)	9(13.6%)	18(27.3%)	26(39.4%)	11(16.7%)	3.53
The need for National identification	3(4.5%)	6(8.9%)	17(25.4%)	25(37.3%)	16(23.9%)	3.67
Competition from Chamas and other microfinance institutions	4(6.5%)	12(219.4%)	14(22.6%)	22(35.5%)	10(16.1%)	3.35

4.10 Model Summary of Rebranding

This study carried out a model summary to examine the level of influence that rebranding had on change management efficiency. According to the results presented in Table 4.17, the rebranding effort exhibited an R-value of 0.939 and an R-square of 0.882. These figures suggest that rebranding accounted for 88.2% in

influencing change management while 11.8% were on other factors not explored in this study. These findings highlight the significance of rebranding as a strategic approach employed by deposit-taking SACCOs to navigate change in the financial industry. For deposit-taking SACCOs to compete effectively and establish a strong presence in the broader financial sector, it is imperative that they transition their operations from a localized approach to a national perspective, by rebranding their name, products, and processes.

Table 4.17

Model Summary of Rebranding

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.939 ^a	.882	.836	2.88217

a. Predictors: (Constant), Rebranding

4.11 ANOVA of Rebranding

The hypothesis was addressed by conducting an Analysis of Variance (ANOVA) in the study. The rebranding strategy had no significant impact on change management of deposit taking SACCOs in Nairobi County, Kenya as stated in the null hypothesis. Table 4.18 presents the results.

The data displayed in Table 4.18 revealed a significance level of 0.007 which fell below the standard threshold of 0.05. Thus, the null hypothesis stating that rebranding strategy had no effect on change management efficiency of Deposit taking SACCOs in Nairobi County, Kenya was rejected. The outcome of this study clearly demonstrated that deposit taking SACCOs utilized rebranding as a strategic approach to effectively navigate changes and establish a competitive position for

themselves.

Overall, rebranding is a strategic marketing approach that companies use to change their brand's identity, image, or message. The reasons for rebranding may vary, ranging from mergers and acquisitions to the need to stay relevant in the market. (Vandiver, 2023).

Table 4.18

ANOVA of Rebranding strategy

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	62.395	1	62.395	7.511	.007 ^b
	Residual	1420.484	172	8.307		
	Total	1482.879	173			
a. Dependent Variable: Change management						
b. Predictors: (Constant), Rebranding strategy						

4.12 Descriptive statistic of Member Participation

The study's third objective was to assess the effectiveness of member participation strategy in enhancing the efficiency of change management within the Deposit-taking SACCOs. The respondents were tasked with rating different communication methods for SACCO members using a rate ranging from No extent to Very great extent: No Extent [1] Little Extent [2] Some Extent [3] Great Extent [4] Very great Extent [5].

The results in Table 4.19 showed that website/email/SMS is the most common channel used by deposit taking SACCOs in communicating to members with a mean score of 3.73. This is closely followed by annual general meetings with a mean score of 3.6. From the findings, the least common channels are advertisement and education forums

scoring a mean of 3.27 and 3.14 respectively. The results suggest that the majority of SACCOs employ different communication methods to interact with their members, a factor that holds significant importance in effectively handling change.

Understanding the needs and expectations of these stakeholders is crucial for the success of a business, as it enables them to create a product that meets the needs of all stakeholders and contributes to the overall success of the project or business (Lehtinen et al., 2019).

Table 4.19

Descriptive statistics of Member participation

Statements N=89	1	2	3	4	5	Mean
Use of advertisement and marketing	6(7.2%)	13(15.7%)	26(31.3%)	29(34.9%)	9(10.8%)	3.27
Use of Education Forums	8(9.9%)	15(18.5%)	24(29.6%)	26(32.1%)	8(9.9%)	3.14
Use of Annual General meetings (AGMs)	7(8.5%)	3(3.7%)	21(25.6%)	36(43.9%)	15(18.3%)	3.6
Use of website, email & SMS	5(6.3%)	7(8.9%)	19(24.1%)	21(26.4%)	27(34.2%)	3.73

According to Farida and Steiwan (2022), Saccos should continually address the requirements of their stakeholders. A Sacco that has built, maintained, and managed a supportive environment aligned with its business objectives will likely have an advantage over rivals that have not (Farida & Setiawan, 2022).

4.13 Model Summary of Member Participation strategy

A model summary was carried out to examine the level of influence of member

participation strategy on change management efficiency as revealed below.

Table 4.20

Model Summary of Member participation strategy

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858 ^a	.737	.731	2.88993

a. Predictors: (Constant), Member participation strategy

According to Table 4.20, it can be observed that member participation strategy exhibited strong correlation with an R-square of 0.737 and an R-value of 0.858. These results suggest that member participation strategy accounted for approximately 73.7% of the influence on change management while the remaining 26.3% can be accredited to other factors. These results indicate that member participation is of great significance during the implementation of any changes. Since Deposit taking SACCOs are owned by their members, it is crucial for the decision-making process to include the active participation of these members who serve as the decision makers.

4.14 ANOVA of Member participation

The hypothesis was addressed through implementation of an Analysis of Variance (ANOVA). The study's null hypothesis posited that member participation strategy did not have any effect on efficiency of change management in deposit taking SACCOs in Nairobi County, Kenya. The findings presented in Table 4.21 above indicate the significance level was calculated to be 0.011 falling below the predetermined threshold of 0.05. Consequently, these results indicated that the study rejected the null hypothesis that member participation strategy had no effect

on change management of deposit taking SACCOs in Nairobi County, Kenya. These results indicate that stakeholder involvement is paramount in attaining the desired change. By identifying stakeholders and understanding their interests, businesses can create action plans considering stakeholder perspectives and prioritizing stakeholder needs. This helps to build support for a project or business initiative and ensures that the result is in line with stakeholder expectations (Lehtinen et al., 2019).

Table 4.21

ANOVA of Member participation strategies

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	54.742	1	54.742	6.555	.011 ^b
	Residual	1428.137	172	8.352		
	Total	1482.879	173			

4.15 Descriptive statistics of monitoring and evaluation strategies

The study's fourth objective was to assess the influence of monitoring and evaluation strategy in managing change efficiency within the deposit-taking SACCOs. The respondents were asked to rate whether their respective deposit taking SACCOs adopted the various monitoring and evaluation strategies. The first parameter was for the respondent either respond with a yes or no. The second parameter used was: No Extent [1] Little Extent [2] Some Extent [3] Great Extent [4] Very great Extent [5]. Table 4.22 below observes that 78.5% of the respondents reported that their SACCO has implemented monitoring and evaluation strategies, while 21.5% noted that their SACCO had not adopted monitoring and evaluation strategies. This therefore means that most deposit taking SACCOs monitor and evaluate their strategies.

Table 4.22

Adoption of monitoring and evaluation strategies

	Count	Percent
Yes	63	78.46%
No	26	21.54%
Total	89	100%

In addition to this, it was important to examine how the deposit taking SACCOs monitor and evaluate their strategies, and thus, the respondents tasked with specifying the extent to which monitoring, and evaluation strategies involved the following factors in responding to the changing external environment. The scale used was: No Extent [1] Little Extent [2] Some Extent [3] Great Extent [4] Very great Extent [5]. The findings in Table 4.23 shows that deposit taking SACCOs embrace monitoring and evaluation as a strategy of managing change with the highest mean being making adjustments to make a difference in their organization (mean 3.37). Shapiro concurs with the findings that emphasize the importance of monitoring as at it allows for adjustments of the operations if they fail to achieve the desired outcome (Shapiro, 2011)

As shown in Table 4.23, and as acknowledged by most of the respondents, long term monitoring & evaluation of environmental and social parameters has not been fully embraced. The statement received a mean of 3.02. Without embracing long term monitoring and evaluation of both the external and internal environment, change management will not be effective. Versteeg et al. (2021) in his study of adaptive planning, emphasized the importance of implementing adaptive planning, monitoring

and evaluation strategies to effectively assess the long-term impact to an organization (Versteeg et al., 2021).

Table 4.23

Adoption of monitoring and evaluation strategies

Statements N=89	1	2	3	4	5	Mean
Review of management plans	8(9.8%)	13(15.9%)	27(32.9%)	26(31.7%)	8(9%)	3.16
Regular tracking of implementation through planning and reporting schedules	9(10.9%)	7(8.5%)	33(40.2%)	29(35.4%)	4(4.9%)	3.15
Long-term monitoring of environmental and socioeconomic parameters	8(9.9%)	12(14.8%)	9(48.2%)	14(17.3%)	8(9.9%)	3.02
Assessing management success	9(10.9%)	8(9.8%)	30(36.6%)	31(37.8%)	4(4.9%)	3.16
Evaluations and reviews of projects	6(7.3%)	10(12.2%)	29(30.0)	31(37.8)	3(3.7)	3.18
Identify problems in planning and/or implementation	6(7.32)	12(14.6)	31(37.8)	27(32.9)	6(7.3)	3.18
Make adjustments so that the management is more likely to "make a difference".	4(4.9)	11(13.4)	28(34.1)	29(35.4)	10(12.2)	3.37

4.16 Model Summary of Monitoring & Evaluation strategy

To examine the level of influence that monitoring, and evaluation had on change management efficiency, the study conducted a model summary. Table 4.24 indicates the results of the analysis.

Table 4.24***Model Summary of Monitoring and Evaluation Strategy***

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756 ^a	.872	.465	2.83952

a. Predictors: (Constant), Monitoring and Evaluation Strategy

According to Table 4.24, the statistical analysis revealed that monitoring and evaluation exhibited a significant correlation with an R-square value of 0.872 and a Pearson's R value of 0.756. These results indicated that monitoring and evaluation accounted for 87.2% of the variation observed in change management efficiency, while the remaining 12.8% can be credited to other factors not examined. It is clear that the implementation of change management programs heavily relies on monitoring and evaluation. By regularly monitoring, SACCOs are able to modify their strategies using up-to-date information. Consequently, if a specific approach proves ineffective, prompt adjustments can be made.

4.17 ANOVA of Monitoring and Evaluation Strategy

To answer the hypothesis, the study carried out an Analysis of Variance (ANOVA). The study's null hypothesis stated that monitoring and evaluation strategy had no effect on change management efficiency of Deposit-Taking SACCOs in Nairobi County, Kenya. From findings derived from Table 4.25, the significance level was 0.000 which is below the predetermined threshold of 0.05. Consequently, the outcomes indicate that the study rejected the null hypothesis suggesting that monitoring and evaluation strategy does indeed have an impact on deposit-SACCOs

change management efficiency. From the findings, monitoring and evaluation strategy is a key determinant in facilitating the successful implementation of change management within deposit-taking SACCOs. Robert Shayo emphasised the importance of learning from both achievements and setbacks, highlighting the significance of monitoring key performance indicators (KPIs) to proactively identify risks and implement necessary corrective measures.(Shayo, 2019).

Table 4.25

ANOVA of Monitoring and Evaluation Strategy

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	104.124	1	104.124	12.914	.000 ^b
	Residual	1378.755	172	8.063		
	Total	1482.879	173			

4.18 Multiple Regression Analysis

The study examined the multiple regression analysis of the variables. In particular, the study examined the model summary, ANOVA, and regression coefficients to determine the influence of the independent variables (product diversification, re-branding, member participation and monitoring & evaluation strategies) on the dependent variable (efficient change management).

4.18.1 Model Summary of Independent variable

A model summary was conducted to examine the extent of influence that the selected business strategies (independent variables) had on change management efficiency as indicated below.

Table 4.26

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.814 ^a	.662	.650	.5488991

Table 4.26 displays an R value of 0.814 and R squared value of 0.662, illustrating that the independent variables accounted for 66% of the variances in change management efficiency. The remaining 34% of the variances can be credited to factors that were not taken into account in the current study. This suggests that the strategies implemented by deposit-taking SACCOs serve as dependable indicators of change management.

4.18.2 ANOVA of the Independent Variables

To determine whether a relationship existed between the Dependent variable and the independent variables, the study utilized Analysis of Variance (ANOVA) of the independent variables as displayed in Table 4.27.

The outcomes derived from Table 4.27 demonstrate that the significance level was 0.000 which is below 0.05. Consequently, the findings suggest that the study revealed a positive impact of the chosen business strategies (independent variables) on the efficiency of change management. This, in turn, influenced the way deposit-taking SACCOs handle their change management initiatives. An organization must be cautious of factors that may legitimately try to thwart changes intended to lead it to the desired objective and goals while executing change (Roszkowska & Melé, 2021). Therefore, it is crucial to implement efficient change management procedures. The study model demonstrated a strong fit in predicting the dependent

variable.

Table 4.27

Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.184	3	16.728	55.521	.000
	Residual	25.610	85	.301		
	Total	75.794	88			

4.18.3 Regression Coefficient

The study conducted an examination of regression coefficients, which was based on the overarching research model as displayed in Table 4.28.

Regression Equation

$$Y = 0.933 + 0.257X_1 + 0.237X_2 + 0.264X_3 + 0.301X_4$$

Where:

Y=Efficient change management,

X₁= Product Diversification strategy,

X₂= Rebranding strategy

X₃= Member Participation strategy

X₄ = Monitoring & evaluation strategy

Table 4.28***Regression Coefficients***

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.933	.214		4.354	.000
	Product Diversification strategy	.257	.122	.297	2.103	.038
	Rebranding strategy	.237	.116	.314	2.038	.045
	Member participation	.264	0.86	.278	3.090	.003
	Monitoring & evaluation	.301	.087	.029	3.091	.0002

Table 4.28 illustrates that the efficiency of SACCO change management was positively and significantly impacted through implementation of product diversification strategy. The Regression Coefficient (β) of 0.257 indicates that for every one unit increase in product diversification, the efficiency of SACCO change management would increase by 0.257 units. The P-value of 0.038 which is less than the significance level of 0.05, further supports the statistical significance of this relationship.

The efficiency of SACCO change management saw a notable and favourable impact from the implementation of Rebranding strategy ($\beta = 0.237$, $p=0.045<.05$). This indicates that enhancing the rebranding strategy by one unit would result in a 0.237 unit increase in SACCO's change management efficiency. These findings are

consistent with Fill's (2009) research, which demonstrated that strong brands create lasting, positive impressions that are greatly appreciated by their intended audience.

The effectiveness of SACCO change management was notably improved by the implementation of Member participation strategy. ($\beta = 0.264$, $p=0.003<.05$). This suggest that a one-unit increase in member participation strategy would lead to 0.264 unit increase in SACCOs change management efficiency. These findings are consistent with Wamsler (2017) study, which highlights the significance of stakeholder involvement in organizational change processes, irrespective of their roles within the organization (Wamsler, 2017).

Monitoring and evaluation strategy demonstrated favourable impact on the efficiency of deposit-taking SACCO change management ($\beta = 0.301$, $p=0.002<.05$). These findings established that when monitoring and evaluation strategy is increased by single unit it would lead to a corresponding 0.301 unit increase in SACCOs change management efficiency.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This study examined the influence of selected business strategies on the efficiency of change management in deposit-Taking Savings and Credit Cooperative Societies (SACCOs) in Nairobi County, Kenya. The study focused on four specific objectives: (1) to examine the role of product diversification strategy, (2) to determine the role of rebranding, (3) to investigate the role of member participation, and (4) to analyze the role of monitoring and evaluation strategies in managing change. The research adopted a descriptive research design and using stratified sampling collected data from 89 respondents sampled from Savings and Credit Societies, Housing Cooperatives, Agricultural, Education, and Investment Cooperatives deposit-taking SACCOs in Nairobi County, Kenya.

5.2 Summary

This study conducted various analyses and obtained the following results based on product diversification, rebranding, member participation, monitoring, and evaluation strategies adopted by SACCOs to manage change.

5.2.1 Product Diversification Strategy and change management.

According to the findings, most SACCOs have implemented diversification of products by introducing new, but related products with the highest mean score of 3.02. The study found that the strategy of product diversification had an 82.4% impact on change management while the remaining 17.6% was influenced by other factors not

investigated in the study. The statistical significance level was 0.000, signifying the rejection of the null hypothesis.

The findings from the regression analysis indicate that the implementation of a product diversification strategy had a significant effect on the efficiency of change management within SACCOs ($\beta = 0.257$, $p=0.038<.05$). Consequently, a one unit increase in the product diversification strategy could potentially lead to a 0.257 unit increase in the efficiency of change management for SACCOs.

5.2.2 Re-branding Strategy and change management.

Descriptive findings uncovered that the primary reason for rebranding was amplified due to the growing demand for identification nationally which obtained the highest mean score of 3.67. Additional factors that compelled the need for rebranding included the desire to appeal to members beyond the usual common bond (3.36), the introduction of laws and regulations by SASRA & the Consumer protection act (3.53), and competition posed by other Microfinance institutions (3.35).

Rebranding strategy was found to have a substantial impact of 88.2% on change management while the remaining 11.8% being accredited by other factors not explored in this study. The statistical significance level was determined to be 0.007, failing below the conventional threshold of 0.05 leading to the rejection of the null hypothesis. The regression analysis exhibited a significant and positive correlation between rebranding strategy and the efficiency of change management within SACCO's ($\beta = 0.237$, $p=0.045<.05$) suggesting that a one-unit increase in

re-branding strategy could potentially boost change management efficiency by 0.237 units.

5.2.3 Member participation strategy and change management.

The Descriptive findings revealed that SACCOs predominantly rely on websites, and email as their preferred communication tools with a mean score of 3.73. Annual general meetings closely followed with a mean of 3.60. The utilization of advertisement & marketing, as well as education seminars did not receive widespread acceptance, scoring means of 3.27 and 3.14, respectively.

In this study, it was found out that Member participation had a substantial impact of 73.7% on change management while the remaining 26.3% being attributed to other unidentified factors. The significance level was 0.011 falling below the conventional threshold of 0.05. Consequently, the findings led to the rejection of the null hypothesis. Furthermore, the regression analysis results indicated that the implementation of member participation strategy had a significant impact on SACCOs change management efficiency ($\beta = 0.264$, $p=0.003<.05$). This means that a one-unit increase in member participation strategy would result in 0.264 unit increase in SACCOs change management efficiency.

5.2.4 Monitoring and evaluation strategy and change management.

Descriptive findings of the study revealed that deposit taking SACCOs prioritized monitoring and evaluation as a means of effectively managing change with the organization. The highest mean score of 3.37 suggests that these SACCOs make adjustments to bring positive changes and a difference in their organization. It is noteworthy that majority of the respondents agreed that long term monitoring & evaluation of environmental and social parameters had not been fully embraced. This

aspect received the lowest mean of 3.01, indicating a need for improvement in this area.

Additionally, Monitoring and evaluation had a significant influence on change management efficiency accounting for 87.2% of the overall impact. The remaining 12.8% were credited to other factors that were not investigated in this particular study. Moreover, the conducted Regression analysis revealed a positive relationship between the Monitoring and evaluation strategy and the efficiency of deposit-taking SACCOs change management efficiency ($\beta = 0.301$, $p=0.002<.05$). With a beta coefficient of 0.301 it can be deduced that a single unit would increase in the implementation of the monitoring and evaluation strategy would result in a 0.301 unit increase in SACCOs change management efficiency.

To summarize, the findings underscore the critical role played by Monitoring and evaluation as a strategy for overseeing change in deposit-taking SACCOs. The study indicates that by enhancing their monitoring and evaluation procedures, SACCOs have the potential to enhance their change management efficiency.

5.2.5 Change management

Descriptive findings revealed that the primary obstacle to achieving efficient change management in deposit taking SACCOs is attributed to inadequate governance and leadership. A significant majority of the participants strongly agreed that poor governance and leadership pose a fundamental challenge during the implementation of the change (mean 4.82). This was followed closely by regulatory requirements and financial resources which scored a mean of 4.79 and 4.27, respectively.

5.3 Conclusion

The findings from the analysis of product diversification suggest that deposit-taking SACCOs exhibit a conservative approach towards risk and have a limited appetite for it. These SACCOs have not fully embraced strategy of product diversification and instead focus on diversifying within related products rather than introducing entirely new ones. Furthermore, the research also indicates that the products offered by the SACCOs do not attract the younger generation.

The analysis of the rebranding strategy indicates that the primary objective for most deposit-taking SACCOs to implement rebranding initiatives is to establish a national identity rather than to expand their common bond. SACCOs that implement rebranding strategies have a distinct advantage in the highly competitive financial sector, as they are able to adapt to organizational changes with greater ease.

The findings from the analysis of member participation strategy indicate that the majority of deposit-taking SACCOs do not utilize advertisement and member education forums as a means of engaging with their members. Rather, they depend on emails, websites, and Annual general meetings (AGMs) for member communication. These approaches are favored over advertisement and education seminars due to their perceived high costs despite the fact that they are highly effective. It should be noted that AGMs forums primarily serve the purpose of presenting financial status of the SACCOs and may not provide ample time for members to actively engage in discussions.

The findings from the analysis of monitoring and evaluation strategy indicate that the majority of deposit taking SACCOs have not adopted the practice of long-term monitoring & evaluation of environmental and social factors. The absence of this approach hinders the effectiveness of change management.

Research findings on change management in deposit taking SACCOs indicate that a considerable proportion of these organizations are encountering difficulties due to inadequate leadership. The majority of these SACCOs are predominantly dominated by males and lack young leaders, making it challenging to engage with the youthful demographic, which forms the majority of the population. Without a strategic approach to attract and involve the younger generation, many deposit-taking SACCOs are at risk of decline as their membership ages.

5.4 Recommendations of the Study

5.4.1: Product Diversification

This study proposes that Deposit-taking SACCOs should enhance their approach to product diversification strategy by introducing new, unrelated product offerings. Furthermore, SACCO management should contemplate the introduction of products tailored for the young people who are just embarking on their financial journey. These products typically entail reduced fees, minimum balances, and other incentives to motivate the young people to start saving and investing. Through the introduction of youth-oriented products, SACCOs can entice a new cohort of members and establish enduring relationships with them, thereby formulating a sustainable plan in a constantly evolving landscape.

Diversifying their product portfolio and having more options for customers can help SACCOs remain competitive and flexible in their operations, attract new members, retain existing ones, and enhance their change management efficiency. This can potentially enhance their ability to respond to changes in the industry, market, or regulatory environment. For instance, if a SACCO only offers savings accounts, it may struggle to retain members who are looking for more comprehensive financial services. However, it is essential to evaluate the potential risks and benefits of introducing new products before implementing them.

5.4.2 Rebranding Strategy

This study suggests that to enhance the competitive position of deposit-taking SACCOs, the management must devise a robust rebranding strategy that appeals to a varied audience instead of merely focusing on the common bond. Broadening the identity of SACCOs can draw in larger pool of members, thereby strengthening their financial security and ability to withstand competition. Nonetheless, the rebranding process must be meticulously planned and should involve all stakeholders to guarantee its effectiveness.

5.4.3: Member Participation Strategy

The research findings indicate that deposit-taking SACCOs should enhance their communication with members by adopting more effective communication strategies such as advertisement and marketing, and education seminars. It is suggested that such strategies should be used in addition to annual general meetings, websites, emails, and messages. Member involvement in the planning and implementation of changes is

highly recommended, as it results in greater support for changes, increased sense of ownership, and willingness to adapt to new ways of doing things.

SACCOs can leverage their collective knowledge and experience of their members by engaging them in the change management process, enabling the identification of potential obstacles to change that may not be apparent to the management team. The study highlights that SACCO members possess a unique perspective that can help identify potential roadblocks and involving them in the change management process enables SACCOs to address these obstacles before they become major problems.

The study demonstrates that when members are given a voice in the change process, they are more likely to share their ideas and suggestions for improvement. This can lead to the implementation of innovative solutions and improvements that may not have been possible without member input. Therefore, it is recommended that SACCOs should actively involve their members in the change management process to ensure the successful implementation of changes and promote a culture of innovation and continuous improvement.

5.4.4: Monitoring and evaluation Strategy

This study suggests that deposit-taking SACCOs should adopt a long-term approach to monitoring and evaluating environmental and social parameters. Given that substantial changes require a considerable amount of time, there is a need for deposit-taking SACCOs to adopt longer time horizons. This can be done by forming a monitoring and evaluation committee within the management team that regularly reviews and updates the progress of strategy implementation. The committee should

also recommend adjustments depending on internal or external factors that may affect the organization.

5.5 Suggestions for Further Research

This study centered on examining the influence of business strategies on the effectiveness of change management in Deposit-taking SACCOs situated in Nairobi County. These strategies encompassed product diversification, rebranding, member participation, and monitoring & evaluation. Future research could delve into additional strategies that may shed light on the efficacy of change management in deposit-taking SACCOs, such as the influence of technology in facilitating change management.

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APPENDICES

Appendix 1: Research Questionnaire

Hello:

You are invited to participate in our survey on Change Management strategy applied by Savings and Credit cooperatives in Nairobi County.

This survey will take approximately 10 minutes to complete. Your participation in this study is completely voluntary but highly vital. It is very important for us to learn your opinions. There are no foreseeable risks associated with this research. Continuing with the survey implies your consent.

Your survey responses will be strictly confidential and data from this research will be reported only in the aggregate. Your information will be coded and will remain confidential. If you have questions at any time about the survey or the procedures, you may contact me by email at fmakhonge@gmail.com.

Thank you very much for your time and support.

Regards,

Fredrick Makhonge.

SECTION A: BACKGROUND INFORMATION

1. Gender:

☐ Male

☐ Female

2. Your age bracket (Tick whichever appropriate)

☐ 18 - 24 Years

☐ 25 - 30 Years

☐ 31 - 34 years

☐ 35 - 40 years

☐ 41 - 44 years

☐ 45 - 50 years

☐ Over- 50years

3. From which organization do you work(Tick whichever appropriate)

☐ Savings and Credit Cooperative

☐ Investment Cooperative

☐ Housing Cooperative

☐ Agricultural Cooperative

☐ Education

4. What is your education level?

☐ Secondary

- ☐ Certificate
- ☐ Diploma
- ☐ Degree
- ☐ Masters degree
- ☐ PhD and above

5. What is your occupation?

.....

.....

.....

6. Years of Experience (Tick where appropriate)

- ☐ Below 5 years
- ☐ 5-7 years
- ☐ 8-10 years
- ☐ 11-15 years
- ☐ Over 15

SECTION B: Product Diversification Strategy and Change Management

Have the following aspects of product diversification been applied in your SACCO? Please tick accordingly.

	No Extent	Little Extent	Some extent	Great extent	Very great extent

Introductions of new but related products					
Introduction of new unrelated products					
Introduction of product to high savers					
Introduction of loan products for the youth					

SECTION C: Rebranding Strategy and Change Management

Have the following aspects of rebranding strategy been applied in your SACCO? Please tick accordingly.

	No Extent	Little Extent	Some extent	Great extent	Very great extent
How do you rate rebranding strategy for the following aspects of changes in the SACCO Industry?					
Increased need for members outside the common bond					
Introduction of regulations by SASRA, and Consumer protection act					
The need for national identification					
Competition from Chamas and other Micro finance institutions					

Section D: Member Engagement Strategy and Change Management

We have the following mode of communication to our members in our SACCO

	No Extent	Little Extent	Some extent	Great extent	Very great extent
Advertisement and Marketing					
Education for members					
Use of Annual General Meetings					
Use of website, emails, sms					

Section E: Monitoring & Evaluation Strategy and Change Management

Has your SACCO adopted a monitoring and evaluation strategic responses in the dynamic external environment?

☐ Yes

☐ No

To what extent do the monitoring and evaluation strategies involve the following factors in responding to the changing external environment?

	No Extent	Little Extent	Some extent	Great extent	Very great extent
Review of management plans					
Regular tracking of implementation through planning and reporting schedules					
Long-term monitoring of environmental and socioeconomic parameters					
Assessing management success					
Evaluations and reviews of projects					
Review progress					

Identify problems in planning and/or implementation					
Make adjustments so that the management is more likely to "make a difference".					

Section F: Change Management in Deposit Taking Saccos in Nairobi County

Change Management Efficiency in Deposit Taking SACCOS is faced by the following challenges?

	No Extent	Little Extent	Some extent	Great extent	Very great extent
Poor governance and Leadership					
Lack of Financial resources					
Lack of proper communication					
Regulatory issues					

Appendix 2: Letter of Introduction



KENYA METHODIST UNIVERSITY MOMBASA CAMPUS

P.O. Box 89983-80100, Mombasa, Kenya
Tel. 0748414998

Fax: 041 2495946
Email: services.mombasa@kemu.ac.ke

May 12, 2023

Commission Secretary
National Commission for Science, Technology and Innovations,
P.O Box 30623-00100
NAIROBI

Dear Sir/Madam

RE: MAKHONGE FREDRICK WANJALA- (Reg. No: BUS-3-6371-2/2010)

This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the School of Business and Economics, Department of Business Administration undertaking a Master's Degree in Business Administration. He is conducting research on; **Strategies Adopted by Deposit Taking Savings & Credit Cooperative Societies in Managing Change in Nairobi County.**

We confirm that his research proposal has been presented and approved by the university. In this regard, we are requesting your office to issue a research license to enable him collect data.

Any assistance accorded to him will be appreciated.

Thank you


Dr. Kirigia Mwenda, PhD
For Coordinator, Postgraduate Studies
Paul.kirigia@kemu.ac.ke

Appendix 3: NACOSTI Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
RefNo: 335966	Date of Issue: 25/May/2023
RESEARCH LICENSE	
	
This is to Certify that Mr. FREDRICK WANJALA MAKHONGE of Kenya Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: STRATEGIES ADOPTED BY DEPOSIT TAKING SAVINGS AND CREDIT COOPERATIVE SOCIETIES IN MANAGING CHANGE IN NAIROBI COUNTY for the period ending : 25/May/2024.	
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