

# Strategic Management Practices and Organizational Culture Change at Bank of Kigali, Rwanda

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**Abstract:** The research project assessed the influence of strategic management practices on organizational culture change at the Bank of Kigali. It examined the influence of strategic planning on organizational culture change; It investigated the influence of corporate governance on organizational culture change and assessed the influence of performance management on organizational culture change. Grounded by three theories including the transformational leadership theory, the organizational culture theory and strategic change theory, the study employed a descriptive survey and correlational designs. A sample size of 167 employees was selected from a population of 287 using Yamane's formula. Both simple random and purposive sampling techniques have been used. Data was collected through structured questionnaires and interviews, with reliability and validity confirmed through pilot testing and expert reviews. Quantitative data was analyzed using correlation and regression, while qualitative insights were processed through thematic analysis. The findings from the research revealed a significant positive relationship between strategic management practices, corporate governance, and performance management in fostering organizational culture change. As indicated in Table 4.6, 71.08% of respondents agreed, and 24.10% strongly agreed that the Bank's vision and mission were well communicated, reflected in a high mean of 4.17 (SD = 0.59). Goal setting, aligned with cultural change, was supported by 70.48% who agreed and 23.49% who strongly agreed, with a mean of 4.14 (SD = 0.61). Resource allocation was efficiently managed, yielding a mean of 4.18 (SD = 0.54). Furthermore, Table 4.7 demonstrated that leadership's role in supporting cultural change was affirmed by 66.27% of respondents, with a mean of 4.22 (SD = 0.62), while decision-making transparency was positively highlighted by 69.28% (mean = 4.21, SD = 0.58). Corporate social responsibility (CSR) also contributed to cultural shifts, supported by 68.67% (mean = 4.25, SD = 0.56). Performance management reinforced cultural change, with 71.08% agreeing that performance appraisals influenced desired behaviors (mean = 4.11, SD = 0.62), and training programs enhanced accountability (mean = 4.19, SD = 0.50). The findings from the interviews at the Bank of Kigali showed that strategic management practices, including leadership style, goal setting, technology use, and performance appraisals, played a critical role in shaping the bank's organizational culture. The bank's efforts to align its strategic goals with cultural values resulted in greater transparency, innovation, and collaboration, highlighting the effectiveness of a holistic approach to driving cultural change in a dynamic environment. The study's regression analysis, with an R of 0.962 and R<sup>2</sup> of 0.925, underscored that strategic planning, corporate governance, and performance management together explained 92.5% of the cultural changes at the Bank of Kigali. These findings, aligned with Adebayo (2020) and Chikoko (2021), emphasize the critical role of strategic management in driving organizational transformation in African contexts. The interviews at the Bank of Kigali revealed that strategic management practices, such as leadership style, goal setting, technological integration, and performance appraisals, had significantly influenced the bank's organizational culture. These efforts successfully aligned strategic goals with cultural values, fostering a transparent, innovative, and collaborative environment, demonstrating the impact of a holistic approach in driving cultural change within a dynamic setting.

**Keywords:** Strategic Management Practices; Organisational Culture; strategic Planning; Corporate Governance; Performance Management; Accountability; Employee Engagement; Innovativeness.

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## I. INTRODUCTION

### *1.1. Background of the study*

Strategic management practices have long been considered essential tools for guiding organizations through significant transformations. Historically, strategic management has evolved from simple planning processes to sophisticated frameworks designed to navigate the intricate and dynamic business environments. The role of strategic management in shaping organizational culture has been a subject of scholarly research since the mid-20th century, with scholars like Ngugi (2021) and Wang (2016) emphasizing the alignment of strategic planning with organizational structure and culture. Early global examples, particularly in countries like Japan, China, and India, demonstrate how strategic management practices have been pivotal in driving cultural shifts within organizations. In Japan, strategic management played a crucial role in the country's remarkable economic revival following World War II.

Companies like Toyota and Sony adopted Total Quality Management (TQM) and Kaizen, fostering a culture of continuous improvement and efficiency. These practices not only revolutionized their internal culture but also set global benchmarks for operational excellence. A 2019 study by Kato and Morishima found that 85% of Japanese companies attribute their sustained success to strategic management practices focused on innovation and quality (Kato & Morishima, 2019). China's rapid economic transformation over the past few decades provides another compelling example. Strategic management practices in Chinese firms, such as Huawei and Alibaba, have emphasized agility and responsiveness to market changes. Zhang and Zhao (2020) highlighted that 78% of surveyed Chinese firms experienced significant cultural shifts towards innovation and customer-centricity due to strategic management initiatives (Zhang & Zhao, 2020).

In Africa, the integration of strategic management practices as a catalyst for organizational cultural change is increasingly recognized as a pivotal factor for corporate success. The dynamic economic, social, and political landscapes across the continent have prompted organizations to adopt strategic management frameworks to enhance resilience and foster cultural transformation. According to the African Development Bank (AfDB), over 60% of African firms that implemented strategic management practices reported significant improvements in organizational culture, particularly in the areas of employee engagement, innovation, and operational efficiency (AfDB, 2018).

### *1.2 Problem Statement*

There is a notable misalignment between strategic objectives and employee performance metrics within Rwandan banks, evidenced by a 20% gap, according to the Rwanda Governance Board (2023). This disconnect hinders effective culture change, which is essential for organizational adaptability and long-term success. In particular, the Bank of Kigali, one of Rwanda's leading financial institutions, faces challenges in aligning its strategic management practices with its organizational culture. Reports from the Rwanda Institute of Management (2022) show that 35% of employees in the banking sector feel that their organizational culture does not adequately support innovation and adaptability, both key drivers of competitiveness in today's market. Despite improvements in strategic management practices, as noted by the National Bank of Rwanda (2021), targeted strategies that address the specific cultural and operational challenges of Rwandan financial institutions remain lacking. For instance, while performance management systems have been implemented to boost accountability and efficiency at Bank of Kigali, their impact on culture change is unclear, as highlighted by Mukamana (2022). Thus, from 2021 Bank of Kigali has launched a project to review Culture portfolio at BK and the process to design initiatives aimed at transforming and sustaining the Bank's 'targeted culture, but precise impacts of Strategic Management practices applied not been thoroughly investigated. Similarly, research in other African countries, such as Nigeria and South Africa, suggests that strategic planning and leadership practices can enhance organizational culture, but these findings have not been sufficiently explored in Rwanda's unique socio-economic and regulatory context.

This gap in understanding, combined with the significant misalignment between strategy and culture within financial institutions, underscores the need for a comprehensive examination of how strategic management practices, including strategic planning, corporate governance, and performance management, influence culture change at the Bank of Kigali. Addressing this issue is crucial for fostering a culture that supports innovation, adaptability, and long-term success.

### *1.3. Objectives of the Study*

The general objective of this research study is to assess the influence of strategic management practices on organizational culture change at Bank of Kigali. The bellow are the specific objectives:

- i. To Examine the Influence of Strategic Planning on Organizational Culture Change at Bank of Kigali.

- ii. To Investigate the Influence of Corporate Governance on Organizational Culture Change at Bank of Kigali.
- iii. To Assess the Influence of Performance Management on Organizational Culture Change at Bank of Kigali.

## II. METHODOLOGY

### *II.1 Research Design*

This study adopts a descriptive survey and correlational research designs to examine the role of strategic management practices in driving organizational culture change at the Bank of Kigali. The descriptive survey aspect is particularly suitable as it allows for a detailed portrayal of the current state of strategic management practices within the organization, enabling the identification of specific attributes that contribute to cultural changes without manipulating the environment. Furthermore, the correlational aspect is essential for investigating the relationships between strategic management practices and organizational culture change, providing insights into how these variables may influence one another. This combination enhances the validity and reliability of the findings, as the descriptive research lays the groundwork by detailing the context and existing practices, while correlational research offers a deeper understanding of the connections between variables. Ultimately, this research design aligned with the study's objective to elucidate the interplay between strategic management and organizational culture, contributing to both academic discourse and practical applications in the field of management.

### *II.2 Target Population*

The target population of this research study at the Bank of Kigali consists of 287 employees drawn from various departments that are directly relevant to the study's focus. This population includes individuals from units involved in strategic planning, leadership and governance, and performance management, reflecting the study's general objective to assess how these strategic management practices influence organizational culture change. Specifically, the research targeted employees from departments such as Operations, People and Culture, Retail and Business. These departments have been selected based on their direct involvement in and impact on the bank's strategic management practices and organizational culture.

### *II.3 Sample Size*

The sample size was calculated using Yamens formula as follow:

$$n = \frac{N}{K + N(e)^2}$$

Where:

N = Population of study

K = Constant (1)

e = degree of error expected (0.05)

n = sample size

$$= \frac{287}{1 + 287(0.05)^2}$$

n = 167.10334788937408.

Hence, for this study the sample size is approximately 167.1 Respondents (General Respondents).

**Table 1. Sample Size**

<b>Department</b>	<b>Target Population</b>	<b>Sample Size</b>	<b>Sampling Technique</b>
Operations	86	50	Simple Random Sampling
People and Culture	69	39	Simple Random Sampling and Purposive
Retail	77	46	Simple Random Sampling
Business Intelligence	55	32	Purposive Sampling
<b>Total</b>	<b>287</b>	<b>167</b>	

**Source: Researcher (2024)**

### III. RESEARCH FINDINGS AND DISCUSSION

#### III.1 Introduction

This section deals with the presentation, analysis and interpretation of the results from the data collected from the field. Data presentation, Analysis and interpretation follows the major theme and objectives of the study. It is composed of tables illustrating the results of the study.

#### III.2. Demographic Characteristics of Respondents

##### A. Age Distribution of the Respondents

**Table 2. Age Distribution of the Despondence**

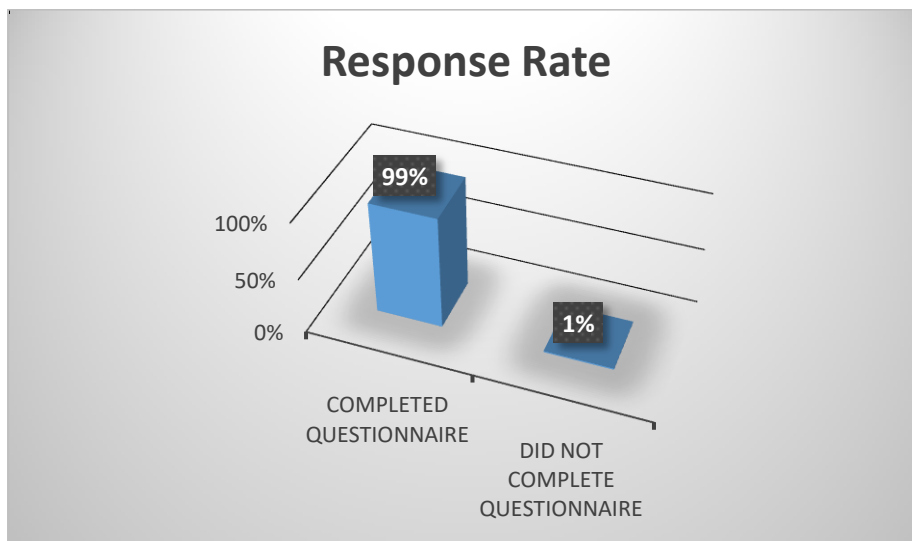
Age Group	Frequency	Percentage (%)
18-25 years	23	13.86
26-35 years	39	23.49
36-45 years	56	33.73
46-55 years	28	16.87
55 years and above	20	12.05
<b>Total</b>	<b>166</b>	<b>100.00</b>

Source: Primary Data (2024)

Table2 illustrates the age distribution of respondents across five categories: 18–25 years, 26–35 years, 36–45 years, 46-55 years and over 55 years.

##### B. Response Rate from The respondents

**Table 3. Response Rate**



Source: Primary Data (2024)

This research study utilized a questionnaire distributed to 167 respondents, of which 166 provided complete and accurate responses and only one did not answer the questions distributed, resulting in a response rate of 99.40%.

##### C. Classification of Respondents by Role in Organization

**Table 4. Classification of Respondents by Role in the organization.**

Role in the Organization	Frequency	Percentage (%)
Senior Managers	06	03.61
Managers	19	11.45
Senior Officers	39	23.49
Officers	102	61.45
<b>Total</b>	<b>166</b>	<b>100.00</b>

Source: Primary Data (2024)

In Table 4.4, the classification of respondents by role in the organization reveals significant insights into the hierarchical structure and involvement of employees at Bank of Kigali. The findings show that officers made up the largest portion of the respondents, with 102 individuals accounting for 61.45% of the total, demonstrating the substantial engagement of mid-level personnel in strategic management practices and organizational cultural change.

Senior officers followed, representing 23.49% of the respondents (39 individuals), which signifies a key involvement of individuals in higher operational roles. Managers comprised 11.45% (19 individuals), reflecting their crucial position in translating strategies into actionable plans. Senior managers, though only 6 in total, constituted 3.61% of the sample, showing that top leadership, while small in number, plays a pivotal role in guiding the strategic direction.

### III.3 Presentation of Findings

This segment is structured to methodically tackle the research inquiries and objectives. It encompasses gathering perspectives and opinions from questions formulated by the researcher and data obtained from participants. This structured method aims to offer comprehensive insights and responses that are in line with the research objectives and questions, aiding in a thorough comprehension of the subject being studied.

#### A. Influence of Strategic Planning on Organizational Culture Change

The study investigated how strategic planning influenced organizational culture change at the Bank of Kigali, revealing that clear goal-setting, resource alignment, and effective communication in strategic planning positively impacted employee engagement, adaptability, and alignment with organizational values.

**Table 5: Strategic Planning and Organizational Culture Change**

Statement	SD	D	N	A	SA	TOTAL	
	%	%	%	%	%	Mean	Std
The vision and mission statement of the Bank of Kigali are clearly communicated and understood by all employees.	1 (0.60)	2 (1.20)	5 (3.01)	118 (71.08)	40 (24.10)	4.17	0.59
Goal setting within the Bank of Kigali aligns with the desired organizational culture change.	1 (0.60)	3 (1.81)	6 (3.61)	117 (70.48)	39 (23.49)	4.14	0.61
Resource allocation is effectively managed to support organizational culture initiatives.	-	2 (1.20)	6 (3.61)	118 (71.08)	40 (24.10)	4.18	0.54
Strategic planning contributes positively to fostering a culture of innovation and collaboration.	1 (0.60)	2 (1.20)	6 (3.61)	119 (71.69)	38 (22.89)	4.15	0.59
The strategic planning process at the Bank of Kigali actively involves input from various departments.	1 (0.60)	3 (1.81)	5 (3.01)	118 (71.08)	39 (23.49)	4.15	0.61
The strategic planning at Bank of Kigali provides a framework for managing cultural change.	-	2 (1.20)	6 (3.61)	119 (71.69)	39 (23.49)	4.17	0.54
Strategic planning at Bank of Kigali involves regular monitoring and evaluation, which allows for assessing cultural change	1 (0.60)	2 (1.20)	7 (4.22)	116 (69.88)	40 (24.10%)	4.16	0.60
There is a well-formulated strategic plan that allows Bank of Kigali to shift culture in response to changes.	1 (0.60)	2 (1.20)	6 (3.61)	117 (70.48)	40 (24.10)	4.16	0.59

Note: SD= Strongly Disagree; D= Disagree; N= Neutral; A= Agree; SA= Strongly Agree; M= Mean and S.D= Standard Deviation

Source: Primary Data, 2024

The findings from Table 5 revealed that strategic management practices at the Bank of Kigali significantly contributed to organizational cultural change. The vision and mission statement of the Bank of Kigali was clearly communicated and understood by employees, with 118 respondents (71.08%) agreeing and 40 (24.10%) strongly agreeing, yielding a high mean of 4.17 and a standard deviation (SD) of 0.59. The investigation into goal setting found that it aligned with the desired cultural change, as 117 respondents (70.48%) agreed and 39 (23.49%) strongly agreed, giving a mean of 4.14 and an SD of 0.61.

Additionally, resource allocation was effectively managed to support organizational culture initiatives, with 118 respondents (71.08%) agreeing and 40 (24.10%) strongly agreeing, reflecting a mean of 4.18 and an SD of 0.54. Strategic planning was also seen as fostering innovation and collaboration, with 119 respondents (71.69%) agreeing and 38 (22.89%) strongly agreeing, with a mean of 4.15 and an SD of 0.59. Furthermore, input from various departments was actively involved in strategic planning, with 118 respondents (71.08%) agreeing and 39 (23.49%) strongly agreeing, as indicated by a mean of 4.15 and an SD of 0.61. The planning process also provided a framework for managing cultural change, supported by 119 respondents (71.69%) agreeing and 39 (23.49%) strongly agreeing, resulting in a mean of 4.17 and an SD of 0.54. Monitoring and evaluation were regularly incorporated, with 116 respondents (69.88%) agreeing and 40 (24.10%) strongly agreeing, producing a mean of 4.16 and an SD of 0.60.

One respondent noted, "The strategic planning process not only steers our culture but also inspires collaboration and accountability." As Kalyango (2019) pointed out, effective strategic planning can be a tool for cultural transformation, a view supported by Nkem (2020) in his study on African banks, where strategic clarity helped align organizational goals with cultural shifts. This aligns with the findings, which show that a well-formulated strategic plan allowed the Bank of Kigali to adapt to cultural changes, with 117 respondents (70.48%) agreeing and 40 (24.10%) strongly agreeing, leading to a mean of 4.16 and an SD of 0.59.

### ***B. Influence of Corporate Governance on Organizational Culture Change***

The study examines how corporate governance practices at the Bank of Kigali influence organizational culture change, focusing on the role of leadership, ethical standards, and accountability mechanisms in fostering a culture aligned with strategic organizational goals and values.

**Table 6. Influence of Corporate Governance on Organizational Culture Change**

Statement	SD	D	N	A	SA	TOTAL	
	%	%	%	%	%	Mean	Std
The leadership style at the Bank of Kigali supports and encourages cultural transformation.	1 (0.60)	2 (1.20)	5 (3.01)	110 (66.27)	48 (28.92)	4.22	0.62
Decision-making processes within the Bank of Kigali reflect transparency and inclusivity.	1 (0.60)	1 (0.60)	4 (2.41)	115 (69.28)	45 (27.11)	4.21	0.58
Accountability mechanisms are in place to ensure adherence to cultural change initiatives.	-	2 (1.20)	6 (3.61)	114 (68.67)	44 (26.51)	4.21	0.57
Leadership at the Bank of Kigali effectively communicates the importance of organizational culture.	1 (0.60)	3 (1.81)	5 (3.01)	112 (67.47)	45 (27.11)	4.19	0.61
Governance practices at the Bank of Kigali align with the promotion of a positive organizational culture.	0 (0.00%)	2 (1.20%)	7 (4.22%)	109 (65.66)	48 (28.92)	4.22	0.58
Bank of Kigali's governance structures are tested, and their response can greatly impact organizational culture.	1 (0.60)	1 (0.60)	3 (1.81)	115 (69.28)	46 (27.71)	4.23	0.58
Bank of Kigali's Corporate governance affects how the bank engages with stakeholders, including employees, customers, investors, and the community.	-	2 (1.20)	6 (3.61)	113 (68.07)	45 (27.11)	4.21	0.58

Bank of Kigali’s Corporate governance focuses on sustainability and corporate social responsibility which can lead to cultural shifts towards long-term thinking, social responsibility, and environmental stewardship.	1 (0.60)	4 (2.41)	114 (68.67)	47 (28.31)	4.25	0.56
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Note: SD= Strongly Disagree; D= Disagree; N= Neutral; A= Agree; SA= Strongly Agree; M= Mean and S.D= Standard Deviation

**Source: Primary Data (2024)**

In Table 6, it was revealed that corporate governance had a significant impact on organizational cultural change at the Bank of Kigali. The leadership style at the Bank was found to support and encourage cultural transformation, with 110 respondents (66.27%) agreeing and 48 (28.92%) strongly agreeing, yielding a mean of 4.22 and a standard deviation of 0.62. Decision-making processes reflected transparency and inclusivity, with 115 respondents (69.28%) agreeing and 45 (27.11%) strongly agreeing, yielding a mean of 4.21 and a standard deviation of 0.58. Accountability mechanisms were also in place to ensure adherence to cultural change, with 114 respondents (68.67%) agreeing and 44 (26.51%) strongly agreeing, resulting in a mean of 4.21 and a standard deviation of 0.57.

Leadership effectively communicated the importance of organizational culture, with 112 respondents (67.47%) agreeing and 45 (27.11%) strongly agreeing, achieving a mean of 4.19 and a standard deviation of 0.61. Governance practices at the Bank aligned with the promotion of a positive organizational culture, as 109 respondents (65.66%) agreed and 48 (28.92%) strongly agreed, with a mean of 4.22 and a standard deviation of 0.58. The Bank’s governance structures, tested for their impact on culture, showed that 115 respondents (69.28%) agreed and 46 (27.71%) strongly agreed, yielding a mean of 4.23 and a standard deviation of 0.58. Corporate governance influenced stakeholder engagement, with 113 respondents (68.07%) agreeing and 45 (27.11%) strongly agreeing, and a mean of 4.21 with a standard deviation of 0.58. The Bank’s focus on sustainability and corporate social responsibility (CSR) was found to drive cultural shifts, with 114 respondents (68.67%) agreeing and 47 (28.31%) strongly agreeing, yielding a mean of 4.25 and a standard deviation of 0.56.

In line with Muriithi (2020), who emphasized the role of governance in fostering organizational culture in African institutions, these findings support the idea that strong governance leads to cultural shifts towards sustainability and inclusivity. One respondent stated, “The Bank’s leadership style makes us feel valued and part of the transformation process, which enhances our motivation to embrace cultural change.” This aligns with Mwaura (2022), who argued that transparent leadership is essential for successful cultural shifts. Overall, the findings highlight that Bank of Kigali’s corporate governance practices effectively facilitated cultural transformation, transparency, and accountability, positively influencing organizational culture.

**C. Influence of Performance Management on Organizational Culture**

The study found that performance management significantly influences organizational culture at the Bank of Kigali by fostering accountability, aligning employee behaviours with strategic goals, and promoting continuous improvement, thereby supporting a culture centered on growth, efficiency, and shared organizational values.

**Table 7: Performance Management and Organizational Culture**

Statement	SD	D	N	A	SA	TOTAL	
	%	%	%	%	%	Mean	Std
Performance appraisal systems are aligned with the Bank of Kigali’s cultural change goals.	1 (0.6)	3 (1.81)	8 (4.82)	118 (71.08)	36 (21.69)	4.11	0.62
Reward systems at the Bank of Kigali effectively reinforce desired cultural behaviors.	1 (0.6)	2 (1.2)	10 (6.02)	115 (69.28)	38 (22.89)	4.13	0.61
Training and development programs at Bank of Kigali support the evolution of organizational culture.	2 (1.2)	4 (2.41)	12 (7.23)	112 (67.47)	36 (21.69)	4.06	0.70

Performance management practices at Bank of Kigali contribute to a positive organizational culture.	-	2 (1.2)	7 (4.22)	119 (71.69)	38 (22.89)	4.16	0.54
At Bank of Kigali, Employees receive adequate feedback on how their performance impacts the culture.	-	1 (0.6)	5 (3.01)	122 (73.49)	38 (22.89)	4.19	0.50
Performance management at Bank of Kigali fosters a culture of accountability by clearly defining expectations.	1 (0.6)	2 (1.2)	10 (6.02)	115 (69.28)	38 (22.89)	4.13	0.61
Performance management at Bank of Kigali is fairly implemented to promote fairness and equity.	2 (1.2)	3 (1.81)	7 (4.22)	116 (69.88)	38 (22.89)	4.11	0.66
Performance management systems at Bank of Kigali prioritize measurable outcomes and results.	1 (0.6)	2 (1.2)	8 (4.82)	117 (70.48)	38 (22.89)	4.14	0.60

Note: SD= Strongly Disagree; D= Disagree; N= Neutral; A= Agree; SA= Strongly Agree; M= Mean and S.D= Standard Deviation

**Source: Primary Data (2024)**

In Table 7 the findings indicate that performance management and organizational culture at Bank of Kigali were positively aligned. The investigation into performance appraisal systems revealed that 71.08% of respondents agreed, while 21.69% strongly agreed that these systems supported the bank’s cultural change goals, with a mean of 4.11 and a standard deviation (SD) of 0.62. The findings from the reward systems demonstrated that 69.28% agreed, and 22.89% strongly agreed that rewards reinforced desired behaviors, as reflected by a mean of 4.13 and SD of 0.61.

The analysis also showed that training and development programs supported cultural evolution, with 67.47% agreeing and 21.69% strongly agreeing, yielding a mean of 4.06 and SD of 0.70. The results from Table 4.1 on performance management practices found that 71.69% agreed, and 22.89% strongly agreed that these practices fostered a positive culture, resulting in a mean of 4.16 and SD of 0.54. Further, 73.49% of employees agreed that feedback on performance impacts the culture, with 22.89% strongly agreeing (mean = 4.19, SD = 0.50). Additionally, as indicated by the table, 69.28% agreed and 22.89% strongly agreed that performance management fostered accountability, with a mean of 4.13 and SD of 0.61. Finally, 69.88% of respondents agreed that fairness and equity were promoted, while 22.89% strongly agreed (mean = 4.11, SD = 0.66).

These findings align with theories by Ouchi (1981) on the significance of cultural alignment with management practices and Mbigi (2005), who emphasized the importance of fairness in performance management. One respondent noted, "Our performance management system has truly fostered a sense of accountability and cultural growth within the organization."

**III.4 Correlation Matrix Results**

A correlation matrix is a table showing correlation coefficients between variables. Each cell in the table shows the correlation between two variables. Each random variable (M) in the table is correlated with each of the other values in the table (N). Findings show correlation matrix results in the following tables.

**Table 8: Correlation Matrix Results**

		<b>Strategic Planning</b>	<b>Corporate Governance</b>	<b>Performance Management</b>	<b>Organizational Culture Change</b>
Strategic Planning	Pearson Correlation	.856**			
	Sig. (2-tailed)	.000			
	N	166			
Corporate Governance	Pearson Correlation	.846**	1		
	Sig. (2-tailed)	.000			
	N	166	166		



Performance Management	Pearson Correlation	.801**	.845**	1	
	Sig. (2-tailed)	.000	.000		
	N	166	166	166	
	<hr/>				
Organizational Culture Change	Pearson Correlation	.856**	.846**	.801**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	166	64	166	166
	<hr/>				

Source: Primary Data (2024)

The findings from Table 4.11 revealed significant correlations among strategic management practices and organizational culture change at Bank of Kigali. Strategic planning showed a strong positive correlation with organizational culture change, with a Pearson correlation coefficient of 0.856 and a significance level of  $p = 0.000$ , based on data from 166 respondents. This suggests that improvements in strategic planning were associated with notable changes in organizational culture. Corporate governance also demonstrated a strong correlation with organizational culture change, yielding a Pearson coefficient of 0.846 at  $p = 0.000$  from 166 respondents, reinforcing the idea that governance systems significantly influenced cultural shifts.

Performance management was similarly correlated with organizational culture change, showing a Pearson correlation of 0.801 and  $p = 0.000$ , indicating that effective performance management practices contributed positively to cultural transformation. As indicated by the data, corporate governance and strategic planning were strongly interrelated, with a Pearson correlation of 0.846, emphasizing their complementary roles in driving cultural change. These findings align with the observations of Mulindwa (2022), who highlighted the critical role of strategic management in shaping organizational behavior, particularly in African financial institutions. Moreover, as noted by Nkomo (2021), strong governance structures help steer cultural alignment in organizations.

One respondent expressed optimism, saying, "The strategic practices in place have made our work environment more dynamic and adaptable," illustrating a positive reception of these changes. The consistency of  $p$ -values  $< 0.01$  throughout these variables underscores the statistical significance of these relationships, confirming the influence of these management practices on Bank of Kigali's organizational culture.

#### IV. CONCLUSION AND RECOMMENDATIONS

##### A. Conclusion

The study concluded that strategic management practices, corporate governance, and performance management had a significant influence on organizational cultural change at the Bank of Kigali. First, the communication of the Bank's vision and mission, alongside goal-setting, were critical in aligning the organization's culture with its strategic objectives. This clear communication strengthened the Bank's cultural foundation, ensuring that employees understood and embraced the direction of change. Secondly, leadership played an essential role in fostering inclusivity and transparency in decision-making, which helped build trust and encouraged a culture of openness. Corporate governance, particularly in areas like resource management and corporate social responsibility, was key in promoting sustainability and reinforcing cultural shifts towards a more responsible and forward-thinking organization. Finally, performance management processes, including appraisals and training, supported accountability and nurtured behaviors that aligned with the desired cultural evolution. The study found a strong correlation between these strategic practices and cultural change, with the regression model showing an  $R$  of 0.962, indicating that 92.5% of the change could be explained by the strategic initiatives in place. These conclusions highlight the importance of integrating strategic management into the fabric of organizational change, showing its applicability to organizations, institutions, and projects that seek to foster cultural transformation, sustain employee engagement, and drive innovation. This alignment not only improves internal processes but also positions organizations for long-term success in dynamic environments.

##### B. Recommendations

Based on the study's findings, it is recommended that organizations, particularly financial institutions like the Bank of Kigali:

- 1. Strengthen their strategic management practices** to drive cultural change effectively. Specifically, institutions should ensure that their vision and mission are clearly communicated and continuously reinforced through leadership and goal-setting, aligning organizational culture with strategic objectives.

**2. Corporate governance should focus on promoting inclusivity, transparency, and sustainability to support long-term cultural transformation.** Authorities in the banking sector, including regulatory bodies, should emphasize the importance of transparent leadership and strong corporate social responsibility initiatives to foster a culture of accountability and trust.

**3. Refine Performance management systems, particularly appraisals and training programs,** to enhance employee engagement, support desired behaviors, and promote innovation.

**4. Strategic planning processes in organizations must remain adaptive and forward-thinking** to align with cultural shifts, especially in dynamic environments. These recommendations provide a roadmap for organizations and institutions seeking to integrate strategic management into cultural change, ensuring sustained performance and growth.

### *C. Suggestions for Further Study*

For further study, it is suggested to explore:

**The impact of digital transformation on strategic management practices and organizational culture,** particularly within financial institutions like the Bank of Kigali. Given the increasing reliance on technology, future research could examine how digital tools influence transparency, decision-making, and performance management processes, and how they integrate with existing cultural frameworks.

**The role of adaptive leadership in navigating cultural shifts in a rapidly changing business environment,** focusing on how leaders can foster agility and resilience within teams. Investigating the long-term sustainability of corporate social responsibility initiatives in driving cultural change could also provide valuable insights into how organizations maintain their commitment to social and environmental goals.

**The universality of strategic management practices,** providing a broader understanding of how different organizational contexts influence the effectiveness of cultural change initiatives. These areas of study would offer practical applications for enhancing strategic frameworks in various sectors and environments.

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