ORGANIZATION ADAPTABILITY AND PERFORMANCE OF LARGE RETAIL CHAIN STORES IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

Over the last few years, some big chain supermarkets have been faced with significant financial woes causing them to experience dramatic decline in performance with some collapsing completely. Analysts have argued that poor managerial and cultural attributes have been key factors that have played a key role towards poor performance of retail chain stores across Nairobi City County. Therefore, the main objective of this study was to investigate the effect of organization adaptability on performance of large retail chain stores in Nairobi County, Kenya. The study was anchored on Daniel Denison's Model. The study adopted descriptive research design. The target population therefore consisted of 6 selected retail chain store branches operating across Nairobi City County. The unit of analysis was 6 retail chain store branches operating across NCC while the unit of observation was 529 comprising of the managers and supervisors of the supermarkets. The sample size of 228 was attained using stratified random sampling to select the respondents based on whether managers or supervisors and systematic sampling was used to pick the respondents from each stratum. Primary data was gathered using structured questionnaire. The quantitative data was coded and entered into the Statistical Packages for Social Scientists (SPSS Version 25) software, which was then analyzed using descriptive statistics. The substance of the respondents' responses was also used to generate qualitative data. Responses that share common patterns were placed together in the same category. In addition, the researcher used regression analysis to evaluate the extent of the relationship between the response and predictor variables at a 95% confidence level. The research found that the working procedures in the supermarket are flexible allowing for employees to make key decisions. The research also found that the supermarkets do not encourage and reward those who take risk. The study recommends that the large retail chain stores in NCC establish the right organizational culture based on organization adaptability that would cultivate an environment that support successful strides in their performance. Teamwork should also be encouraged and enhance easy access to information from other departments by creating strong synergy between departments.

Key words: Organization adaptability, Retail chain stores, Corporate culture, Performance

INTRODUCTION

The performance level of organizations observed in any industry or company is critical to management because it explains the end result that an organization or a collection of individuals within an organization achieves. Businesses strive to remain profitable by adapting to changes in order to meet their customers' expectations (Mwangi, 2016). According to Hitka, Vetráková, Baláová, and Danihelová (2015), the retail industry is extremely competitive and has changed significantly over the last decade as a result of the national economy. Additionally, in order to survive and thrive, businesses must constantly seek new opportunities and enhance their creativity and adaptability to change in response to the market economy's fierce competition and globalization trends. This requires organizations to develop and maintain culture-specific practices in order to maximize everyone's capacity and contribution to the organization's overall goals – such as organization adaptability. These organizations' success is contingent upon the development of a distinct culture. This entails cultivating attitudes of adaptability and optimizing the potential of human resources (Polychroniou & Trivellas, 2018).

Additionally, performance has been conceptualized using objective and subjective financial and non-financial criteria. Secondary source financial statistics such as return on assets, return on investment, and profit growth are considered objective criteria. Due to the fact that these metrics are comparable across all firms in the sample, they are particularly relevant for single-industry investigations. Researchers can use financial metrics to conduct trend and comparative analyses (Li, Liu, Mai & Zhang, 2020). Employee perceptions of the organization's success or financial well-being, as well as their overall level of happiness, are considered perceptual sources. These subjective performance reviews are frequently used in institutional theory to determine the success of a business and overall employee happiness. Given the increasing pressure on businesses to satisfy a diverse set of stakeholders, more complex measures of firm success are required, in which overly simplistic single-variable models are insufficient representations of enterprises' real-world, multi-goal existence (Caritte, Acha & Shah, 2015).

Global competition has increased organizations' struggle to gain a competitive advantage and satisfy customer demand, both of which are critical to achieving favorable performance. This is because the primary reason for any business entity's existence is to maximize profit while also increasing shareholder wealth. To achieve effective performance, business leaders must establish a strong adaptability culture within their organizations (Forslund, 2014). As Hitka et al. (2015) note, businesses that successfully implement a strong corporate culture can significantly improve their overall performance. This is enabled by three critical factors: increased employee motivation, improved goal alignment within the firm and its team, and enhanced coordination and control within business contexts.

Organization adaptability is a critical component of any business entity's overall performance. As a result, it is critical for business entities to establish and promote an effective corporate culture that is consistent with their long-term objectives (Wan, Chen & Ke, 2020). This is because organization adaptability is now viewed as the glue that holds organizations together and is thus described by terms such as stability, collectivity, and reliability. It also serves as a source of recreation, new opportunities, as well as conflicts and dynamics (Saci, Jasimuddin & Hoque, 2021). Organization adaptability sparked considerable interest in the late 1980s and early 1990s, when management researchers examined the details of why American firms were unable to compete with their Japanese counterparts. Senarathna, Warren, Yeoh, and Salzman (2014) conducted a five-year longitudinal study of 34 American (USA) organizations in order to conduct one of the first quantitative studies on the culture-performance relationship. The author examined the adaptability of these organizations and tracked their success over time. Organization adaptability was used to explain why Japanese firms outperformed American firms in terms of profits by encouraging employees to share a common set of fundamental values, perspectives, and hypotheses.

While geographical bias in favor of advanced Western nations is gradually being eliminated, research on adaptability culture and performance in Africa remains uncommon (Zoogah, Peng & Woldu, 2015). The African context has a unique effect on company performance in Africa, in comparison to other contexts, most notably the Western context (Michalopoulos & Papaioannou, 2013). Setting is critical because it connects remarks to a collection of pertinent points, facts, or events that provide context for theory and research.

Beatrice (2014) discovered that the Ocean Road Cancer Institute in Tanzania has adapted to encouraging staff decision-making, assigning clear jobs and responsibilities, and providing opportunities for staff to work on exciting and challenging projects. This was discovered to have a beneficial effect on an organization's performance. Kamugisha (2013) discovered that the primary challenge facing the management of the National University of Rwanda was significant pushback from staff due to the university's prevailing organization adaptability. Additionally, it was discovered that adaptability was impeding the organization's performance, as it had a significant impact on the company's performance contracting execution.

Kenya aspires to be a nation that provides a high standard of living to all of its citizens by 2030. The ability of the country to build an adaptive human resource base capable of meeting the demands of a highly industrialized economy will determine whether or not this vision is realized (Kamaamia, 2016). The retail sector struggled in 2020 as the economy dealt with the aftermath of the Coronavirus outbreak. Retail establishments are for-profit businesses that sell small quantities of goods to the general public for personal use. These businesses or outlets purchase goods directly from producers or wholesale distributors at a discounted rate and then mark them up for sale to end customers.

To meet their financial performance targets, supermarket retailers must implement organizational values policies that will keep them on track to meet their financial goals and missions (Magara, 2013). As a result, supermarket retailers must ensure that their adaptability culture is effective and efficient, that the risk of asset loss is minimized, and that all applicable laws and regulations are adhered to (Matata, 2015).

Statement of the Problem

For a long time in Kenya, the retail chain sector experienced rapid growth. As a result, large local and multinational retail chain stores have established themselves in the sector, particularly in Nairobi's central business district (Mungai, 2016). However, over the last few years, several large chain supermarkets have encountered significant financial difficulties, resulting in a dramatic decline in performance and the collapse of some. Despite the industry's significant contribution to the country's GDP, the performance of retail chain stores in Nairobi has been deteriorating.

The retail sector struggled in 2020 as the economy dealt with the aftermath of the Coronavirus outbreak. The sector's ROA generated average rental yields of 6.7 percent in 2019, down from 7.0 percent in 2018. Between 2018 and 2020, the retail performance in the Nairobi Metropolitan Area experienced a decline of 5.4 percent and 4.7 percent, respectively. This can be attributed to branch closures such as Tuskys, which closed 14 branches, Uchumi, which closed 33 branches, leaving only four operational countrywide, Choppies, which closed 13 branches, leaving only two operational, Shoprite, which closed two branches, leaving only two operational, and Nakumatt, which closed all 65 branches due to a variety of issues, most notably poor governance, political meddling, and a lack of organization adaptability (KNBS, 2020). Additionally, Kenya's retail sector performed poorly in terms of market share in 2019, with average yields falling 1.6 percentage points year on year to 7.0 percent, down from 8.6 percent in 2018, owing to the challenging economic performance in 2019. In 2020, the segment's performance deteriorated further, with average yields of 6.7 percent, down 0.3 percent points from 7.0 percent in 2019. Profitability in the Nairobi Metropolitan Area's retail sector decreased by 5.4 percent and 4.7 percent in 2019 and 2020, respectively (KNBS, 2021). This begs the question of what effect organization adaptability has on the success of these businesses, given that it affects internal control, employee behavior, and the prevention of undesirable behaviors.

Numerous studies on firm culture and organizational performance have been conducted. Chilla, Kibet, and Douglas (2014) conducted a study to investigate the effects of firm culture on performance in the hospitality industry in Kakamega County, Kenya. They discovered that certain aspects of organizational culture have a beneficial effect on organizational performance. The study, however, concentrated on the hospitality industry. Additionally, Indiya, Obura, and Mise (2018) conducted a study on the effect of organization adaptability on the performance of public universities in Kenya, revealing that organizational values made the most significant unique contribution to firm results. The study focused exclusively on public universities. Additionally, Kamau and Wanyoike (2019) conducted a study on the impact of organization adaptability on firm outcomes at Mayfair Casino in Nairobi, Kenya, and established a significant positive relationship between corporate culture and organizational performance. However, the previous study did not use the same variables as the current study. Thus, the current study sought to address this knowledge gap by examining the effect of organization adaptability on the performance of large retail chain stores in Nairobi, Kenya.

LITERATURE REVIEW

The study will be hinged on the Daniel Denison's Model. The paradigm of Daniel Denison (1990) was employed in this study, which states that firm culture may be explained by four general dimensions: mission, consistency, involvement and adaptability. Employees who are actively encouraged to participate have a feeling of ownership and responsibility. Instead of formal, explicit, bureaucratic control systems, they depend on voluntary, informal and implied control mechanisms (Denison, 1990). Effective firms focus on empowering their employees, structure their businesses based on teams, and invest in human capital development at each level. Executives, administrators, and staff are dedicated to their jobs and believe they have a stake in the company. People at all levels feel more involved when they have a say in choices that affect them and when their job is closely linked to the organization's goals.

Consistency serves as a hub for integration, coordination, and command. Consistent organizations have an organizational systems perspective that results in an internal governance structure based on consensus (Denison, 1990). Organizations are also more effective when their cultures are "strong," meaning they are consistent, well-coordinated, and well-integrated. Leaders and supporters are good at establishing an agreement even when there are divergent points of view because their behavior is anchored in a set of core beliefs (Nguyen, Nguyen & Sila, 2019). This form of consistency, which comes from a shared perspective and a high level of conformity, is a significant source of internal integration and stability.

The ability to change the needs of the corporate environment into reality is referred to as adaptability. Organizations have a set of ideas and conventions that support their ability to accept, understand, and transform signals from their surroundings into internal behavioral adjustments that improve their prospects of growth and survival (Denison, 1990). Adaptable businesses are motivated by their consumers, they take risks and tudy from their failures, and they have the skills and capability to modify things up (Yoon & Chung, 2018). They are constantly altering the system in order to improve the combined capacity of the firms to give value to their consumers.

The description of a meaningful long-term course for the organization by defining a social role and external aimed for the organization is what the mission attribute entails. It gives a clear direction and goals that help an organization and its members determine the best course of action (Denison, 1990). Successful companies have a strong sense of goals and direction that provides a vision of how the firm focused on the future and establishes organizational goals and strategic objectives (Hanci-Donmez & Karacay, 2019).

When an organization's underlying mission changes, other parts of the organization's culture shift as well. Our theory is significant to this research because it explains how organizational performance is influenced by cultural factors. As a result, the goal of this study is to not only fill a vacuum in the literature, but also to provide important insights on the impact of corporate culture on firm performance. This model was essential in explaining the effect of organization adaptability on performance of large retail chain stores in NCC Kenya.

A study of the influence of corporate culture on corporate performance in Kenyan public universities was done by Indy, Obura, and Mise (2018). Research shows that the most important artifacts in organizational culture are the interaction and treatment of visitors, indicating little or no variance in respondents' responses. However, rewarding employees based on performance is the least important artifact of organizational culture. A mean of 2.73 and a standard deviation of 1.22 indicate significant differences in the responses. However, in terms of cultural flexibility, the organization is well organized. The study also found that robustness was positively and strongly correlated with productivity. The study was however not based on retail chain stores.

Laike (2017) conducted a study in Ethiopia that aimed to assess the relationship between organizational adaptability on performance management focusing on Economic Commission for Africa. It took a step back and explained things. The research's target population was 346 employees, of whom 104 were chosen as a sample using basic random and purposive sampling techniques. A total of 30 professional employees, 14 national officials, and 60 general service employees were included in the sample. The findings revealed that organizational culture and performance management practice in ECA have a beneficial association. Organizational flexibility has a better link with performance management practice in ECA, according to the statistical research. The study is done on another country.

In another study, Par (2019) did a study in Sweden that assessed the effect of firm adaptability on employee's job satisfaction. The study took a qualitative explanatory approach. The study data was acquired through a few one-on-one interviews with managers who could not be gathered in focus groups and few focus groups, using an inductive data analysis approach. According to the findings of the study, various organizational culture qualities and indices have a wide variety of effects on employee job satisfaction and can play an essential role in enhancing worker job satisfaction. The study however adopted an explanatory qualitative approach.

Taye (2014) investigated the nature and extent of firm culture's impact on employee job performance at the Ethiopian Development Bank. This study used both primary and econdary data, with primary data gotten by questioners administered to the chosen respondents. The data suggest that the Development Bank of Ethiopia's current culture is power culture, with success culture as the favored culture. Firm culture is positively linked to employee performance, according to regression research, however the effect of the existing culture on employee performance is small. Furthermore, the investigation revealed that, among other employee performance variables, leadership style and salary are the two most important employee performance impacting elements that have a considerable impact on taff performance. The focus of the study was on staff work performance.

With a specific focus on Art Caffe Nairobi, Ichak (2019) investigated corporate culture and its impact on staff productivity. The data was analyzed, interpreted, and presented using a descriptive correlational research method. Because this study focused on the link amid firm culture and staff productivity at Art Caffe, the descriptive research approach was the appropriate choice. The outcomes of the study demonstrate that the organization's mission statement drives employees to achieve their goals, so Art Caffe employees are motivated by the company's vision. Employee abilities have been increased as a result of Art Caffe’s training and development sessions, resulting in the smooth execution of developed initiatives. Employees have also been able to develop professionally and expand their talents to do better, according to the research. Administrators communicate precisely what has to be done, resulting in a good-performing culture. According to the findings, management created ethical rules to guide employees, resulting in more efficient execution of established techniques. The study focused on the aspect of employee productivity.

METHODOLOGY

Research Design

Yin (2017) defines the study design, as well as the plan and outcomes that may be utilized to address the research questions. To investigate the study problem, the study used a descriptive research approach. According to Wang (2015), the descriptive technique entails gathering information about an existing state. Instead than focusing on the interpretation, the emphasis will be on the description. The fundamental advantage of employing a descriptive research methodology is that it can provide data that has been gathered from a great number of individuals. The primary goal of this study design was to collect qualitative and quantitative data from targeted respondents.

Population and Sampling

Target population is the total set of persosn or things that researchers are interested in generalizing their findings to (Cooper & Schindler, 2016). Furthermore, population refers to a collection of events, people, services, elements, houses, or other objects that a researcher want to investigate. A population is also described as the whole collection of people, situations, or objects who share similar observable traits (Creswell & Creswell, 2017). The licensing department in Nairobi County places the number of large retail chain stores in Nairobi City County to be 6 retail chain stores. The 6 retail chain stores have the largest market share in Nairobi County. The target population therefore consisted of 6 retail chain store branches operating across Nairobi City County. The supermarkets' 147 senior managers and 382 supervisors constituted the unit of observation.

A sample size of 228 was arrived at by use of the (Yamane, 1967) implified formula. This formula was utilized in computing the study sample.

$$n = \frac{N}{1+N(e)^2}$$

Where; n is the sample size

N is the population size and

e is the margin of error.

N =529

e = 0.05

$$n = \frac{529}{1+529(0.05)^2}$$

=228.

To get a sample from every stratum, stratified random sampling was employed. Since stratified random sampling makes sure that small groups are represented in the sample, it was suitable in this study. The groups were used to create strata from where the research sample was drawn. The development of strata was grounded on the staffing category, with each stratum consisting of a collection of units with distinct features. Then, to select responders from each stratum, systematic sampling was utilized.

Data Sources and Collection Techniques

This study was based on primary data. Questionnaires were used to gather data. Questionnaires are the most ideal tool to utilize because the information obtained may have an abstract element to it, such as sentiments, attitudes, motivations, accomplishment, and experiences of persons (Yin, 2017). The questionnaires included both open-ended and closed-ended questions. As per Blumberg, Cooper, and Schindler (2014), a questionnaire is vital for collecting objective information because the participants cannot be misled in any way by the researcher. In addition, a questionnaire offers the advantage of being less expensive and time demanding than other data collection methods. The tool was also used to divide the research aimed into two segments in order to answer them. The first portion inquired about the respondents' general information, while the second segment focused on the four specific aimed.

The questionnaires were distributed via a drop-and-pick method. Furthermore, pursuant to COVID-19, the researcher sent out questions by email, Google Docs, or WhatsApp in some cases.

This study analyzed secondary data to explore the effect of organization adaptability on performance of large retail chain stores in NCC Kenya. Secondary data was gathered for other goals and utilized in the research project. Secondary data involved the obtaining and analyzing published material and data from sources such as annual reports, published data on Company websites, research centers and libraries. The study sought to collect data on market share, profitability, return on assets and number of branches over the period from 2016 to 2020.

Data Analysis and Presentation

This section covers the procedures that were used to analyze the data and test the research variables. Before the responses were processed, the data was prepared, which was done on the questionnaires that were completely filled out through modifying, coding, inputting, and data cleaning. The research yielded both quantitative and qualitative results. The quantitative data was coded and entered into the Statistical Packages for Social Scientists (SPSS Version 25) software, which was then analyzed using descriptive statistics. The content of the participant's responses were also used to generate qualitative data. Responses that had recurring trends were put together in similar group.

The statistical tools aided the researcher in creating a summary of the data as well as determining the participants' level of agreement with the various claimed listed under each element. Also included was descriptive statistics, which included the use of absolute and relative percentages as well as measures of central tendencies. The quantitative data was analyzed using tables and figures before being presented in continuous prose. So that to determine the level of the association among the predictor and response variables, the investigator conducted a regression analysis.

RESULTS AND DISCUSSION

Descriptive Statistics

The researcher asked the respondents to indicate their level of agreement with statements regarding the effect of organization adaptability on performance of large retail chain stores in NCC Kenya. The results are recorded on Table 1.

Table 1: Descriptions of Organizational Adaptability on Performance of Large Retail Chain Stores in NCC Kenya

Statements	Mean	Std. Dev.
This supermarket is very responsive and changes easily.	4.133	0.666
This supermarket responds well to competitors and other changes in	3.691	0.972

the business environment.		
This supermarket continually adopts new and improved ways to do work.	4.249	0.544
Customer comments and recommendations often lead to changes in this supermarket.	3.436	0.803
Customer input directly influences our decisions.	1.788	0.833
The interests of the final customer often get ignored in our decisions.	1.873	0.889
All employees have a deep understanding of customer needs and demands	4.455	0.984
We view failure as an opportunity for learning and improvement	3.352	0.833
This supermarket encourages and rewards those who take risk.	2.133	0.992
We make certain that we coordinate our actions and efforts between different units in this organization so that 'the right hand knows what the left hand is doing'.	1.952	0.870
Our organizational structure is flexible to adjustment on need basis	4.121	0.777
Innovation and risk taking are encouraged and rewarded in our supermarket	3.249	0.726
Aggregate Mean and Std. Dev.	**3.203**	**0.824**

As per the findings, the respondents agreed that all employees have a deep understanding of customer needs and demands as illustrated by an average of 4.455, this supermarket continually adopts new and improved ways to do work as illustrated by an average of 4.249, this supermarket is very responsive and changes easily as illustrated by an average of 4.133, the organizational structure is flexible to adjustment on need basis as illustrated by an average of 4.121, and this supermarket responds well to competitors and other changes in the business environment as illustrated by an average of 3.691. This conforms to Laike (2017) who revealed that organization adaptability and performance management practice in ECA have a beneficial association. Organizational flexibility has a better link with performance management practice in ECA.

The respondents were neutral on whether customer comments and recommendations often lead to changes in this supermarket as illustrated by an average of 3.436, they view failure as an opportunity for learning and improvement as illustrated by an average of 3.352, and innovation and risk taking are encouraged and rewarded in the supermarket as illustrated by an average of 3.249. The respondents disagreed that this supermarket encourages and rewards those who take risk as illustrated by an average of 2.133, they make certain that staff coordinate actions and efforts between different units in this organization so that 'the right hand knows what the left hand is doing as illustrated by an average of 1.952, the interests of the final customer often get ignored in their decisions as illustrated by an average of 1.873, and customer input directly influences the decisions as illustrated by an average of 1.788. The aggregate mean was 3.203 which implied that statements that have a higher mean converged while those that had lower mean diverged. This corresponds to Indy, Obura, and Mise (2018) rewarding employees based on performance are the least important artifact of organizational culture.

The respondents further gave their opinions on other aspects of organization adaptability that the retail chain stores should adopt to improve on their performance. They indicated that organization adaptability empowers the employees' to work around potential challenges to find the best outcome. Not only is this important in communication, but even individual teams can benefit from learning how to adapt communication for differences in varied professional situations.

Multiple Regression

Multiple regression analysis was carried out to determine the effect of organization adaptability on performance of large retail chain stores in NCC Kenya. The findings were presented in Table 2, 3 and 4.

Table 2: Model Summary

Model	R	R Square	Adj. R Square	Std. Error of the Estimate
1	0.867	0.751	0.749	1.341

a. Predictors: (Constant), Organization adaptability

The outcome of Table 2 found that the adjusted R-Square value (coefficient of determination) is 0.749, which indicates that organization adaptability and explains 74.9% of the variation in the dependent variable (performance of large retail chain stores in NCC Kenya). The other 25.1% are explained by other factors outside the scope of this study.

Table 3: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	884.022	1	884.022	491.443	4.53E-51
Residual	293.209	163	1.799		
Total	**1177.231**	**164**			

a. Dependent Variable: Performance of large retail chain stores
b. Predictors: (Constant), Organization adaptability

The results are shown in Table 3 which found that the model had predictive value and thus it was significant. This was because its p-value was less than 5%, p=4.53E-51 and F calculated (491.443) was significantly larger than the critical F value (3.899). Since the p-value is less than the significance level, the sample data provides sufficient evidence to conclude that the regression model fits. This has helped to recognize a biased model by identifying problematic patterns in the residual plots.

Model coefficients provide unstandardized and standardized coefficients to explain the direction of the regression model and to establish the level of significance of the study variables. The results are captured in Table 4.

Table 4: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	21.502	6.880		3.125	0.002
Organization adaptability	0.633	0.095	0.533	6.663	0.000

a. Dependent Variable: Performance of large retail chain stores

As per the SPSS generated Table above, the equation ($\mathbf{Y = \beta_0 + \beta_1 X_1 + \varepsilon}$) becomes:
$\mathbf{Y = 21.502 + 0.633\ X_1}$

The study found that a unit increase in organization adaptability would lead to a 0.633 increase in performance of large retail chain stores in NCC Kenya. This variable was significant since 0.000<0.05. Therefore, the null hypothesis that states that there is no statistically significant relationship between organization adaptability and performance of large retail chain stores in NCC Kenya was rejected. This is similar to Ichak (2019) who stated that employees have also been able to develop professionally and expand their talents to do better, according to the research. Administrators communicate precisely what has to be done, resulting in a good-performing culture.

Conclusions

The study concluded that organization adaptability had a significant effect on the performance of large retail chain stores in NCC Kenya. The study findings concluded that employees of Large retail chain stores in NCC easily reach consensus without too many arguments hence they easily settle their disagreements when they occur. The study concludes that employees of large retail chain stores in NCC easily open up themselves to other employees of the organization on how job is carried out hence making it easy to get information from other departments.

Recommendations

The study recommends that the large retail chain stores in NCC establish the right organisational culture based on organization adaptability that would cultivate an environment that support successful strides in their performance. The management at large retail chain stores in NCC should always encourage employees to engage in innovative activities and consult them during crucial organizational decision making. The organizations should always motivate better performing individuals by rewarding employees who achieve the set targets and encourage them to continue working hard to achieve the objectives of large retail chain stores in NCC.

The study recommends large retail chain stores in NCC to be observing the changes in the business environment and be ready and flexible to change and adopt the changing business environment so that to enhance employee productivity. This means that the human resources department should be ever ready to sensitize the people about the importance of the change process at large retail chain stores in NCC. Large retail chain stores in NCC leadership is very critical in enhancing effective change process that promote productivity hence the management should effectively communicate about changes in operation of large retail chain stores in NCC.

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