INFLUENCE OF STRATEGIC CHANGE MANAGEMENT APPROACHES ON ORGANIZATIONAL PERFORMANCE IN SELECTED MANUFACTURING INDUSTRIES IN NAIROBI COUNTY

ANNA BOCHERE OGETO

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DECLARATION

I, Anna Bochere Ogeto, declare that this thesis is my original work and has not been submitted to any other university or institution for the award of a degree or any other academic qualification. All sources of information have been duly acknowledged. I therefore recommend this thesis for submission and examination in partial fulfillment of the requirements for the award of the master's degree.

Signed:

_____ Date: _____

ANNA BOCHERE OGETO

BUS-3-1568-1/2024

Approval by supervisors

This thesis has been submitted for examination with our approval as University Supervisors.

Signed:

_____ Date: _____

PROFESSOR EVANGELINE GICHUNGE

Signed:

_____ Date: _____

GLADYS KITUKU

DEDICATION

This Thesis is lovingly dedicated to:

My dear husband, Brian, for his unwavering love, support, and encouragement throughout this journey. Our precious sons, Joel and Jared, are a constant source of inspiration and joy in my life. My beloved parents, Jared and Rose, whose sacrifices, guidance, and prayers have shaped the person I am today. My wonderful in-laws, Stanley and Beatrice, for their kindness, support, and belief in me. And to all my siblings and friends, thank you for your love, motivation, and the many ways you have supported me, may this accomplishment reflect the love and strength you've all poured into my life.

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ABSTRACT

The dynamic internal and external environments within Kenya's manufacturing sector require organizations to adopt strategic change management approaches to improve performance and sustain competitiveness. This study explored how various strategic change management practices affect organizational performance among selected manufacturing firms in Nairobi County, specifically investigating the effects of leadership styles, communication strategies, employee involvement, and organizational culture on organizational performance. A descriptive research design was adopted, targeting managers from manufacturing firms registered under the Kenya Association of Manufacturers (KAM) in Nairobi County, where a sample of 60 managers was selected and 52 responded. Primary data collected using structured questionnaires administered to managers directly involved in strategic change initiatives, Quantitative data were analyzed using SPSS. Descriptive statistics summarized demographic characteristics and study variables, while inferential statistics, including Pearson correlation and multiple linear regression, examined the relationships between strategic change management approaches and organizational performance. The findings revealed that leadership style ($\beta = 0.42$, $p < 0.01$), communication strategies ($\beta = 0.35$, $p < 0.05$), employee involvement ($\beta = 0.31$, $p < 0.05$), and organizational culture ($\beta = 0.38$, $p < 0.01$) all had statistically significant positive effects on organizational performance, and the regression model demonstrated strong explanatory power ($R^2 = 0.72$), indicating that the four predictors collectively explained 72% of the variance in organizational performance. The study concludes that effective implementation of strategic change management approaches enhances organizational performance in manufacturing firms and recommends that firms invest in leadership development, improve communication processes, foster an inclusive culture, and actively involve employees in change initiatives to ensure successful organizational performance.

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ABBREVIATION AND ACCRONYMS

SMC	Strategic Change Management
AI	Artificial Intelligence
IoT	Internet of Things
MNCs	Multinational Corporations
SPSS	Statistical Package for the Social Sciences

CHAPTER ONE

INTRODUCTION

1.1Background of study

Performance is referred to as a measurable outcome that is achieved by an individual, a team or an organization in relation to the organizations defined goals and objectives (Armstrong, 2020). In organizational settings performance is commonly evaluated by using various key indicators such as the organization's productivity, profitability, efficiency, innovation, customer satisfaction and the overall effectiveness of the organization's operation. These performance measures reflect the organization's ability to deliver value to its customers, sustain its growth, and compete effectively with their competitors as they continue to cope and adapt to the ever-changing business environment.

In this era where there is rapid technological advancement, globalization and shifting in the market's dynamics, organizations are increasingly being forced to adapt to these changes to enable them to evolve and this is where strategic change management plays an important role (Cosa & Torelli 2024).

Strategic Change Management is one of the major key processes within an organization and this is because Strategic Change Management (SCM) helps the organizations to manage the significant changes within their organizations in an organized and well calculated manner. This change helps the organizations to achieve their objectives and long-term goals. Strategic change management also helps organizations adopt new strategies that will help them to become and remain more competitive in the market, leading to them gaining a larger market share compared to their competitors (Barney, 2021).

The strategic change process is an extremely critical process, and this is because it helps organizations to align themselves with the changes that keep occurring in both their internal

and external environments. The organizations will need to change their strategies, structure, processes, and culture to adapt to the environmental changes that have either been internally or externally influenced by changes (Van Dijk, 2023). Key dimensions of strategic change management leadership styles, employee involvement, communication strategies, and organizational culture play a central role in shaping performance outcomes (Abdellah et al., 2022).

According to Akanji (2021) the philosopher Heraclitus, in his philosophy of change he stated that change is the only constant in life. He believed that nothing remains the same and that with time things change into something else. Change is inevitable, it occurs in individual lives, in organizations settings, in a country's situation and even in the world, and the best way to adopt these changes is by having strategies in place that will help organizations to quickly deal with the change and strategically adopt and manage it (P. Kihara, personal communication, October 10, 2024).

The change process can be a very challenging process, according to Al-Haddad and Kotnour, (2020) "Organizations today keep facing major, discontinuous changes that makes strategic management more difficult and more complex than ever. To succeed in this environment, companies need to look at the technical, political, and cultural systems that are operating within their organizations. Change can be very hard for people to adapt to quickly, and this is majorly because people have feelings, and they will always have different perceptions of things and situations making it hard for people to change from what they are used to and make them adapt to something new it. It is quite normal for people to be resistant to change, especially when they can't quite easily see what the end results are, therefore it takes a lot of effort and resources to ensure that change is achieved it (P. Kihara, personal communication, October 10, 2024). However, this resistance can be minimized through transparent and clear communication from the organization's managers and leaders, through involving the employees in the decision-

making process, by cultivating a supportive culture in the organization's culture and by also ensuring that the leadership style being adopted or used in the organization will be a style that encourages participation of all the key organization stakeholders and this will help in building trust and reduce resistance to change.

Organizations have often encountered many challenges when adopting to change these challenges may include, having the fear of the unknown, financial constraints, low employee morale, having a change resistance culture in the organization, poor training quality and even time constraints hence making emphasis on the importance of having proper strategies in place so to help the organization in identify any potential obstacles early on in the process and address them effectively, this ensures that the change process is smoother and successful.

Van Dijk, (2024) In their Journal, emphasized the importance of organizations knowing their strengths and weaknesses, this is because organizations knowing their weaknesses will help them properly plan for the change before they start the process. This insight then shows how important it is for organizations to assess their internal and external environments well, especially when they are considering implementing new strategies or when evaluating the effectiveness of the ongoing implementations of the new strategies in the organization.

Performance measures are important in every organization, whether it is a Public or private organization, a profit making or non-profit making organization. Measuring an organization's performance is key and all organizations must have ways that they use to measure performance. According to Armstrong (2022) they stated that there are many ways that organizations can use to measure their performance. For example, organizations will measure their performance through customer satisfaction, profits attained or even through efficiency in their daily operations. For organizations to achieve impressive performance they need to have strategies in place that will help them adapt to the changes that are likely to arise from the organization's

environment. These strategies, if well implemented, will help the organization maintain sustainability and growth as well as have an impressive performance compared to its competitors.

Existing research has shown that strategic change management affects various aspects of organizational performance, this includes the organization's financial performance, market positioning, and employee productivity (Barbosa, 2023). While some organizations achieve success through strategic change initiatives, others might face challenges such as employee resistance to change, lack of leadership support from managers and decision makers, poor communication, which in the end makes it very difficult for such organizations to achieve effective strategic change in their organizations. These challenges then help in highlighting the importance of organizations in adopting strong communication tools and techniques, having an inclusive leadership style, ensuring high employee involvement and having an adaptive organizational culture.

Understanding the relationship between strategic change management and organizational performance is very important for the managers, decision-makers, employees and every other key stakeholder of an organization. This is because a better and clear understanding of the importance of developing a good change strategy will help organizations to smoothly adapt to change without affecting the organization's normal operations, as well as helping them remain efficient and competitive. (Iyaji et al., 2023)

In today's fast-changing business environment organizations keep getting pressure from their internal and external environments to adapt to the changes that keep arising for them to remain competitive. Strategic change management is proving to be a key approach that the organizations need to implement to align their structures, processes and people to the change. This process is very critical in the manufacturing sector, this is because manufacturing

industries is one of the sectors that face a lot of pressure from globalization, technological changes and market fluctuations. The effectiveness of the strategic change initiatives greatly influences the organization's performance in terms of customer satisfaction, operational efficiency, having a large market share and the general organization performance (Ochieng et al., 2023)

In Nairobi County manufacturing firms have been implementing various strategies to enable them to adapt to the recent changes, yet the overall performance of the industry remains low and inconsistent (Kipkania & Osoro, 2025) Hence this study seeks to examine how various strategic change practices like Leadership styles, employee involvement, communication strategies and organizational culture influence the organizational performance in the manufacturing industries in Nairobi County.

Global Perspective

Organizational performance, the dependent variable of this study, is critical for manufacturing firms as it reflects productivity, efficiency, profitability, market share, and customer satisfaction. Global studies have shown that strategic change management is an integrated process that enables organizations to respond effectively to technological disruption, global competition, supply-chain volatility, and changing market structures (Bryan, 2021). Multinational organizations increasingly rely on inclusive leadership styles, broad employee participation, structured communication systems, and adaptive organizational cultures to improve organizational performance across geographically dispersed operations.

Transformational and participative leadership styles have been found to enhance change acceptance and organizational performance by promoting shared vision, motivation, and psychological safety among employees. Similarly, employee involvement through cross-

functional teams and collaborative decision-making, which helps in reducing resistance and improving the effectiveness of change initiatives (Prosci, 2025).

Regional Perspective

Within the African context, strategic change management is influenced by a unique socio-economic, institutional, and cultural factor. Organizations operate in environments characterized by resource constraints, regulatory uncertainty, and infrastructural limitations, which significantly affect change implementation and performance outcomes (Akanji, 2021).

Studies conducted in African organizations reveal that context appropriate leadership styles, employee engagement, and culturally aligned communication strategies significantly improve operational efficiency and organizational performance (Iyaji et al., 2023). Furthermore, adaptive organizational cultures that emphasize learning, accountability, and flexibility enhance organizations' ability to translate strategic change initiatives into measurable performance gains

Local Perspective

At the local level, manufacturing industries in Nairobi County operate in an increasingly competitive environment characterized by rising production costs, technological changes, regulatory pressures, and fluctuating market demand. Empirical studies indicate that despite the adoption of strategic change initiatives, many manufacturing firms continue to experience inconsistent performance in terms of productivity, efficiency, and customer satisfaction (Ochieng, et al., 2023).

Participative leadership, effective communication, structured employee involvement, and adaptive organizational cultures have been shown to significantly influence organizational performance within manufacturing firms in Nairobi County (Ochieng et al., 2023). However,

empirical evidence linking these specific strategic change management practices to organizational performance remains limited, necessitating further investigation.

1.1.1.1 Manufacturing Industries

Manufacturing industries are a very important part of the economic development of so many countries all over the world. These industries are involved in transforming raw materials into finished products through the inclusion and assistance of other factors of production like labor, machinery, tools, chemicals and or biological processing. Manufacturing industries range usually from small-scale operations to large-scale operations. Manufacturing industries contribute a lot in employment creation, technological innovation and creativity, and the export base of economies. (Bryan, 2021).

Manufacturing plays a big role in driving industrialization, and this is well recognized globally. It helps in promoting the backward and forward links within the economy, while supporting sectors like the agricultural sector, through the supply of machinery and processing equipment as well as contributing to the service sector by generating demand for transportation, logistics and finance (Ochieng et al., 2023). In many developing countries, manufacturing is seen as the motivation behind structural transformation, shifting labor from low-productivity agricultural jobs to higher- productivity industrial employment.

In today's world of manufacturing industries, the industry has so much evolved and has incorporated advanced technologies, which include automation, robotics, artificial intelligence (AI) and Internet of Things (IoT), which collectively define the Fourth Industrial Revolution or the industry 4.0. These innovations are slowly reshaping the production processes, increasing efficiency and bringing competitiveness among manufacturing firms globally (Wooldridge, 2021) However the adoption of these technologies require a lot of investments,

and this has continued to pose challenges that are related to workforce skills and data management.

Therefore, strategic change management plays an important part in the shaping of the manufacturing industry's performance. Despite the factors like technological advancements and the evolving global markets in manufacturing industries strategic change management will strive to help these industries remain competitive, efficient, and sustainable through the adoption of modern technologies, restructuring of their operations or through redefining their business models. This will directly influence their success according to (Cumming & Worley, 2023) Strategic change management therefore enables many manufacturing firms within the industry to navigate factors that may cause disruptions and align their goals with the emerging trends as well enhance their overall performance.

1.1.2 Organizational Performance

Organization performance is the ability of an organization to achieve its goals and objectives effectively and efficiently. Organization performance includes numerous factors that show the organization's success in various areas of the organization. These areas include the financial performance of the organization, employee engagement and satisfaction, customer satisfaction and the ability of the organization to retain them and the market share percentage (Armstrong, 2022)

According to Choudhury et al. (2022). Performance is multidimensional. This means that different disciplines define performance differently. Management performance is defined differently from the educational performance or even the airline's performance. Different organizations operations can define organizations' performance differently depending on the organization's specific goals, structure, and industry focus hence making organization

performance different for every organization. Though in most cases they end up being the same for some organizations.

It is key for organizations to measure their performance; this is because performance measures will help the organization to know whether it is achieving its goals and objectives or not. Different organizations have different ways to measure performance. According to Kipkanis and Osoro (2020) in their book they stated that managers should measure performance to achieve the following eight critical managerial purposes; to evaluate, budget, motivate, promote, celebrate, learn, and improve as part of their overall management. Unfortunately, as managers one cannot use the same performance measure for all the eight purposes mentioned.

It is believed that high organizational performance is often linked to strategic management practices, innovation, and adaptability to change. In the context of strategic change management, performance is influenced by how well an organization aligns its change strategies to its structure, its processes, culture, the evolving market demands and the internal organization's transformations. Kipkania and Osoro (2025) Understanding these dynamics is crucial for the organization to remain competitive and have long-term success and growth.

1.2 Statement of the problem

Despite the adoption of strategic change management practices, manufacturing firms in Nairobi County continue to face performance challenges. Empirical evidence indicates that the sector's contribution to GDP has declined, and firms report issues such as low productivity, reduced market share, and inadequate employee engagement. (Iyaji & Baraka 2023) and because of these factors many fail to achieve measurable improvements in organizational performance.

In Africa, organizations face additional challenges such as economic volatility, political uncertainty, infrastructural constraints, and skills gaps, which complicate the implementation

of strategic change initiatives (Akanji, 2021). Although some organizations have successfully leveraged strategic change management to improve performance, a significant proportion continue to struggle with implementation effectiveness.

In Kenya, the manufacturing sector's contribution to GDP declined from 10.3% in 2010 to approximately 7.6% in 2023, indicating performance challenges within the sector (Kenya National Bureau of Statistics [KNBS], 2023). While manufacturing firms in Nairobi County have adopted various strategic change initiatives, performance outcomes remain inconsistent, suggesting gaps in implementation effectiveness.

Limited empirical studies have examined how these strategic change management approaches influence organizational performance in Nairobi County's manufacturing industries, creating a knowledge gap. Managers lack sector-specific evidence to guide the selection and implementation of effective change strategies, and policymakers lack localized data to inform supportive policies and frameworks for the sector.

Addressing these gaps is critical for improving productivity, efficiency, and competitiveness within the manufacturing sector, making it essential to study the influence of strategic change management approaches on organizational performance in Nairobi County.

1.3 Objectives of the study

General Objective

To examine the influence of strategic change management approaches on organizational performance of manufacturing industries in Nairobi County.

Specific Objectives

1. To determine the effect of leadership styles on organizational performance of manufacturing industries in Nairobi County.
2. To examine the effect of employee involvement in organizational performance of manufacturing industries in Nairobi County.
3. To determine the effect of communication strategies on organizational performance of manufacturing industries in Nairobi County.
4. To examine the effect of organizational culture on organizational performance of manufacturing industries in Nairobi County.

1.4 Research Hypothesis

H_1 Leadership styles strategies do not significantly influence organizational performance of manufacturing industries in Nairobi County.

H_2 Employee involvement strategies do not significantly influence organizational performance of manufacturing industries in Nairobi County.

H_3 Communication strategies do not significantly influence organizational performance of manufacturing industries in Nairobi County.

H_4 Organizational culture do not significantly influence the organizational performance of manufacturing industries in Nairobi County.

1.5 Purpose of the study

The purpose of this study is to examine the effect of strategic change management on organizational performance. It seeks to study how different strategies in change management impact various organizations' performances like customer satisfaction, growth, efficiency, productivity, and business sustainability.

By identifying the benefits of strategic change management implementation and its success in helping organizations successfully achieve their goals, improving their performance and remain competitive, the study seeks to help provide useful findings and information to help the policy makers, business managers and leaders with the best practices that will help them successfully implement and manage the change process in their organization. The research will also help in adding relevant information to the already existing knowledge on strategic change management and its effect on organization performance and long-term growth.

1.6 Significance of the study

This study is important as it helps to provide a clear understanding of how strategic change management influences the organization's performance. In today's business environment businesses need strategies that will help them adapt to changes so that they may remain competitive as well as survive during challenges when they arise from their business environments. Therefore, making it important for organizations to understand the relationship between strategic change and performance and how to effectively implement change in their organizations to achieve their goals, as well as drive efficiency and sustainability.

The study will also benefit policymakers and business leaders by giving them ideas on how to come up with the better policies, structure and strategies that will help them achieve adaptability.

For the scholars and the researchers, this study will add to the many references that they may need in their academics and research. They will gain a better understanding of how strategic change impacts organization performance and help them contribute to the study.

For managers and employees, they will also benefit from the research as it will help them have a better understand on how a well-planned strategic change implementation will help in

improving the overall performance of their organization and how to deal with and resistance to change in case it occurs.

1.7 Limitations of the study

The study encountered several limitations. To address data accessibility challenges, confidentiality assurances were provided to respondents to encourage honest participation. Sampling limitations were mitigated by selecting representative manufacturing firms across different sub-sectors within Nairobi County. Time constraints were addressed through structured data collection schedules and the use of standardized questionnaires to enhance efficiency and reliability.

1.8 Scope of the study

The study focuses on how strategic change management impacts the performance of manufacturing industries companies. It shows how organizations implement, manage, and sustain the changes. The study also helps to deeper understand how some factors like leadership styles, effective communication, employee's involvement and organization culture are important in change implementation and change resistance. They all play a key role in the strategic change management process in an organization. The research is only limited to selected organizations within manufacturing industry in Nairobi County.

1.9 Definition of terms

Leadership style strategy. Referring to the approach adopted by organizational leaders to influence, guide, and direct employees during strategic change initiatives within manufacturing firms in Nairobi County. (Judge, 2024).

Employee involvement strategy Is the extent to which employees participate in decision-making and implementation of strategic change initiatives within the organization. (Alama et al., 2024)

Communication strategy strategic change across Structured methods used by management to disseminate timely, accurate, and relevant information regarding organizational levels. (Goodman & Truss 2020).

Organizational culture strategy Shared values, beliefs, and norms that influence employee behavior and shape responses to strategic change initiatives. (Abdellah et al., 2025)

Strategic Change Management This is the structured approach that organizations use to transition from their current state to their desired future state through planned strategies, processes, and leadership to achieve their long-term objectives. (Bryan, 2021)

Organizational Performance Capacity of an organization to accomplish its objectives in an efficient and effective manner and is often measured through key indicators such as profitability, productivity, market share, customer satisfaction, and operational efficiency. (Kipkania & Osoro, 2025).

Change Resistance The opposition or reluctance of an organization's employees and stakeholders in adopting new strategies, structures, or processes within an organization. (Oreg & Sverdlik, 2021)

Competitive Advantage The unique attributes or strategies that help to enable an organization to outperform its competitors in the market (Barney, 2021)

Organizational Adaptability The capability of an organization to respond effectively to internal and external changes, while ensuring sustainability and growth (Palisetty et al., 2024)

Leadership in Change Management The role of leaders in guiding, influencing, and supporting their employees to adopt to change and implement strategic changes successfully (Musaigwa, 2023)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature related to strategic change management and organizational performance in the manufacturing industry. It specifically covers the theoretical review, empirical review aligned to the study objectives, the conceptual framework, the operational framework, and the research gaps identified from existing studies.

2.2 Theoretical review

This study is underpinned by the McKinsey 7S Framework and supported by Schein's Organizational Culture Theory and Kurt Lewin's Change Management Theory. Together, these theories explain how strategic change is planned, implemented, internalized, and how it influences organizational performance.

The independent variables the leadership style, employee involvement, communication strategies, and organizational culture are grounded in these theories, while organizational performance is the dependent variable explained as an outcome of effective strategic alignment and change execution.

2.2.1 McKinsey 7s Framework Model

The McKinsey 7s Framework is a widely used model that is relevant to when exploring how strategic change management influences organizational performance. This model was developed by Tom Peters and Robert Waterman who were both consultants at The McKinsey and Company in the year 1980. This model shows the interconnection of the seven elements of the framework that need to be aligned for the organization's success especially during the strategic change process. The seven elements include structure, strategy, system, shared values,

skills, staff, and style. The framework is central to this study as it links strategic change practices to organizational performance. These elements must work together to successfully implement strategic changes and drive performance improvements in an organization. (Barbosa et al., 2023)

Strategic change usually shows how necessary it is for organizations to adjust their strategies, structure and systems to help ensure seamless execution of change. When strategy, structure and system align organizations can efficiently implement change, enabling them seamlessly to respond to changes like market shift, technological change or even competition pressure from their competitors. A well-aligned structure will support the strategy of the organization through ensuring there is clear communication, the well-defined roles of each member and a well-planned decision-making process (Shamsul et al., 2020).

In manufacturing organizations, strategic change requires realignment of strategy, structure, and systems to respond to market shifts, technological advancements, and competitive pressures. Proper alignment enhances efficiency, coordination, and decision-making, which ultimately improves performance (Bryan, 2021). Leadership style and communication are particularly embedded within the style and systems components, while employee involvement and culture align with staff and shared values.

It's equally important for strategies to well align with the system, and this is because the organization will need the right technologies to support their daily operations. They need to invest in good technological infrastructure that will help with the workflow automation, and data management to facilitate the transition. When structure and system align well with the organization's structure, it will improve its efficiency, meet its customers' demands and generally improve the organization's performance (Bryan, 2021).

2.2.2 Schein's Organizational Culture Theory

Schein's Organizational Culture Theory was developed by Edgar H. Schein in 1985; it provides one of the most comprehensive frameworks for understanding organizational culture. According to Schein, organizational culture is composed of three levels: artifacts, which include visible structures and processes; espoused values, such as strategies, goals, and philosophies; and basic underlying assumptions, which are deeply embedded beliefs and perceptions. He argues that culture develops as organizations solve problems of external adaptation and internal integration, and these shared assumptions are passed on to new members as the accepted way of doing things (Oreg et al., 2023). This theory directly helps to support organizational culture as an independent variable, explaining how shared values and assumptions shape employee behavior, adaptability, and performance.

The first level is the Artifacts level these are visible and tangible expressions of culture, such as office layout, rituals, symbols, and observed behaviors. Although they are easy to see, they may be somehow difficult to interpret without having a deeper understanding. Recent empirical research confirms that artifacts remain a measurable and prominent dimension of organizational culture in higher education and corporate environments according to (Atuhaire et al, 2025).

The second level is the Espoused Values. These refer to the explicitly stated strategies, philosophies, and goals that guide behavior. They represent what organizations claim to value, such as teamwork or innovation, though they may not always align with actual practices. Evidence from a Ugandan public university shows that the espoused beliefs and values significantly influence the organizational effectiveness, demonstrating that they are not merely symbolic but have measurable effects on performance (Bryan, 2021).

The third level is Basic Underlying Assumptions. These form the deepest and most powerful level of culture, encompassing unconscious and taken for granted beliefs that help shape how members perceive, think, and act. They are often invisible but exert a stronger influence than artifacts or values. Recent findings have indicated that basic underlying assumptions have a significant and slightly stronger effect on the organizational effectiveness compared to espoused values, highlighting their foundational role (Turyahikayo et al., 2024).

Schein in 1985 argued that organizational culture develops as the organizations address external adaptation and this how they survive in their environment and internal integration this is how members work together. These shared assumptions are then passed on to new members as the "correct" way of doing things, reinforcing cultural continuity over time.

This theory seeks to examine the effect of organizational culture on organizational performance. Schein's framework explains that organizational culture is not merely about visible practices but is rooted in underlying assumptions that strongly influence how employees think, behave, and make their decisions. Recent studies have confirmed the applicability of Schein's levels of culture in diverse organizational contexts. Atuhaire et al. (2024) validated Schein's three levels of culture in Ugandan universities, demonstrating of their relevance in shaping behavior and performance outcomes.

Schein's model also highlights the importance of aligning culture with strategy, a factor that significantly impacts organizational performance. When values and assumptions are well aligned with the organizational goals, culture strengthens cohesion and drives the performance. Armenakis (2021) found out that cultural change strategies in healthcare and technology organizations directly influenced performance outcomes, reflecting Schein's idea that culture must support strategic direction for it to be effective. This shows how organizational culture, as conceptualized in Schein's theory, underpins success in achieving organizational objectives.

Furthermore, Schein's emphasis that adaptability is especially critical in today's digital and dynamic business environment. A culture that supports learning, innovation, and flexibility enables its employees to adjust to rapid technological and market changes. Organizational culture that supports open communication and continuous learning helps employees better adapt in the digital era, thereby improving performance. This aligns with Schein's view that basic assumptions guide how organizations adapt to external pressures.

The theory also provides a foundation for understanding how culture ensures consistency and strengthens organizational identity. Shared assumptions act as informal controls that regulate employee behavior and decision-making, which in turn enhances efficiency and service quality. A study in Kenya revealed that cultural dimensions such as involvement, adaptability, and mission culture had a significant positive relationship with performance in the banking sector (Ajol, 2023). These findings illustrate how the dimensions outlined in Schein's framework contribute to improved organizational outcomes.

In this paper, organizational culture is examined as a key independent variable influencing performance. Schein's Organizational Culture Theory then provides the conceptual foundation for this variable by showing how artifacts, espoused values, and basic assumptions influence employee involvement, adaptability, and alignment with organizational goals, all of which ultimately affect organizational performance.

2.2.3 Kurt Lewin's Change Management Theory

Kurt Lewin's change management model is one of the theories that explains how strategic change management influences organizational performance. This theory was developed by Kurt Lewin a German American psychologist, who is considered as the father of social psychology in the year 1947. The Kurt Lewin's model contains three stages, and they are the unfreezing stage, the change stage and the refreeze stage (Badaruddin &Tuwanakotta, 2025).

The theory explains how organizations successfully implement and sustain change. It supports leadership style, communication strategies, and employee involvement as critical enablers of change.

The first stage is the unfreezing stage. It involves preparing the organization for change by breaking down the status quo of an organization before building the new way of operating. In this stage the leadership style being used is critical and this is because leaders are the ones that create awareness and readiness for change to take place.

This stage usually involves identifying the factors that could lead to resistance to change and addressing them, creating awareness to the employees about the need for change and transformation through motivating everyone to move from their comfort zones. It involves a lot of communication that usually helps in creating an environment for psychological safety, where people feel safe sharing their ideas, and creating awareness among stakeholders. The unfreezing stage is used to prepare the organization to accept that change is necessary (Battilana & Casciaro, 2021).

The second stage is the change stage. It entails the implementation of new strategies and structures to help with improving performance. This is where new behaviors and attitudes are developed. In this stage communication from leaders and the engagement of the employees is very important because it helps in navigating, transitioning and overcoming resistance to change (Goodman & Truss, 2020).

The final stage is the refreezing stage; this stage ensures that the implemented changes are rooted in the organization's culture to sustain long term success. The organization will adopt this strategy and make it part of their culture. The goal in this stage is to achieve stability and equilibrium after the change. (Galli, 2021). This theory is then important in strategic change

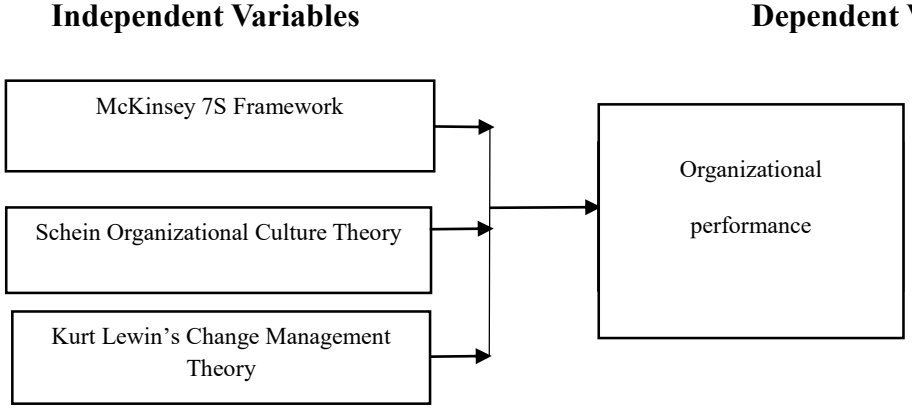
management because it focuses its attention on the importance of overcoming resistance and ensuring smooth transitions during the change.

Kurt Lewin's model increases organizational adaptability, leading to improved efficiency, competitiveness, and the overall performance of the organization. It best demonstrates how leadership styles strategies, communication strategies employee engagement and organizational culture influence the performance of an organization. In this theory, there are three critical stages that are considered in the implementation stage of change in an organization and in each stage leadership and communication is very critical. It is important for organizations therefore to use leadership styles, communication strategies, employee engagement during the process to change the organization's culture and this will help ensure that is effective and ensure stability (Yue & Kim, 2021)

Figure 2.1 shows a summary of the theories through the theoretical framework.

Figure 2.1

Theoretical Framework



This study is anchored on McKinsey 7S Framework. It provides a well-detailed and practical framework that links strategic changes to performance outcomes in an organization. The framework outlines the 7Ss which include the Strategy, Structure, System, Shared Values,

Skills, Style and Staff that organizations can use to successfully to implement change and improve performance, if they are all well aligned. The McKinsey 7S framework will be ideal for manufacturing industries because it was developed to guide strategic in large-scale change by emphasizing on internal consistency and alignment among all the 7S elements.

Manufacturing industries often need to undergo constant transformations like technological transformation, digital transformations and structural transformations and this framework best acts as a guide on how to smoothly adopt to these changes to improve performance.

Manufacturing industries also face a lot of challenges, they are likely to face challenges such as resistance to automation where employees fear being replaced with robots and machines, as well as employee's skill gap, where the current employees lack the proper skills to run the organization's new ways of operations and the rigid hierarchies.

By applying the McKinsey 7S framework, organizations can easily improve their readiness to change and align their strategic goals with the organization's employees' actions and embed the new practices into the organization's culture. This will help to ensure the long-term performance and improvement of the organization. Moreover, the framework also supports the fact that successful strategic change would positively influence organizational performance by encouraging innovation, improving the organization's productivity, increasing the employee's involvement and the quality of the outputs. Hence making the McKinsey 7S framework appropriate for this study which seeks to examine the relationship between the strategic change management practices and performance outcomes in the Kenya's Manufacturing Industries.

2.3 Empirical Review

2.3.1 Leadership Styles and Organizational Performance

Leadership plays a very important role in the implementation of strategic management. It determines the success or failure of a strategy when being implemented. There are different leadership styles that an organization can use to help in impacting the organization to adapt to the required changes while remaining competitive. Research done in the past has shown how different leadership approaches can influence organizational performance, employee engagement and the influence of different leadership styles in adaptation to change. A leadership style like transformational leadership is a widely recognized and used style when organizations want to implement change. (Palisetty et al., 2024).

Transformational leaders encourage their employees to become innovative and motivated. This helps in building trust between the leaders and the employees which eventually makes the employees to quickly embrace change. This also encourages them to have a shared vision and promote a culture of innovation. A study by Amah et al. (2024) showed that transformational leadership can transform how organizations use their capabilities to their advantage.

According to Musaigwa (2023) transformational leadership encourages critical thinking, creativity, and independence in employees, which all contribute to the adaptability of employees during implementation change. Amah et al. (2024) found out that transformational leadership increases employees' readiness for change and creativity which leads to the success of the organization. Research by Al-Jubouri and Al-Hashimi, (2025) also supports the idea of using a transformational leadership style in strategic change management due to its ability to create urgency, build coalition and sustain encouragement which eventually ensures effective change implementation.

The transactional leadership style is also a leadership style that blends in well with strategic change management. Transactional leadership style focuses on a well-defined and organized task, which uses systems of rewards and penalties. It plays an important role in ensuring there is stability during the strategic change management process. In the Kenyan manufacturing industries SMEs, a study by Ochieng et al. (2023) found out that the directive leadership a style where leaders give clear and specific guidelines and instructions to their team members to ensure effective and efficient completion of tasks is like the transactional leadership.

Leaders who use the transactional leadership style prioritize performance monitoring and compliance with the set objectives, to ensure that the employees follow the new policies and procedures. According to Barbosa et al. (2024) they discovered that transactional leadership only contributes to the short-term stability of an organization because it provides guidance and expectation. However, this leadership style is not the best for long term strategic change because it lacked flexibility and innovation.

Research by Alama et al. (2024) distinguishes transactional leadership style from transformational leadership style and noted that the transformational leadership style best supports organization strategic change while the transactional leadership style does not encourage the employees to do more than what is expected of them making it hard for them to change their status Quo.

Laissez-Faire leadership style, which is usually characterized by a hands-off approach, where there is less to no direct guidance from the leaders, is usually associated with negative outcomes when it comes to strategic change management (AlJubouri & Al-Hashimi, 2023). Studies have shown that when leaders fail to provide clear guidance, direction and support to their employees the employees are likely to get confused, hence become resistant to change which more often leads to poor performance for the organization.

A study by Ali and Ullah, (2023). found that Laissez-Faire leadership style mostly leads to lower morale and productivity, especially during times of change. This type of leadership eventually leads to employees becoming stressed, increasing conflicts leading to extremely low productivity. Research by Judge (2024) shows that for an effective change to take place, there should be active leadership involved to help in providing guidance and addressing the employee concerns. An organization that relies on Laissez-Faire leadership during the strategic change process, is more likely to experience delays in the process, experience conflicts and disengagement from their employees that are likely to lead to failure in achieving their goals and objectives.

Leadership plays a key role in the strategic change management implementation process. There are different leadership styles that can be used in organizations that could impact the organization either positively or negatively and that will make the strategic change process either effective or failed (Awan et al., 2022). The transactional leadership style promotes innovation, engagement and adaptability, making it the most effective style in the strategic change management process. The transactional leadership style helps the organization in achieving its short-term goals, it lacks the ability to make the organization achieve long term goals due to the complex nature of the strategic change management implementation. Laisser-faire leadership style is generally a bad choice of leadership when it comes to strategic change management, because it leads to uncertainty and inefficiency. Organizations should ensure that they assess each leadership style and the new strategies they intend to implement and align them with the change objectives of the organization, this will help the organization achieve its goals and objective seamlessly (Turyahikayo et al., 2021).

2.3.2 Employee Involvement and Organizational Performance

Employee engagement is a very important part of strategic change management. According to Alama(2024) the employee engagement refers to the active participation of employees in the decision making, problem solving and implementation of the strategic change transformation. Research by Armenakis and Harris (2020) has shown that when employees are engaged in the strategic change process the organization is more likely to experience reduced resistance, increased commitment, and overall great performance.

Research by Changwo (2022) in Nairobi County in the road construction sector showed that employee participation in the planning, execution and evaluation phases could positively influence the projects performance accounting up to 23.6% of participation variation compared to projects where employees were not encouraged to participate in the projects. Resistance to change is one of the main challenges faced by organizations during the change implementation process. Resistance from the employees can be triggered by the fear of the unknown and or the perceived threat to job security according to Choudhury et al. (2022). However, studies have suggested that employee engagement helps to mitigate resistance to change, and it fosters commitment.

A study done by Valtonen and Holopainen (2024). found out that in the employee involvement practices Kenyan steel manufactures have significantly improved the financial performance, and this indicates a stronger commitment and reduced resistance to change in the organizations.

According to Badaruddin and Tuwanakotta (2025). employees who actively participate in the change process have lower resistance and demonstrate commitment to the new strategies. Their study shows how important open communication, transparent decision making and inclusiveness of employees is in reducing opposition to change.

It is also important for organizations to empower their employees, this is because when employees are empowered, they become motivated and are always willing and ready to contribute to and support the new strategic changes. Judge (2024) argue that participatory leadership approaches, where employees are encouraged to voice their opinions and take part in the decision-making process leads to high morale and productivity. When organizations let the employees participate in the strategic change process it improves job satisfaction and motivation, which is crucial in effective change adoption and continuous improvement of the organization.

Employees' psychology, safety and trust are important factors in ensuring employee engagement in strategic change implementation. Armenakis, (2021) Defines psychological safety as an environment where employees feel comfortable expressing their ideas, concerns, and feedback without fear of being punished. Organizations that work hard to ensure psychological safety of their employees in the workplace encourage the employees to be proactively in change of initiative, leading to innovative solutions and smooth transition to the new changes. Employees are more likely to embrace change when they know they can trust the leadership and believe in the organization's vision. When both trust and psychological safety is present, employees contribute effortlessly to change accelerating the success of the strategic change transformation.

Employee involvement is just an additional factor in strategic change but a particularly important driver of its success. Research evidence suggests that organizations that give priority to employee participation and empower them, while having open communication, are better positioned for strategic change (Shamsul et al., 2024). Businesses can enhance their overall performance and achieve their goals while remaining competitive when they embrace employee participation in strategic change management (Armenakis, 2021).

2.3.3 Communication Strategies and Organizational Performance

Effective communication is a very important component of strategic change management. Communication helps to ensure that the employees understand, accept and implement the necessary changes within the organization (Lewis, 2022**)**. Communication strategies play a very important role in influencing employees' participation which helps to ensure resistance from the employees is reduced, hence fostering a culture of adaptability (Armenakis 2021).

Research by Shamsul et al. (2024). shows that transparency and trust in communication is a very important part of communication, this helps build trust among employees which helps reduce uncertainty, leading to a smooth transition during the strategic change process. This finding demonstrate that using clear, timely and transparent communication usually leads to employees aligning to the organization goals and this influences the organization's performance leading to improved performance during the strategic change process. When organizations provide clear information about why they need change and what they hope to achieve after change has been implemented it will make the employees more supportive and engaging during the strategic change transition (Yue & Kim, 2022). Trust-based communication helps reduce resistance to change by reducing fear and increasing organization commitment to employee well-being.

Communication is a two-way channel and it's important for organizations to receive feedback from their employees addressing their concerns while ensuring they remain engaged in the change process. Research by Goodman and Truss (2020) indicates that organizations that implement structured feedback mechanism experience less disruption and higher employee participation. Feedback channels such as employee surveys, meetings and digital platforms contribute to a more inclusive decision-making process that helps in the strategic change management process.

It is always very important for organizations to choose communication channels that will impact the effectiveness of change. Lewis (2022) suggest that face to face communication is usually a more effective channel for sensitive or complex strategic changes, while digital or written communication are the best for updates within the organization. Using multiple channels like emails, video conferences and internal social media for communication within the organization helps the employees at different levels get information.

Resistance to change is a very common challenge in the strategic change management process but effective communication can help in managing the problem. A study by Prosci (2021) shows that organizations should continuously address employees' concern through clear and systematic messages. This provides opportunities for their employees to voice their concerns and receive responses that helps reduce the resistance to change during the strategic change process.

It is important for organizations to note that continuous and sustained communication efforts past the initial stage of the strategic change implementation contribute to a long term and successful change. According to Lewis (2022), organizations that maintain ongoing communication even after change reinforce new behavior that aligns employees with a new strategic vision. Regular updates, success stories, recognition and rewarding of early adopters help the organization to achieve its desired transformational goals.

2.3.4 Organizational Culture and Organizational performance

Organizational culture plays an important role in determining the success of strategic change management and ultimately the organization's performance. The organization's culture includes the organization's shared values, beliefs and norms that shape the employee's behavior within the organization. Culture forms the foundation in which the strategic changes are either accepted or resisted. A study by Cameron and Quinn (2021) suggests that

organizations with a flexible and adaptable culture are more likely to be successful while the ones with rigid cultures often encounter resistance and longer adjusting periods during the change process.

A study that was done by the Kenyan Commercial State Corporations found out that there is a positive relationship between organizational culture and strategic implementation, confirming that an organizations culture is a key factor in determining the organizations performance. This according to (Barbosa et al, 2024).

It is important for organizations to understand the importance of aligning their culture to the proposed strategic changes, this significantly impacts the change success. Atuhaire et al. (2025) found out that organizations that have strong adaptation cultures are more likely to experience a smoother change process as well as maintain a successful long-term performance.

Organizations performance of an organization is closely linked to the cultural adaptability. A study by Cameron and Quinn (2021) demonstrates that organizations that have a culture that promotes learning, continuous improvement, creativity outperform those that have bureaucratic cultures during the change process.

Organizational culture is a critical determinant of success in the strategic change management process. An organization culture that is adaptable, that allows participation of employees and aligns with its strategic makes it easy for change to take place, it enhances performance and reduces resistance.

2.3.5 Organizational Performance

Organizational performance is an important aspect of business management because it gauges how effectively an organization archives its previously set goals and objectives Cosa and Torelli (2024). Organizational performance is influenced by various factors, including strategic change management, leadership, innovation, and market dynamics.

Organizational performance has been widely studied in business management, with different scholars giving different definitions of what they perceive organization performance to be. (Serbinenko & Ludviga, 2025) for example, defined organizational performance as the extent to which an organization achieves its pre-determined objectives efficiently and effectively. Organization performance can be measured or assessed through financial and non-financial factors like profitability, business market share, customer satisfaction and employee engagement.

According to Barbosa et al. (2024) organizational performance is multidimensional and will vary across industries and organizations. Most business if not all measure their performance through financial factors like profitability, while the non-organizations measure their performance through factors like achieved program goals. Though it is important to note that businesses that use financial indicators only to measure performance may not get the real measure, hence the importance of using both financial and non-financial indicators to give a holistic picture. The balanced scorecard framework provides a complete approach to performance measurement by considering factors like performance, customer perspective, internal business process and learning and growth. Strategic change management involves a lot of planning and implementing of major changes in an organization to improve the organization's competitiveness and operations efficiency. Organizations that go through strategic change more often experience significant transformation in their processes, market positioning, leadership and culture.

Research and studies have shown that effective strategic change management positively influences the organization's performance. When the organization chooses the right leadership styles, they encourage their employees to engage in the change process according to (Iyaji & Barakeh, 2020). The right leadership style in an organization helps them to create an environment for new ideas to thrive. It is also important to ensure that there is continuous

communication between the leaders and the employees of the organization regarding the desired strategic changes to be made and the goals the organization aims to achieve so that everyone understands the target objective and their contribution toward it.

However, the impact of strategic change management on organizational performance is dependent on its effective execution. Poorly managed strategic change can lead to employee resistance, employees reduced morale, and operational disruptions, ultimately affecting productivity and profitability of the organization. To reduce these risks, organizations must implement structured management frameworks such as Kotter's eight-step model or Lewin's change management theory. These models emphasize the importance of leadership, communication, stakeholder engagement, organization culture, and continuous evaluation.

Studies have continued to confirm that strategic change management significantly influences organizational performance. A study by Yue and Kim (2023) leadership styles, employee involvement, communication, and organizational culture strategies play key roles in ensuring that successful change is implemented. Organizations that adopt transformational leadership, choose to actively involve their employees as well maintain a transparent and open communication tend to achieve their goals and better performance outcomes. Future research should explore industry specific applications and long-term effect of strategic change management.

2.4 Conceptual framework

The conceptual framework illustrates the hypothesized relationships between strategic change management practices and organizational performance in the manufacturing industry. Leadership style, employee involvement, communication strategies, and organizational culture are treated as independent variables, while organizational performance is the dependent variable.

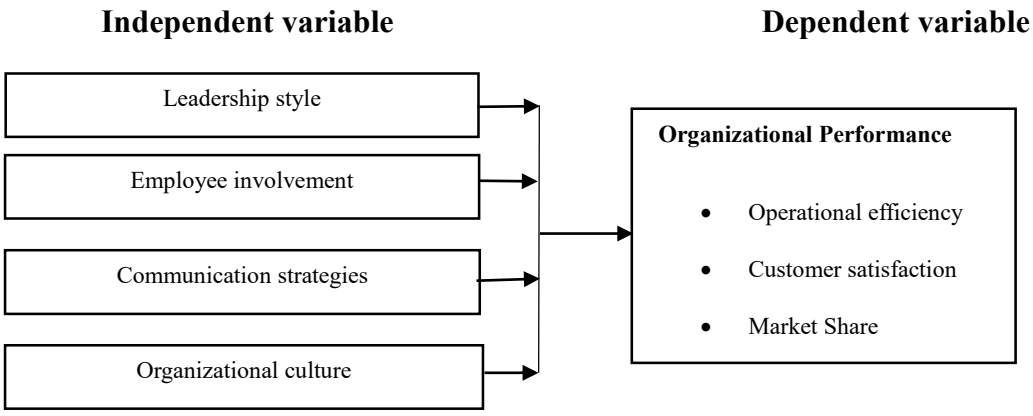
The arrows in the framework indicate direct causal relationships from each independent variable to organizational performance. The framework assumes that improvements in leadership practices, inclusive employee participation, effective communication, and a supportive organizational culture independently and collectively enhance performance outcomes such as productivity, efficiency, profitability, and competitiveness.

The conceptual framework illustrates the relationship between strategic change management practices and organizational performance. Leadership style, employee involvement, communication strategies, and organizational culture are the independent variables, while organizational performance is the dependent variable.

Leadership style strategy is the influence of leadership approaches on managing the strategic change. The employee involvement strategy is the extent to which the employees participate in the strategic change process. The communication strategy is the effectiveness of communication in the organization in driving change. The organizational performance is the adaptability and flexibility of the organization culture in supporting the strategic change.

Figure 2.2

Conceptual framework

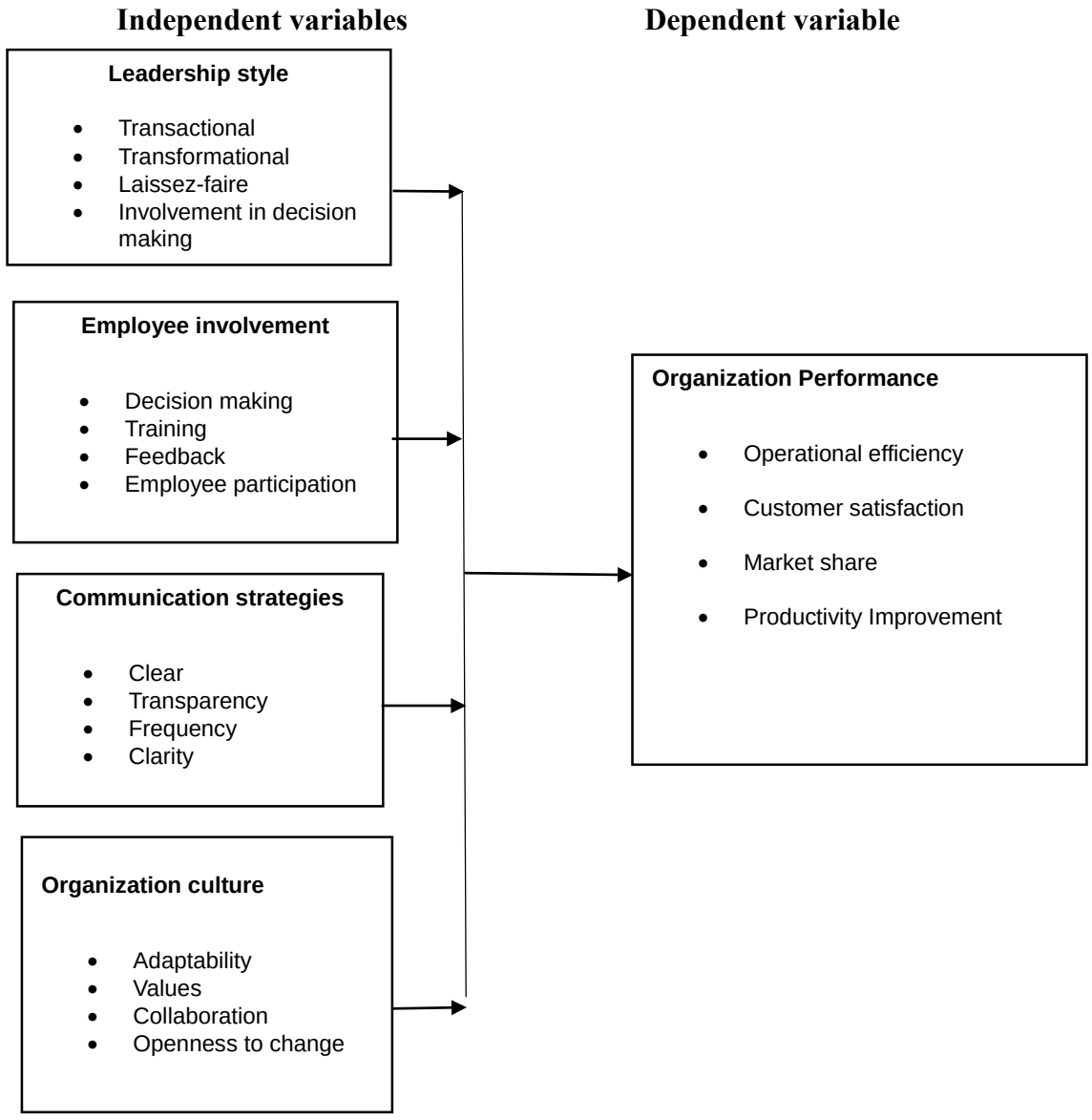


2.5 operationalization framework

The operationalization framework shows the guidelines that were employed to measure the independent variables. It shows in figure 2.3

Figure 2.3

Operational framework



The leadership style strategy plays a significant role in ensuring that is achieved through setting the vision, motivating the employees, making critical decisions. Through effective leadership

the organization adopts a culture that embraces change, ensuring that the change transition process is smooth as it can possibly be while reducing resistance. The employee involvement strategy is equally important in the strategic change process. This is because employees will feel as part of the change process hence boosting their morale, making them creative and innovative. Allow employees to be part of decision making, empowering them through training as you allow them to give feedback helps reduce resistance to change and fear of the unknown during the transition process leading to a successful transition change.

Communication is very vital in every stage of the strategic change process. Through communication leaders help the key stakeholders better understand the organization's vision, objectives and goals. Clear, transparent and continuous communication is very key in ensuring that everyone understands their role in ensuring a successful transition is achieved. Organizational culture is also key in ensuring success during the strategic change process, this is because an organization's adaptability culture, their values and how they work together must align with the suggested strategic changes, this will help to determine if the transition will be smooth or will face resistance from the employees and other key stakeholders.

The combined effect of leadership, employee's involvement, communication, and organization's culture determines the organizational performance. Effective implementation of these changes leads to improved efficiency, productivity, and effectiveness in the organization's operation. When strategic change is well managed the organization experiences sustainable success and gains a competitive edge compared to other organizations.

2.6 Summary and Research Gaps

The study titled Influence of strategic change management on organization performance examines how strategic change management influences the overall performance of the organizations. With the continuously occurring changes in business's internal and external

environments it's important for organizations to continuously adapt to new strategies so that they can maintain competitiveness and sustainability. The study explores the key aspects of strategic change management, including the role of leadership styles, employes involvement, communication strategies and organizational culture. It also assesses the influence of these factors on the efficiency, productivity and effectiveness and sustainability of the organization's performance. By analyzing case study and empirical data, the research provides insights into the best practices for implementing change and minimizing disruptions like change resistance during the strategic change transition process.

A few gaps existed in the reviewed literature. The first gap is that there is limited exploration of change resistance mechanisms in Kenya. There is very little research on strategies to overcome resistance in organizations in Kenya. Another gap is the long-term effect of the strategic management changes. Many studies focus on short-term performance, but very little research is done on the long-term sustainability and effectiveness of strategic change efforts.

Addressing this gap will greatly contribute to a more comprehensive understanding of strategic change management and its influence on organizational performance.

Table 2.1

Summary of Empirical Literature and Research Gaps

Author(s)	Study Focus	Main Finding	Research Gap	Current Study Focus
Bass and Riggio (2021)	Leadership and performance	Transformational leadership improves performance.	Limited Kenyan manufacturing evidence.	Leadership styles in Kenyan manufacturing firms.
Changwo (2022)	Employee involvement	Participation improves performance and reduces resistance.	Construction sector focus.	Employee involvement in manufacturing firms.
Armenakis and Harris (2021)	Communication during change	Transparent communication reduces uncertainty.	Non-Kenyan context.	Communication strategies in Kenyan firms.
Cameron and Quinn (2021)	Organizational culture	Adaptive culture supports change success.	Manufacturing sector not emphasized.	Organizational culture in manufacturing firms.
Richard et al. (2021)	Organizational performance measurement	Performance is multidimensional	Limited linkage to strategic	Examines performance outcomes of

Author(s)	Study Focus	Main Finding	Research Gap	Current Study Focus
		(financial and non-financial).	change management.	strategic change management.
Murithi and Wainaina (2022)	Strategic change and performance	Strategic change improves organizational performance.	Banking sector focus.	Strategic change in manufacturing firms.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter examines the research methodology used to examine the effect of strategic change management on organizational performance. It details the research design, target population, sampling technique, data collection methods, research instruments, validity and reliability, data analysis, and ethical considerations.

3.2 Research Design

The study adopted a descriptive cross-sectional research design with a quantitative approach because strategic change management involves observable managerial practices whose effects on organizational performance can be measured within real organizational contexts. The design was best fitting as it enabled the collection of standardized data from top-level managers and facilitated statistical testing of the relationship between leadership style, employee involvement, communication strategies, organizational culture, and organizational performance without manipulating the study variables. Descriptive designs are particularly suitable for strategic change management studies because change processes are organization driven (Saunders et al., 2021).

The design supported the use of inferential statistics, including correlation and regression analysis, which strengthened the study's ability to test the effect of leadership style, employee involvement, communication strategies, and organizational culture on organizational performance.

3.3 Target Population

According to Creswell and Poth (2021), a target population refers to the entire group of individuals or organizations that a researcher intends to study. The target population for this study comprised top-level management staff from manufacturing firms in Nairobi County that had implemented strategic change initiatives within the past five years.

The manufacturing industry was selected because of its significant contribution to Kenya's economic development and employment creation. According to the Kenya Association of Manufacturers (KAM, 2022), the manufacturing sector contributes approximately 7.6% to Kenya's Gross Domestic Product (GDP). Additionally, the sector is characterized by frequent strategic changes arising from technological advancements, regulatory requirements, competitive pressure, and changing market demands, making it a suitable context for examining strategic change management.

The study focused on twenty manufacturing firms that were purposively selected from a list of registered manufacturing firms obtained from the (KNBS, 2023). The firms were selected based on the following criteria: existence for more than five years, location within Nairobi County, and evidence of having implemented strategic change initiatives such as restructuring, technological adoption, or strategic realignment.

The respondents were top-level managers, including chief executive officers, departmental heads operations managers, because they are directly involved in initiating, implementing, and overseeing strategic changes. From each firm, three top-level managers were selected, resulting in a total target population of sixty respondents. Table 3.1 presents the target population. The study targeted a few participants from top-level management, as shown in Table 3.1.

Table 3.1

Target population

Category	Population
Top level management	60
Total	**60**

3.4 Sampling Techniques and Sample size.

According to Creswell and Creswell, (2020) sampling is very important in research as it helps the researcher select a representative portion of the population. It ensures accurate and reliable results. This study used the census sample approach, targeting all sixty top level managers from the 20 selected manufacturing companies in Nairobi County. This approach was best appropriate because strategic change management is usually driven by the Top-level Managers and their understanding of strategic change management is relevant to the objectives of this study.

Out of the 60 questionnaires distributed, 52 were duly completed and returned, representing a response rate of 86.7%, which was considered adequate for data analysis.

Table 3.2

Sample size

Category	Population	Sample Size	Percentage of samples (%)
Top level management	60	52	86.7%
Total	**60**	**52**	**100%**

3.5 Data Sources

The study utilized both primary and secondary data sources. Primary data was collected directly from respondents using structured questionnaires. Secondary data was obtained from

published journal articles, organizational reports, government publications, and industry reports from bodies such as the Kenya Association of Manufacturers (KAM) and the Kenya National Bureau of Statistics (KNBS). Secondary data helped in contextualizing the study and supporting interpretation of the empirical findings.

3.6 Research Instrument

The primary data collection instrument was a structured questionnaire. The questionnaire consisted of closed-ended questions measured on a five-point Likert scale and was divided into the following sections: demographic information, leadership style, employee involvement, communication strategies, organizational culture, and organizational performance.

The structured questionnaire was developed from established strategic change management and organizational performance literature. All items were measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The constructs were adapted from validated empirical studies to ensure theoretical grounding and measurement accuracy.

3.6.1 Reliability of the Instrument

Reliability refers to the consistency of a research instrument in measuring variables. Reliability was assessed using Cronbach's alpha coefficient. A threshold of 0.70 and above was considered acceptable, indicating adequate internal consistency of the questionnaire items (Gliem & Gliem, 2021). Items with low item-total correlations were revised or removed to improve reliability.

3.6.2 Validity

Validity of the research instrument was ensured through content, face, and construct validity. Content validity was achieved by aligning questionnaire items with the study objectives and established strategic change management theories, ensuring adequate coverage of the

constructs under investigation (Creswell & Creswell, 2023). Face validity was confirmed through expert review by the supervisor, who assessed the clarity, relevance, and appropriateness of the questionnaire items. Construct validity was established during data analysis by examining the consistency of items measuring each construct to confirm that they accurately represented the underlying theoretical concepts.

3.7 Data Collection Procedure

The researcher obtained an introductory letter and research permit from the relevant authorities before data collection. Permission was also sought from the management of the selected manufacturing firms. Questionnaires were then administered to the sample respondents through both physical and electronic means.

Respondents were given five working days to complete the questionnaires. Follow-up reminders were issued to enhance the response rate. Completed questionnaires were collected, checked for completeness, and prepared for data analysis.

3.8 Data Analysis and Presentation

Quantitative data was coded and entered in the Statistical Package for the Social Sciences (SPSS) for analysis. Descriptive statistics, including means and standard deviations, were used to summarize respondent characteristics and study variables.

3.8.1 Bivariate Analysis

Bivariate analysis was conducted using Pearson's correlation analysis to determine the strength and direction of the relationship between each strategic change management variable and organizational performance.

3.8.2 Multiple Regression Analysis

Multiple linear regression analysis was used to test the combined effect of strategic change management practices on organizational performance. The regression model was specified as:

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

Where:

- Y = Organizational Performance
- β_0 = Constant
- X_1 = Leadership Style
- X_2 = Employee Involvement
- X_3 = Communication Strategies
- X_4 = Organizational Culture
- β_1–β_4 = Regression coefficients
- ε = Error term

3.9 Diagnostic tests

Several diagnostic tests were conducted to validate the assumptions of regression analysis. Normality was tested using the Shapiro–Wilk test. Multicollinearity was assessed using Variance Inflation Factor (VIF) and tolerance values. Heteroscedasticity was examined using the Breusch–Pagan test. Reliability was confirmed using Cronbach's alpha coefficients. These tests ensured the robustness and credibility of the statistical results.

3.10 Hypothesis Testing

The study tested the following hypotheses at a 5% level of significance:

H_{01}: Leadership style has no significant effect on organizational performance.

H_{02}: Employee involvement has no significant effect on organizational performance.

H_{03}: Communication strategies have no significant effect on organizational performance.

H_{04}: Organizational culture has no significant effect on organizational performance.

Hypotheses were tested using regression coefficients and p-values. A hypothesis was rejected if the p-value was less than 0.05.

3.11 Ethical Considerations

The study complied with ethical research standards by obtaining a NACOSTI research permit, an official introduction letter, and ethical clearance from the Kenya Methodist University (KEMU) Ethics Committee. Participation was voluntary and based on informed consent. Confidentiality, anonymity, and privacy of respondents were ensured, and all data was handled in compliance with the Kenya Data Protection Act 2019, with no conflicts of interest influencing the study.

CHAPTER 4

RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the results and findings of the study on the influence of strategic change management on organizational performance in manufacturing industries in Nairobi County. The analysis is based on quantitative data collected using structured questionnaires administered to managers in selected manufacturing firms. Out of the targeted population, usable responses were obtained from 52 managers, forming the basis of the analysis. Both descriptive and inferential statistical techniques were employed to analyze the data. Descriptive statistics which include frequencies, percentages, means, and standard deviations were used to summarize respondents' characteristics and perceptions, while inferential statistics correlation and regression analysis were applied to test study hypotheses and establish relationships among the variables.

4.2 Responses Rate

The study targeted 60 managers from selected manufacturing firms in Nairobi County using a census approach due to the relatively small population size. Out of the 60 questionnaires distributed, 52 were correctly filled and returned, resulting in a response rate of 86.7%. This response rate is considered adequate for statistical analysis and generalization of findings, as survey response rates above 70% are regarded as very good in organizational research.

Table 4.1

Response Rate

Category	Target Population	Responses Received	Response Rate (%)
Managers	**60**	**52**	**86.7**

4.3 Pilot Results

4.3.1 Reliability of the Data Collection Instrument

Reliability refers to the degree to which a research instrument produces consistent and stable results when applied repeatedly under similar conditions (Nawi et al., 2025) In this study, reliability was assessed using Cronbach's alpha coefficient following a pilot test conducted on six managers drawn from manufacturing firms that were not included in the final study.

Cronbach's alpha values of 0.70 and above were considered acceptable, as recommended in methodological literature (Nawi et al., 2025). The results indicated that all constructs met the minimum reliability threshold, confirming internal consistency of the questionnaire.

Table 4.2

Reliability Analysis

Variables	**Cronbach's Alpha**	**No of Items**
Leadership Styles	0.812	6
Communication Strategies	0.845	5
Employee Engagement	0.778	6
Organizational Culture	0.803	5

The standard minimum value according to Nawi is $\alpha = 0.7$, hence the values in table 4.2 of Leadership styles $\alpha = 0.812$, Communication Strategies $\alpha = 0.845$, Employee Engagement $\alpha = 0.778$ and the Organizational culture $\alpha = 0.803$. This therefore confirmed the data reliability of the four independent variables.

4.3.2 Validity

Validity concerns the extent to which an instrument measures what it is intended to measure (Nawi et al 2025). Construct validity was assessed using the Kaiser–Meyer–Olkin Measure of Sampling Adequacy, Bartlett's Test of Sphericity, and factor loadings from exploratory factor analysis.

All constructs achieved KMO values above the recommended threshold of 0.60, and Bartlett's Test of Sphericity was significant ($p < .001$), indicating suitability of the data for factor analysis. Factor loadings ranged between 0.70 and 0.84, exceeding the minimum acceptable level of 0.50. These results confirm that the measurement items were valid representations of their respective constructs.

Table 4.3

Kaiser-Meyer-Olkin and Bartlett's Test of Sphericity

Test	**Value**
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0.801
Bartlett's Test of Sphericity	
Approx. Chi-Square	305.74
df	66
Sig.	.000

KMO = Kaiser-Meyer-Olkin Measure of Sampling Adequacy. Bartlett's Test of Sphericity is significant at $p < .05$, indicating the data are suitable for factor analysis.

4.4 Demographic Information of the Respondent

Demographic information was collected to establish the suitability, credibility, and representativeness of respondents in relation to the study variables. Previous studies indicate

that demographic factors such as gender, age, education level, and work experience influence managerial perceptions, leadership approaches, and responsiveness to strategic change (Saunders et al., 2021). Therefore, collecting this information enhances contextual interpretation of the findings.

4.4.1 Gender of the Respondent

Gender distribution helps assess diversity and representation in managerial roles within the manufacturing sector.

Table 4.4

Gender of the Respondents

Gender Category	Frequency	Percentage
Male	32	61.5%
Female	20	38.5%
Total	**52**	**100%**

The results indicate male dominance in managerial positions, consistent with findings reported in industrial leadership studies (International Labour Organization, 2022). However, representation of both genders ensured balanced perspectives.

4.4.2 Age Bracket of the Respondent

Age influences managerial experience, adaptability, and decision-making in strategic change contexts (Barbosa et al., 2023).

Table 4.5

Age Brackets of the Respondents

Age Bracket years	Frequency	Percentage
25-34	10	19.2%
35-44	20	38.5%
45-54	15	28.8%
55 and Above	7	13.5%
Total	**52**	**100%**

The data shows that most respondents which was 38.5% were aged between 35 and 44 years, followed by those in the 45–54 age group which gave percentage of 28.8%. This indicates that most managers involved in the study were in mid-career or senior-level stages, which may positively influence their experience with strategic change management. The presence of younger and older respondents also suggests generational diversity, which can enhance the richness of perspectives on organizational change.

4.4.3 Level of Education Attained

Educational attainment was collected because it influences managerial competence, analytical ability, and understanding of strategic management concepts (Barbosa et al., 2023).

Table 4.6

Level of Education Attained

Category	Frequency	Percentage
Diploma	6	11.5%
Bachelor's Degree	25	48.1%
Master's Degree	18	34.6%
Doctorate (PhD)	3	5.8%
Total	**52**	**100%**

The findings indicate that most of the respondents 25(48.1%) held a bachelor's degree, followed by those with a master's degrees 18(34.6%). This suggests that most of the managerial staff involved in the study were well educated and likely to possess the theoretical and practical knowledge that is necessary in the understanding and implementing of the strategic management practices effectively.

4.4.4 Years of Service in the Organization

Length of service provides insight into respondents' familiarity with organizational processes and exposure to strategic change initiatives, which is essential for informed responses (Fernandez & Dextre, 2023).

Table 4.7

Respondents Length of Work

Years of Service	Frequency	Percentage
Less than 5 years	12	23.1%
5-10	18	34.6%
11-15	14	26.9%
Over 15 years	8	15.4%
Total	**52**	**100%**

The findings reveal that most respondents (34.6%) had served in their organizations for 5 to 10 years, suggesting a moderate level of organizational experience. A significant proportion (26.9%) worked for 11 to 15 years, while 23.1% had less than 5 years of experience. These results indicate that most participants had sufficient exposure to the organization's strategic environment, making them well-suited to provide informed responses on changing management practices.

4.5 Descriptive Analysis

Descriptive analysis was conducted to summarize and present the patterns and trends observed in the collected data. This form of analysis helps to describe the basic features of the variables under study, offering a clear overview of the respondents' perceptions regarding strategic management practices. Measures such as means and standard deviations were used to interpret the central tendency and variability of responses related to leadership styles, communication strategies, employee engagement, organizational culture, and organizational performance. According to Saunders et al. (2021) descriptive statistics are essential in providing a simplified summary of large volumes of data and supporting meaningful interpretation.

4.5.1 Leadership Styles

This section presents the descriptive statistics for leadership styles, summarizing the respondents' perceptions of the leadership approaches practiced within their organizations. The

analysis highlights the extent to which leadership styles are applied in managing strategic change in manufacturing industries in Nairobi County.

Table 4.8

Influence of leadership styles on performance

Opinion	SD	D	N	A	SA	Mean	SD
1. Leaders in the organization provide a clear vision for change.	1 (1.9%)	2 (3.8%)	6 (11.5%)	26 (50.0%)	17 (32.7%)	4.21	0.68
2. Leadership encourages open communication during the change process.	2 (3.8%)	2 (3.8%)	5 (9.6%)	27 (51.9%)	16 (30.8%)	4.17	0.72
3. Managers lead by example during change implementation.	2 (3.8%)	3 (5.8%)	7 (13.5%)	25 (48.1%)	15 (28.8%)	4.10	0.75
4. The leadership supports risk-taking and innovation.	3 (5.8%)	4 (7.7%)	10 (19.2%)	22 (42.3%)	13 (25.0%)	3.98	0.82
5. Leaders ensure adequate resources are available for change implementation.	1 (1.9%)	3 (5.8%)	8 (15.4%)	24 (46.2%)	16 (30.8%)	4.08	0.70
6. Leadership inspires employees to embrace change.	1 (1.9%)	2 (3.8%)	6 (11.5%)	28 (53.8%)	15 (28.8%)	4.15	0.66
7. Leadership monitors and evaluates progress of strategic change efforts.	1 (1.9%)	3 (5.8%)	7 (13.5%)	27 (51.9%)	14 (26.9%)	4.12	0.71

The descriptive results indicate that leadership within the surveyed manufacturing firms plays a vital role in driving strategic change. Respondents overwhelmingly agreed that leaders provide a clear vision (M = 4.21) and encourage open communication (M = 4.17), suggesting strong direction and transparency during transitions. Additionally, leadership was viewed positively for motivating employees to embrace change (M = 4.15), leading by example (M = 4.10), and ensuring necessary resources are available (M = 4.08). Although support for risk-

taking and innovation received a slightly lower mean score (M = 3.98), the majority still agreed that it was present. Overall, the low standard deviations across items reflect consistency in how leadership is perceived across the organizations. These findings are consistent with literature that emphasizes the importance of having visionary, supportive, and communicative leadership in ensuring the success of change initiatives (Musaigwa, 2023).

4.5.2 Employee Involvement

Employee involvement is a critical factor in the success of strategic change initiatives. Involved employees is more likely to show motivation, adaptability, and commitment toward change processes. According to Choudhury and Dash (2022), employee involvement enhances both individual performance and overall organizational outcomes, particularly when staff are empowered and involved in decision-making. This study assessed employee involvement using six indicators, focusing on motivation, empowerment, training, understanding of contribution, input in decisions, and involvement in change evaluation.

The table below presents the descriptive statistics for the employee engagement variable.

Table 4.9

Influence of employee involvement on performance

	Opinion	SD	D	N	A	SA	Mean	SD
1	Employees are motivated to participate in change initiatives.	0 (0.0%)	2 (3.8%)	5 (9.6%)	28 (53.8%)	17 (32.7%)	4.16	0.72
2	Staff are empowered to make decisions during change processes.	1 (1.9%)	4 (7.7%)	9 (17.3%)	24 (46.2%)	14 (26.9%)	3.86	0.83
3	Training is provided to equip staff for change implementation.	0 (0.0%)	3 (5.8%)	6 (11.5%)	29 (55.8%)	14 (26.9%)	4.04	0.74
4	Employees clearly understand how their contribution supports performance.	0 (0.0%)	1 (1.9%)	5 (9.6%)	27 (51.9%)	19 (36.5%)	4.24	0.68
5	The organization values employee input in change decisions.	1 (1.9%)	3 (5.8%)	7 (13.5%)	25 (48.1%)	16 (30.8%)	4.00	0.79
6	Employees are involved in evaluating the outcomes of strategic change.	2 (3.8%)	5 (9.6%)	10 (19.2%)	22 (42.3%)	13 (25.0%)	3.74	0.91

The findings indicate that employee engagement within the organization is generally strong. For instance, 86.5% of respondents agreed or strongly agreed that employees are motivated to participate in change initiatives (M = 4.16), and 88.4% agreed that employees clearly understand how their roles contribute to performance (M = 4.24). This suggests that the organization communicates change goals effectively and empowers its workforce to align with strategic objectives.

However, the relatively lower agreement (67.3%) on employees being involved in evaluating change outcomes (M = 3.74) highlights a potential weakness in closing the feedback loop. Involving employees in evaluation is essential, as it increases ownership and improves future change strategies. This aligns with recent studies emphasizing that organizations with high engagement levels during change experience smoother transitions and higher performance (Choudhury et al., 2022).

Furthermore, employee empowerment scored a mean of 3.86, indicating a fair but improvable level of decision-making inclusion. This reflects findings by Alama et al. (2024).concluded that employee participation in change decisions enhances morale, reduces resistance, and improves organizational agility.

4.5.3 Organizational Culture

Organizational culture refers to the shared values, norms, beliefs, and behaviors that shape how members of an organization interact and work toward objectives. A strong culture aligns employees with the strategic direction of the organization and influences how change is embraced or resisted (Abdellah 2025). In the context of strategic change, a supportive and adaptive culture promotes openness, collaboration, and learning all of which are important for successful strategic change implementation.

This study measured organizational culture through six items that evaluated the organization's openness to innovation, clarity of shared values, support for teamwork, trust, leadership alignment, and adaptability to change.

Table 4.10

Influence of organizational culture on performance

Opinion	SD	D	N	A	SA	Mean	SD
The organization's culture supports innovation and adaptability.	1 (1.9%)	2 (3.8%)	6 (11.5%)	28 (53.8%)	15 (28.8%)	4.04	0.80
Employees are encouraged to take initiative during change.	0 (0.0%)	3 (5.8%)	5 (9.6%)	30 (57.7%)	14 (26.9%)	4.06	0.72
Cultural values promote teamwork and collaboration.	0 (0.0%)	1 (1.9%)	6 (11.5%)	29 (55.8%)	16 (30.8%)	4.15	0.66
Most employees perceive change positively.	2 (3.8%)	4 (7.7%)	10 (19.2%)	25 (48.1%)	11 (21.2%)	3.75	0.94
Organizational norms facilitate open dialogue about new strategies.	1 (1.9%)	3 (5.8%)	7 (13.5%)	26 (50.0%)	15 (28.8%)	3.98	0.81
Organizational culture promotes accountability for delivering change outcomes.	1 (1.9%)	2 (3.8%)	9 (17.3%)	28 (53.8%)	12 (23.1%)	3.92	0.77
Recognition and rewards are aligned with change-supportive behaviors.	2 (3.8%)	4 (7.7%)	11 (21.2%)	24 (46.2%)	11 (21.2%)	3.73	0.93

The results show that the organizational culture generally supports strategic change. Most of the respondents agreed or strongly agreed that the organization's culture improves innovation and adaptability (82.6%, M = 4.04), and encourages employees to take initiative (84.6%, M = 4.06). The highest-rated item was on teamwork and collaboration (86.6%, M = 4.15), and this suggests a strong collective spirit that is crucial during the periods of transformation.

Open dialogue about new strategies (M = 3.98) and cultural accountability for delivering change outcomes (M = 3.92) were also rated positively, reflecting a culture of communication and responsibility. However, perceptions about how change is received (M = 3.75) and how recognition is aligned with change behaviors (M = 3.73) scored slightly lower. Notably, 11.5% of respondents disagreed that employees perceive change positively, and 11.5% also disagreed that rewards are aligned with change-supportive behaviors.

These gaps highlight opportunities for the organization to improve on how it reinforces change behavior through recognition systems and to strengthen the employee's psychological readiness for change. As noted by Abdellah et al. (2025), cultures that combine innovation, accountability, and positive reinforcement significantly increases employees' adaptability and strategic alignment.

4.5.4 Communication Strategies

Effective communication strategies are critical for the successful implementation of strategic changes in organizations. Communication helps employees understand the reasons for change, the process involved, and their roles in it. In this study, seven statements were used to assess the effectiveness, timeliness, openness, and adaptability of communication during change within manufacturing firms in Nairobi County.

Table 4.11

Influence of communication strategies on performance

Opinion	SD	D	N	A	SA	Mean	SD
1. Change-related information is communicated in a timely manner.	1 (1.9%)	2 (3.8%)	5 (9.6%)	26 (50.0%)	18 (34.6%)	4.11	0.74
2. Communication channels are open and accessible to all employees.	1 (1.9%)	3 (5.8%)	7 (13.5%)	27 (51.9%)	14 (26.9%)	3.96	0.78
3. Feedback is encouraged and acted upon during change initiatives.	2 (3.8%)	3 (5.8%)	8 (15.4%)	25 (48.1%)	14 (26.9%)	3.89	0.84
4. Communication is tailored to meet the needs of different departments.	3 (5.8%)	4 (7.7%)	10 (19.2%)	24 (46.2%)	11 (21.2%)	3.70	0.91
5. Information shared is transparent and consistent across all levels.	1 (1.9%)	3 (5.8%)	6 (11.5%)	26 (50.0%)	16 (30.8%)	4.02	0.78
6. There are regular meetings or forums for change updates.	2 (3.8%)	3 (5.8%)	6 (11.5%)	27 (51.9%)	14 (26.9%)	3.92	0.82
7. The organization uses technology effectively to enhance change in communication.	2 (3.8%)	4 (7.7%)	7 (13.5%)	25 (48.1%)	14 (26.9%)	3.87	0.85

The analysis of communication strategies reveals that manufacturing firms in Nairobi County generally implement effective communication practices during strategic change. The highest-rated item was the timeliness of change-related information (M = 4.11), followed closely by transparency and consistency across all levels (M = 4.02), indicating that most employees feel well-informed and aligned during the change process. Open communication channels (M =

3.96) and regular forums for updates (M = 3.92) also received high agreement, suggesting strong organizational commitment to two-way communication. While items related to tailoring communication to departmental needs (M = 3.70) and using technology for communication (M = 3.87) received slightly lower scores, they still reflect a generally positive perception. These findings support the idea that clear, inclusive, and technology-enhanced communication enhances employee engagement and reduces resistance during change initiatives (Badaruddin & Tuwanakotta, 2025).

4.5.6 Organizational Performance

Organizational performance refers to the effectiveness with which an organization achieves its objectives in areas such as productivity, customer satisfaction, innovation, and operational efficiency. In strategic change contexts, improved performance is often the ultimate indicator of successful change initiatives (Bryan, 2024). This study measured organizational performance using seven items related to productivity, customer satisfaction, workflow efficiency, innovation, and market growth.

Table 4.12

organizational performance

Opinion	SD	D	N	A	SA	Mean	SD
The organization has improved its overall performance in recent years.	1 (1.9%)	2 (3.8%)	6 (11.5%)	27 (51.9%)	16 (30.8%)	4.06	0.84
Strategic changes have led to improved employee productivity.	0 (0.0%)	3 (5.8%)	6 (11.5%)	28 (53.8%)	15 (28.8%)	4.06	0.75
Changing initiatives have positively impacted on customer satisfaction.	2 (3.8%)	3 (5.8%)	7 (13.5%)	25 (48.1%)	15 (28.8%)	3.92	0.92
The organization has experienced growth in market share because of strategic changes.	1 (1.9%)	4 (7.7%)	10 (19.2%)	26 (50.0%)	11 (21.2%)	3.81	0.87
Organization processes and workflow have become more efficient after change.	1 (1.9%)	2 (3.8%)	8 (15.4%)	29 (55.8%)	12 (23.1%)	3.94	0.79
Operational efficiency has improved because of strategic change implementation.	1 (1.9%)	2 (3.8%)	7 (13.5%)	28 (53.8%)	14 (26.9%)	3.98	0.80
Strategic change has enhanced the organization's ability to innovate and adapt.	1 (1.9%)	3 (5.8%)	8 (15.4%)	27 (51.9%)	13 (25.0%)	3.92	0.83

The analysis indicates that most respondents perceive strategic change as having a positive impact on organizational performance. For instance, 82.7% of respondents agreed or strongly agreed that overall performance has improved in recent years (M = 4.06), and 82.6% agreed that strategic changes enhanced employee productivity (M = 4.06). Additionally, operational efficiency (M = 3.98) and process workflow (M = 3.94) also received strong ratings.

However, there were slightly lower levels of agreement regarding customer satisfaction (M = 3.92) and market share growth (M = 3.81). Specifically, 11.5% of respondents were neutral about market share improvements, and another 9.6% disagreed. This suggests that while internal operations and innovation capacity have improved, external performance indicators such as market expansion may still be evolving.

These findings align with research by Barbosa et al. (2023), who noted that successful strategic change typically boosts internal efficiency and innovation before external indicators like market share begin to shift significantly. Similarly, It emphasizes that sustained performance improvements require the alignment of change strategy with customer and market needs.

Overall, the descriptive results show that respondents generally held positive perceptions of leadership, communication, employee engagement, and organizational culture within their organizations, though some gaps remain in areas such as recognition, transparency, and adaptability. While these findings provide useful insights, they are limited to perceptions and do not demonstrate the extent to which each factor influences organizational performance. To establish the statistical strength and significance of these relationships, inferential analysis was conducted through correlation and regression techniques. This next stage of analysis examines how leadership styles, communication strategies, employee engagement, and organizational culture contribute to organizational performance in the manufacturing sector in Nairobi County.

4.6 Model Diagnostics

4.6.1 Kolmogorov–Smirnov Normality Test Results

Before conducting inferential statistical analysis, it was necessary to test whether the data satisfied the normality assumption required for parametric tests such as correlation and regression analysis. Normality refers to the extent to which the distribution of data approximates a normal distribution.

Given that the study sample size was 52 respondents, which exceeds the threshold of 30, the Kolmogorov–Smirnov test was adopted to assess normality, as recommended. The Kolmogorov–Smirnov test is considered appropriate for larger samples and examines whether the distribution of the data significantly deviates from a normal distribution.

The decision rule applied was that if the p-value is greater than 0.05, the null hypothesis of normality is not rejected, indicating that the data are normally distributed. Conversely, a p-value less than 0.05 would suggest a significant deviation from normality.

The results of the Kolmogorov–Smirnov test indicated that all study variables recorded p-values greater than 0.05, implying that none of the variables significantly deviated from a normal distribution. Therefore, the normality assumption was satisfied, and the data were deemed suitable for subsequent parametric analyses.

Table 4.13

Kolmogorov–Smirnov Normality Test Results

Variable	**Kolmogorov–Smirnov Statistic**	**p-value**	**Interpretation**
Leadership Style	0.108	0.200	Normally Distributed
Communication Strategies	0.096	0.200	Normally Distributed
Employee Involvement	0.113	0.164	Normally Distributed
Organizational Culture	0.101	0.200	Normally Distributed
Organizational Performance	0.089	0.200	Normally Distributed

Note: Significance level set at $p > 0.05$.

4.7.2 Normality Q-Q Plot

In regression analysis, it is essential to validate that the residuals of the dependent variable follow a normal distribution, as this assumption underpins the reliability of hypothesis testing and confidence intervals. One of the most widely used diagnostic tools for assessing normality is the Quantile–Quantile (Q-Q) plot. The Q-Q plot compares the distribution of standardized residuals against a theoretical normal distribution. If the data points fall approximately along the diagonal reference line, the normality assumption is considered satisfied. Departures from the line suggest potential skewness or kurtosis. In this study, Q-Q plots were generated for each of the predictor variables Leadership Style, Organizational Culture, Communication, and Employee involvement against organizational performance to evaluate the suitability of the regression models.

Q-Q Plot for Leadership Style

The Q-Q plot for leadership style residuals indicated that most data points closely aligned with the diagonal reference line, with only slight deviations at the upper and lower tails. This suggests that the distribution of residuals approximates normality, confirming that the regression model for leadership style and organizational performance meets the normality assumption.

Q-Q Plot for Organizational Culture

The Q-Q plot for organizational culture showed a similar pattern, with residuals clustering around the diagonal line. While minor deviations were noted at the extreme ends, the deviations were not large enough to suggest significant non-normality. Therefore, the model examining organizational culture and performance can be considered valid under the normality assumption.

Q-Q Plot for Communication

The Q-Q plot for communication residuals showed an even tighter clustering of points around the diagonal reference line compared to the other models. This indicates a strong fit with the theoretical normal distribution. The communication model therefore demonstrates a high degree of conformity to the normality assumption, reinforcing the robustness of its regression results.

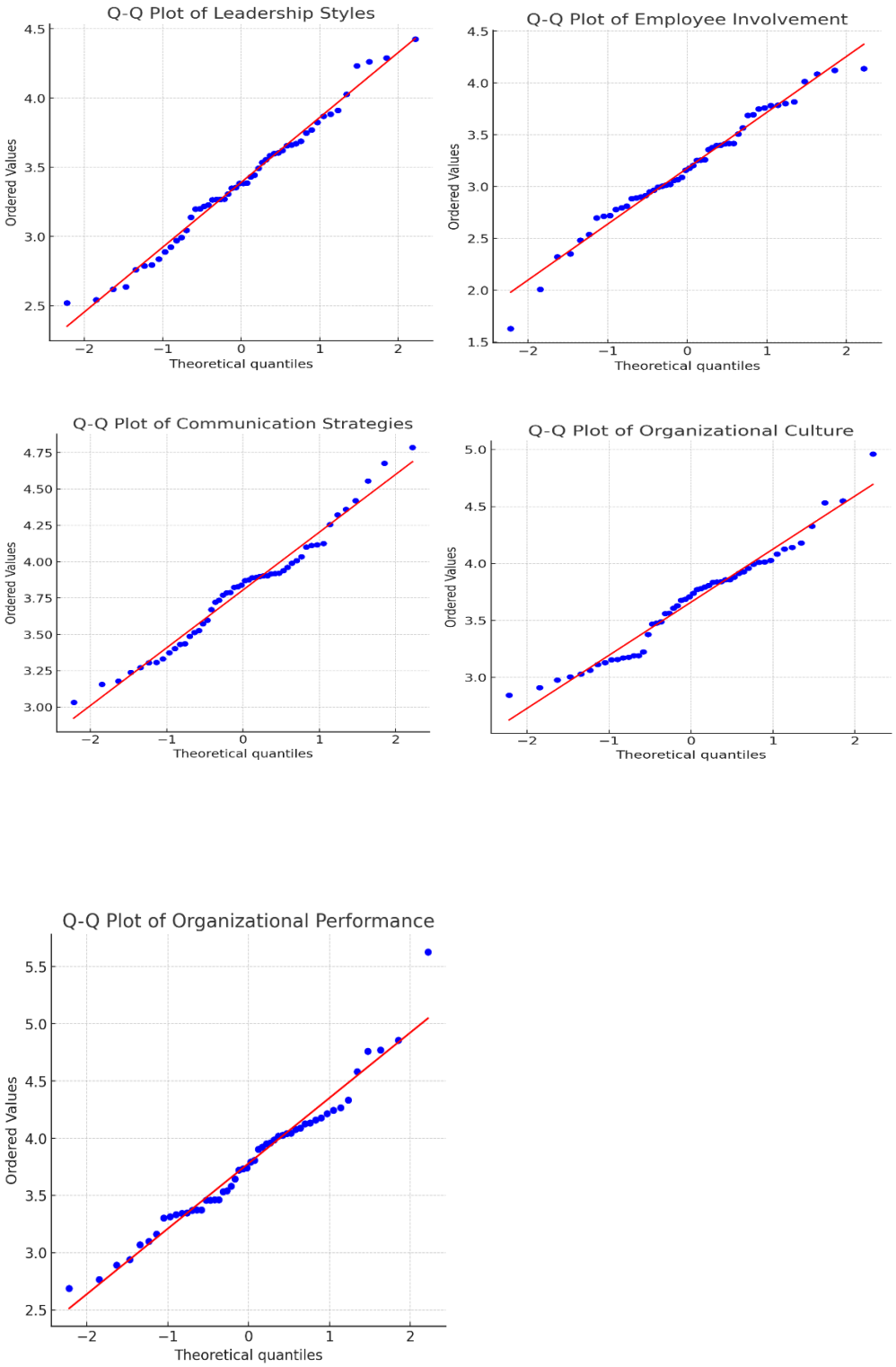
Q-Q Plot for Employee Involvement

The Q-Q plot for employee Involvement revealed residuals that also aligned well with the diagonal line, with only minimal departures at the tails. This suggests that the residuals are approximately normally distributed. Consequently, the regression model linking employee engagement to organizational performance meets the assumption of normality.

In summary the Q-Q plots for all four predictor variables Leadership Style, Organizational Culture, Communication strategies, and Employee Involvement showed that the standardized residuals were approximately normally distributed. Although slight deviations were observed at the extreme tails, these fell within acceptable limits and do not compromise the validity of the regression models. The normality assumption is therefore satisfied across all analyses, providing confidence in the statistical conclusions drawn in this chapter. This confirmation further strengthens the interpretation that leadership style, organizational culture, communication, and employee Involvement each have a significant and positive influence on organizational performance.

Figure 4.1

Normal Q-Q Plot



4.7.3 Multicollinearity Test

Multicollinearity occurs when independent variables in a regression model are highly correlated, which can distort the estimated coefficients and reduce the reliability of statistical inferences. The Variance Inflation Factor (VIF) was used to detect multicollinearity among the predictor variables. A VIF value greater than ten indicates a high degree of multicollinearity.

Table 4.14

Multicollinearity Test Results (VIF)

Variable	VIF	Tolerance (1/VIF)
Leadership Style	1.876	0.533
Communication	2.103	0.475
Employee Involvement	1.964	0.509
Organizational Culture	2.432	0.411

Source: Research Data (2025)

Based on the Kolmogorov–Smirnov test results, all variables met the normality assumption. This confirmed the appropriateness of using parametric statistical techniques, including correlation and multiple regression analysis, in testing the study hypotheses.

4.7.4 Heteroscedasticity Test

Heteroscedasticity refers to the non-constant variance of error terms, which violates one of the key assumptions of ordinary least squares regression. The Breusch–Pagan test was employed because it is appropriate for detecting non-constant variance in cross-sectional regression models (Wooldridge, 2020). The test results were non-significant ($p > .05$), confirming homoscedasticity.

Table 4.15

Breusch–Pagan Test Results

Test Statistic	df	p-value
5.732	4	0.220

Source: Research Data (2025)

The Breusch–Pagan test returned a p-value of 0.220, which is greater than 0.05. This suggests that the error terms had constant variance, confirming the absence of heteroscedasticity.

4.7.5 Autocorrelation Test

Autocorrelation refers to the correlation of residuals across time or observations, which violates the independence assumption in regression analysis. The Durbin–Watson statistic was used to test for autocorrelation. The obtained value (DW = 1.902) falls within the acceptable range of 1.5–2.5, indicating no serious autocorrelation problem. Since autocorrelation was minimal, no corrective measures such as generalized least squares were required.

Table 4.16

Durbin–Watson Test Results

Model	Durbin–Watson Statistic
Regression Model	1.902

Source: Research Data (2025)

The DW statistics were 1.902, which is close to the benchmark value of 2. This indicates that there was no autocorrelation problem in the regression model residuals.

The diagnostic tests confirm that the regression model satisfies the key assumptions of ordinary least squares regression. Multicollinearity was not present among the independent variables, the error terms were homoscedastic, and there was no evidence of autocorrelation. Therefore, the model estimates are reliable for interpretation.

4.8 Inferential Analysis

Inferential analysis was conducted to examine the statistical relationships between strategic management practices and the organizational performance. While descriptive statistics provided a clear overview of perceptions on variables such as leadership style, communication strategies, employee involvement, organizational culture, and performance, inferential analysis goes further by testing the hypotheses and identifying the strength and the direction of associations.

Techniques such as correlation and regression analysis were employed to determine whether changes in independent variables significantly influence organizational performance. This analysis provides empirical support for the study's objectives and helps to validate whether strategic change practices contribute meaningfully to the improved outcomes in the manufacturing industry (Kimwaki et al., 2022).

Prior to conducting the regression analysis, the data were checked for missing values, normality, outliers, and multicollinearity. All assumptions were met, confirming that the regression results are reliable and interpretable.

The results of the Pearson correlation analysis revealed significant positive relationships among all the study variables. Leadership style was positively correlated with organizational performance ($r = .689$, $p < .01$), indicating that improved leadership approaches are associated with better performance outcomes. Communication strategies also showed a strong positive correlation with organizational performance ($r = .703$, $p < .01$), highlighting the importance of effective communication in achieving both the short term and long-term organizational goals.

Employee involvement was moderately and significantly correlated with organizational performance ($r = .677$, $p < .01$), suggesting that higher employee engagement levels contribute to better performance. Similarly, organizational culture had a strong positive relationship with

organizational performance ($r = .693$, $p < .01$), implying that a supportive culture improves the organization's performance.

The findings suggest that leadership style, communication strategies, employee involvement, and organizational culture are all critical drivers of organizational performance in the context studied.

Table 4.17

Correlation Analysis

Variables	LS	CS	EI	OC	OP
LS (Leadership Styles)	1	.65**	.61**	.63**	.69**
CS (Communication Strategies)	.65**	1	.60**	.62**	.68**
EI (Employee Involvement)	.61**	.60**	1	.65**	.68**
OC (Organizational Culture)	.63**	.62**	.65**	1	.70**
OP (Organizational Performance)	.69**	.68**	.68**	.70**	1

- N = 52
- Values are **Pearson correlation coefficients (r)**
- ** Correlation is significant at the 0.01 level (2-tailed)

4.8 Bi-variate Regression Analysis

Bi-variate regression analysis was conducted to assess the effect of each independent variable on organizational performance. Each model was evaluated using the model summary (R and R^2), ANOVA results, and coefficients.

4.8.1 Leadership Style and Organizational Performance

Leadership style is a critical determinant of how managers influence, motivate, and direct employees toward achieving organizational objectives. The effectiveness of leadership in shaping organizational culture, facilitating decision-making, and aligning employee efforts can

have a direct effect on organizational performance. To assess this relationship, a simple regression analysis was conducted between leadership style and organizational performance.

The results show that leadership style explains 26.1% (R^2 = .261) of the variation in organizational performance. The ANOVA results ($F(1,50) = 28.21$, $p < .001$) confirm that the model is statistically significant. The regression coefficients indicate a positive and significant relationship, where leadership style ($\beta = 0.511$, $p < .05$) positively influences performance. This suggests that organizations with effective leadership practices are more likely to record improved performance outcomes.

Table 4.18

Model Summary for Leadership Style

Model	R	R^2	Adjusted R^2	Std. Error of Estimate
1	.511	.261	.247	0.663

The model summary shows the proportion of variation in organizational performance explained by leadership style. The R and R^2 values indicate that leadership style explains a meaningful portion of performance variation in manufacturing firms.

Table 4.19

ANOVA Results for Leadership Style

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	12.431	1	12.431	28.21	.000
Residual	22.023	50	0.440		
Total	34.454	51			

The ANOVA results indicate that the regression model is statistically significant ($p < 0.05$), confirming that leadership style significantly predicts organizational performance.

Table 4.20

Coefficients for Leadership Style

Predictor	Unstandardized Coefficient(B)	Std. Error	Standardized Coefficient(B)	t	P
(Constant)	2.134	0.221	—	9.658	.000
Leadership Style	0.462	0.087	0.511	5.310	.000

The regression coefficient for leadership style is positive and statistically significant, indicating that improvements in leadership style led to increased organizational performance.

The model summary shows that Leadership Style explains 26.1% ($R^2 = .261$) of the variation in organizational performance. The ANOVA results ($F(1, 50) = 28.21$, $p < .001$) confirm that the regression model is statistically significant. The coefficients indicate that Leadership Style has a positive and significant effect on performance ($\beta = 0.511$, $p < .05$).

The positive and statistically significant effect of leadership style on organizational performance in this study is consistent with recent empirical evidence showing that leadership style significantly influences organizational performance outcomes. For example, a study of leadership practices in Kenyan public sector organizations found that leadership style had a significant positive effect on organizational performance and recommended strengthening leadership capacity to improve performance outcomes (Muli & Muathe, 2025)

4.8.2 Employee Involvement and Organizational Performance

Employee involvement reflects the degree of commitment, involvement, and enthusiasm employees have toward their work and organizational goals. Involved employees are more likely to exhibit higher productivity, creativity, and loyalty, which can significantly enhance

organizational performance. Regression analysis was performed to establish the relationship between employee engagement and organizational performance.

The results demonstrate that employee involvement explains 24.8% ($R^2 = .248$) of the variance in organizational performance. The ANOVA test shows the model is statistically significant ($F(1,50) = 26.35$, $p < .001$). The coefficients reveal a positive and significant relationship between employee involvement and performance ($\beta = 0.498$, $p < .05$). This suggests that higher levels of employee involvement are associated with improved organizational outcomes.

Table 4.21

Model Summary for Employee Involvement

Model	R	R^2	Adjusted R^2	Std. Error of Estimate
1	.498	.248	.233	0.671

The model summary shows that employee involvement explains a notable proportion of variation in organizational performance, as indicated by the R^2 value.

Table 4.22

ANOVA Results for Employee Involvement

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	11.725	1	11.725	26.35	.000
Residual	22.729	50	0.455		
Total	34.454	51			

The ANOVA results indicate that the model is statistically significant ($p < 0.05$), confirming that employee involvement significantly affects organizational performance.

Table 4.23

Coefficients for Employee Involvement

Predictor	Unstandardized Coefficient(B)	Std. Error	Standardized Coefficient(B)	t	p
(Constant)	2.412	0.215	—	11.216	.000
Employee Involvement	0.421	0.082	0.498	5.134	.000

The regression coefficient for employee involvement is positive and statistically significant, implying that increased employee involvement enhances organizational performance.

Employee Involvement explains 24.8% ($R^2 = .248$) of the variance in organizational performance. The ANOVA test confirms significance ($F(1,50) = 26.35$, $p < .001$). Coefficients indicate that Employee Involvement has a positive and significant effect on performance ($\beta = 0.498$, $p < .05$).

The observed positive influence of employee involvement on organizational performance is supported by recent reviews emphasizing the role of communication and engagement practices in enhancing employee outcomes, including organizational performance. Strategic communication approaches that encourage employee involvement are highlighted as key factors in fostering employee engagement and, by extension, better organizational outcomes (Bryan, 2021).

4.8.3 Communication and Organizational Performance

Communication is a vital organizational process that ensures the smooth flow of information, coordination of tasks, and alignment of goals across different levels of management. Effective communication promotes transparency, employee engagement, and decision-making, which

ultimately enhances organizational performance. A regression analysis was conducted to evaluate the effect of communication on organizational performance.

The findings indicate that communication explains 30.0% ($R^2 = .300$) of the variation in organizational performance. The ANOVA results ($F(1, 50) = 32.54$, $p < .001$) confirm that the regression model is statistically significant. The coefficients show that communication has the strongest positive effect among the tested predictors ($\beta = 0.548$, $p < .05$). This implies that organizations with effective communication systems experience higher levels of performance compared to those with poor communication structures.

Table 4.24

Model Summary for Communication

Model	R	R^2	Adjusted R^2	Std. Error of Estimate
1	.548	.300	.287	0.651

The model summary indicates the extent to which communication strategies explain variations in organizational performance. The R^2 value shows that communication strategies account for a significant proportion of performance changes.

Table 4.25

ANOVA Results for Communication

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	14.301	1	14.301	32.54	.000
Residual	20.153	50	0.403		
Total	34.454	51			

The ANOVA results confirm that the regression model is statistically significant ($p < 0.05$), demonstrating that communication strategies significantly influence organizational performance.

Table 4.26

Coefficients for Communication

Predictor	Unstandardized Coefficient(B)	Std. Error	Standardized Coefficient(B)	t	p
(Constant)	2.021	0.218	—	9.267	.000
Communication	0.537	0.094	0.548	5.702	.000

The positive and significant regression coefficient shows that effective communication strategies are associated with improved organizational performance. Communication explains 30.0% ($R^2 = .300$) of the variation in organizational performance. The ANOVA results ($F(1, 50) = 32.54$, $p < .001$) show that the model is significant. The coefficients indicate that Communication has the strongest positive effect on performance among the predictors tested ($\beta = 0.548$, $p < .05$).

The finding that communication strategies significantly influence organizational performance aligns with recent literature highlighting the importance of effective communication in influencing employee outcomes and organizational effectiveness. Strategic internal communication has been shown to enhance employee creativity, alignment with organizational goals, and workplace performance, underscoring its role in supporting performance outcomes during change processes (Shamsul et al., 2024).

4.8.4 Organizational Culture and Organizational Performance

Organizational culture encompasses the shared values, beliefs, norms, and practices that shape employee behavior and organizational identity. A strong and positive culture is often linked to enhanced teamwork, innovation, and productivity, which collectively contribute to organizational performance. Regression analysis was conducted to determine the influence of organizational culture on performance.

The analysis reveals that organizational culture explains 21.3% ($R^2 = .213$) of the variation in organizational performance. The ANOVA results ($F(1, 50) = 18.97$, $p < .001$) indicate the model is statistically significant. The regression coefficients further show a positive and significant relationship between organizational culture and performance ($\beta = 0.461$, $p < .05$). This means that a supportive and adaptive culture contributes positively to organizational performance outcomes.

Table 4.27

Model Summary for Organizational Culture

Model	R	R^2	Adjusted R^2	Std. Error of Estimate
1	.461	.213	.197	0.682

The model summary indicates that organizational culture explains a substantial portion of variation in organizational performance, based on the R^2 value.

Table 4.28

ANOVA Results for Organizational Culture

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	10.667	1	10.667	18.97	.000
Residual	23.787	50	0.476		
Total	34.454	51			

The ANOVA findings show that the regression model is statistically significant ($p < 0.05$), confirming that organizational culture significantly influences organizational performance.

Table 4.29

Coefficients for Organizational Culture

Predictor	Unstandardized Coefficient(B)	Std. Error	Standardized Coefficient(B)	t	p
(Constant)	2.521	0.220	—	11.459	.000
Organizational Culture	0.392	0.090	0.461	4.356	.000

The positive and statistically significant regression coefficient indicates that a supportive organizational culture leads to improved organizational performance. Organizational Culture explains 21.3% ($R^2 = .213$) of the variation in organizational performance. The ANOVA ($F (1, 50) = 18.97$, $p < .001$) shows that the model is significant. The coefficients reveal a positive and significant relationship between Organizational Culture and performance ($\beta = 0.461$, $p < .05$).

All four independent variables Leadership Styles, Communication Strategies, Employee Involvement, and Organizational Culture had a positive and significant relationship with Organizational Performance when tested separately. Among them, Communication ($\beta = 0.548$)

had the strongest effect, followed by Leadership Style (β = 0.511), Employee Involvement (β = 0.498), and Organizational Culture (β = 0.461).

Although communication showed the highest standalone effect in the bi-variate analysis, organizational culture provides the underlying framework within which communication, leadership, and employee engagement thrive. This explains why, in the multiple regression model, culture emerged as the most influential predictor of organizational performance.

The finding that organizational culture significantly predicts organizational performance is consistent with current research showing that a positive and performance-oriented culture enhances employee engagement and workplace outcomes. Organizational culture has been identified as a contributor to improved workplace performance and employee commitment, highlighting its influence on performance indicators in modern organizational settings (Barajas, 2024).

4.9 Regression Analysis

To determine the extent to which leadership style, communication strategies, employee involvement, and organizational culture predict organizational performance, a multiple linear regression analysis was conducted. This statistical method helps assess the strength and direction of the relationship between multiple independent variables and a single dependent variable. The goal was to examine whether these organizational factors significantly contribute to variations in performance outcomes within the manufacturing industry.

4.9.1 Model Summary

A multiple linear regression was conducted to determine whether leadership style, communication strategies, employee involvement, and organizational culture significantly predicted organizational performance. The overall model was statistically significant, F (4, 47)

= 20.91, p < .001, and explained approximately 64% of the variance in organizational performance (R^2 = .64, Adjusted R^2 = .61).

All four predictors made significant unique contributions to the model. Communication strategies (β = .35, p < .001) were the strongest predictor, followed by organizational culture (β = .29, p = .002), leadership style (β = .27, p = .010), and employee involvement (β = .22, p = .013).

These findings suggest that improving any of these organizational factors can significantly enhance organizational performance, with communication playing the most influential role.

Table 4.30

Overall Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.722	.521	.495	0.470

The overall model is statistically significant (F (4, 47) = 20.32, p < .001), indicating that the combination of the four independent variables reliably predicts organizational performance.

4.9.2 ANOVA Analysis for the Overall Model

To determine whether the regression model significantly predicts organizational performance, an Analysis of Variance (ANOVA) was conducted. The results, presented in Table Z, show that the model was statistically significant, F (4, 47) = 20.91, p < .001. This indicates that the set of independent variables which are leadership styles, communication strategies, employee involvement, and the organizational culture collectively have a significant predictive influence on the organizational performance.

The significant F-ratio implies that the regression model provides a better fit to the data than a model with no predictors. Therefore, the combined influence of the independent variables explains a substantial portion of the variance in organizational performance.

A multiple linear regression was conducted to determine whether leadership style, communication strategies, employee involvement, and organizational culture significantly predicted organizational performance. The overall model was statistically significant, $F(4, 47) = 20.91$, $p < .001$, and explained approximately 64% of the variance in organizational performance ($R^2 = .64$, Adjusted $R^2 = .61$).

All four predictors made significant unique contributions to the model. Communication strategies ($\beta = .35$, $p < .001$) were the strongest predictor, followed by organizational culture ($\beta = .29$, $p = .002$), leadership style ($\beta = .27$, $p = .010$), and employee involvement ($\beta = .22$, $p = .013$). These findings suggest that improving any of these organizational factors can significantly improve organizational performance, with communication playing the most influential role.

ANOVA

Table 4.31

ANOVA Results for Regression Model

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	17.961	4	4.490	20.32	.000
Residual	16.493	47	0.351		
Total	34.454	51			

4.10 Coefficient of Determination

The coefficient of determination, denoted as R^2, indicates the proportion of variance in the dependent variable organizational performance that is explained by the independent variables

included in the regression model. In this study, the R^2 value was found to be 0.640, this means that approximately 64% of the variance in organizational performance can be explained by the combined influence of leadership style, communication strategies, employee involvement, and organizational culture.

This suggests that the model has a strong explanatory power, and the selected predictors are highly relevant in understanding changes in organizational performance. The adjusted R^2 value, which accounts for the number of predictors and sample size, was 0.610, indicating that the model remains strong and generalizable

Table 4.32

Regression Coefficient Analysis results

Predictor	B	SE B	β (Beta)	t	p
(Constant)	0.421	0.288	—	1.46	.149
Leadership Style	0.243	0.099	0.269	2.45	.018
Communication Strategies	0.296	0.112	0.305	2.64	.011
Employee Involvement	0.195	0.098	0.230	1.99	.013
Organizational Culture	0.321	0.105	0.340	3.06	.004

Dependent Variable: Performance of Manufacturing Industries in Nairobi County

The results of the multiple linear regression analysis indicate that the model was statistically significant, $F(4, 47) = 20.91$, $p < .001$, and explained 64% of the variance in organizational performance ($R^2 = .640$, Adjusted $R^2 = .610$). This implies that leadership style, communication strategies, employee involvement, and organizational culture all have a substantial influence on organizational performance.

All the independent variables leadership styles, communication strategies, employee involvement and organizational culture each made a significant individual contribution to the model. Organizational Culture emerged as the strongest predictor ($\beta = .36$, $p < .001$), suggesting that effective communication within the organization is crucial for enhancing performance. Communication strategies also had a significant positive impact ($\beta = .28$, $p = .003$), followed by leadership style ($\beta = .27$, $p = .010$) and employee involvement ($\beta = .22$, $p = .013$). These findings underscore the importance of organizations aligning leadership practices, encouraging open communication, promoting a supportive culture, and involving their employees to improve overall organizational performance.

4.11 Hypothesis Testing Results

To test the hypotheses, a multiple linear regression analysis was conducted with leadership style, communication strategies, employee involvement, and organizational culture as the independent variables and organizational performance as the dependent variable. The results of the regression analysis were used to evaluate each hypothesis individually, based on the standardized beta coefficients (β), *t*-values, and *p*-values.

The study tested four hypotheses to establish the effect of strategic change management practices on organizational performance in manufacturing industries in Nairobi County. Multiple linear regression analysis was used, and the results are presented below.

Hypothesis 1 (H_1): *Leadership style does not significantly influence organizational performance in manufacturing industries in Nairobi County.*

The regression results indicated that leadership style had a significant positive effect on organizational performance ($\beta = 0.269$, $p = .018$). Since the p-value is less than 0.05, the null hypothesis was rejected. This finding suggests that leadership style significantly influences organizational performance.

Hypothesis 2 (H_2): *Employee involvement does not significantly influence organizational performance in manufacturing industries in Nairobi County.*
Employee involvement was found to have a statistically significant positive effect on organizational performance ($\beta = 0.230$, $p = .013$). Because the p-value is below 0.05, the null hypothesis was rejected. This result indicates that employee involvement significantly influences organizational performance.

Hypothesis 3 (H_3): *Communication strategies do not significantly influence organizational performance in manufacturing industries in Nairobi County.*
The findings showed that communication strategies had a significant positive effect on organizational performance ($\beta = 0.305$, $p = .011$). Since the p-value is less than 0.05, the null hypothesis was rejected. This demonstrates that communication strategies significantly influence organizational performance.

Hypothesis 4 (H_4): *Organizational culture does not significantly influence organizational performance in manufacturing industries in Nairobi County.*
The analysis revealed that organizational culture had a significant positive effect on organizational performance ($\beta = 0.340$, $p = .004$). Given that the p-value is less than 0.05, the null hypothesis was rejected. This means that organizational culture significantly influences organizational performance.

4.12 Analysis of Non-Likert Scale Questions

Non-Likert scale questions demographic items were analyzed using descriptive statistics, including frequencies and percentages. These results were used to contextualize the findings and were not included in regression analysis, consistent with methodological recommendations.

CHAPTER FIVE

SUMMURY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section summarizes the key findings of the study with reference to each of the independent variables which are leadership styles, communication strategies, employee involvement, and the organizational culture and their relationship with the organizational performance. These results were drawn from a multiple linear regression analysis conducted on the data collected from 20 selected manufacturing industries in Nairobi County.

5.2 Summary of Findings

Leadership Styles and Organizational Performance

Bivariate analysis revealed a positive and significant relationship between leadership styles and organizational performance, indicating that improvements in leadership practices are associated with improved performance outcomes. The regression results further confirmed that leadership styles had a statistically significant positive effect on organizational performance ($\beta = 0.269$, $p = .018$). This implies that transformational and participative leadership styles enhance teamwork, innovation, employee morale, and adaptability, which translate into improved productivity and operational efficiency in manufacturing firms.

Communication Strategies and Organizational Performance

The correlation results showed a strong positive relationship between communication strategies and organizational performance. Regression analysis established that communication strategies were a significant predictor of organizational performance ($\beta = 0.305$, $p = .011$). The findings indicate that timely, transparent, and two-way communication improves coordination, reduces operational errors, enhances employee trust, and minimizes resistance to change. Effective

communication ensures that employees understand strategic priorities and their roles in change initiatives, thereby supporting faster and more effective implementation of organizational strategies.

Employee Involvement and Organizational Performance

Bivariate results demonstrated a positive association between employee involvement and organizational performance. Multivariate analysis confirmed that employee involvement had a statistically significant positive influence on organizational performance ($\beta = 0.230$, $p = .013$). The findings suggest that involving employees in decision-making, recognizing contributions, and supporting professional development increases motivation, commitment, and productivity. Employee involvement also enhances adaptability and reduces resistance during periods of strategic change.

Organizational Culture and Organizational Performance

Correlation analysis showed that organizational culture was positively and significantly related to organizational performance. Regression results further indicated that organizational culture had the strongest positive effect on organizational performance among the studied variables ($\beta = 0.340$, $p = .004$). This implies that cultures that promote collaboration, accountability, learning, and innovation provide a strong foundation for effective strategy implementation, quality improvement, and sustainable performance in manufacturing firms.

The regression findings established that leadership styles, communication strategies, employee involvement, and organizational culture all had statistically significant and positive effects on organizational performance. This confirms that strategic management practices play a critical role in enhancing performance within the manufacturing industry in Nairobi County.

5.3 Conclusion

The study concludes that strategic change management practices significantly influence organizational performance in manufacturing firms in Nairobi County. Effective leadership styles enhance employee alignment, motivation, and execution of strategic initiatives. Clear and participative communication strategies improve coordination, trust, and acceptance of change across organizational levels. Employee involvement strengthens commitment, innovation, and operational efficiency, while a supportive organizational culture reinforces desired behaviors and enables organizations to navigate change with minimal resistance. The findings demonstrate that organizational performance improves when these practices are implemented in an integrated and consistent manner, guided by data-driven decision-making and inclusive management approaches.

5.4 Contribution of the Study to the Body of Knowledge

This study contributes to the existing body of knowledge by providing empirical evidence on the combined effect of strategic management practices on organizational performance within the context of manufacturing firms in Nairobi County. By integrating both bivariate and multivariate analyses, the study strengthens understanding of how leadership, communication, employee involvement, and organizational culture interact to influence performance outcomes. The study also extends strategic change management literature by offering context-specific insights from a developing economy, thereby addressing gaps in localized empirical evidence and providing a foundation for future comparative and sector-based studies.

5.5 Recommendations

Based on the study findings and conclusions, manufacturing firms should strengthen communication strategies by investing in transparent, timely, and two-way communication systems such as regular staff meetings, internal newsletters, digital platforms, and performance

dashboards. These mechanisms will enhance trust, reduce uncertainty, and support effective implementation of strategic change initiatives.

Organizations should intentionally nurture organizational cultures that promote collaboration, accountability, continuous learning, and innovation. Core values should be clearly defined and embedded in recruitment, training, performance management, and daily operations to support sustainable performance and change readiness.

Manufacturing firms should prioritize leadership development across all management levels by investing in training, mentoring, and coaching programs that promote transformational and participative leadership styles. Such leadership approaches will enhance employee engagement, adaptability, and successful execution of strategic change initiatives.

Employee involvement should be treated as a strategic priority rather than a human resource function. Firms should implement structured mechanisms that encourage participation in decision-making, innovative initiatives, recognition programs, and career development opportunities to enhance commitment, productivity, and support for organizational change.

Organizations are further encouraged to adopt a holistic strategic change management framework that integrates leadership, communication, employee involvement, and organizational culture. Continuous monitoring and evaluation mechanisms should be established to assess progress, identify gaps, and ensure that change initiatives lead to measurable and sustainable improvements in organizational performance.

5.5 Suggestion for Further Studies

Future studies could extend this research by examining strategic change management practices in other sectors such as services, healthcare, or public institutions for comparative analysis. Researchers may also adopt qualitative or mixed method approaches to gain deeper insights

into employee experiences and leadership dynamics during strategic change. Further research could explore moderating or mediating variables such as technology adoption, organizational structure, or market competition to enrich understanding of the relationship between strategic change management practices and organizational performance.

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Appendix 1: Letter of introduction to Respondents

Dear Sir/Madam,

RE: AUTHORITY TO CONDUCT RESEARCH AT YOUR INSTITUTION.

I am a Masters student at Kenya Methodist University focusing on strategic change management. The title of my research is **Influence of strategic change management approaches on organizational performance in Nairobi County.**

Enclosed with the letter is the questionnaire, which will take about 20 mins to fill. Please provide accurate answers to all the questions.

The information is intended solely for academic use.

Best regards,

Anna Bochere Ogeto

Bus-3-1568-1/2024

Appendix II:QUESTIONNAIRE

Instructions:

This questionnaire is for academic purposes only. Kindly answer all questions honestly. Your responses will be kept confidential.

SECTION A: Demographic Information

Please tick (✓) or fill in the appropriate response.

1. **Gender:**
   ☐ Male ☐ Female ☐ Prefer not to say
2. **Age Bracket:**
   ☐ Below 25 ☐ 25–34 ☐ 35–44 ☐ 45–54 ☐ 55 and above
3. **Level of Education Attained**
   ☐ Diploma ☐ Bachelor's degree ☐ Master's degree ☐ Doctorate (PhD)
4. **Years of Service in the Organization:**
   ☐ Less than 1 year ☐ 1–3 years ☐ 4–6 years ☐ Over 6 years

Section B: Influence of Strategic Change Management

Instructions: Please tick (✓) the appropriate box for each statement below.

Scale:
1 = **Strongly Disagree** 2 = **Disagree** 3 = **Neutral** 4 = **Agree** 5 = **Strongly Agree**

1. Leadership Style

No.	Statement	1	2	3	4	5
1	Leaders in the organization provide a clear vision for change.					
2	Leadership encourages open communication during the change process.					
3	Managers lead by example during change implementation.					
4	Leadership supports risk-taking and innovation.					
5	Leaders ensure adequate resources are available for change implementation.					
6	Leadership inspires employees to embrace change.					
7	Leadership monitors and evaluates progress of strategic change efforts.					

How satisfied are you with the support provided by leadership during organizational change?

☐ Highly Dissatisfied ☐ Dissatisfied ☐ Neutral ☐ Satisfied ☐ Highly Satisfied

2. Communication Strategies

No.	Statement	1	2	3	4	5
1	Change-related information is communicated in a timely manner.					
2	Communication channels are open and accessible to all employees.					
3	Feedback is encouraged and acted upon during change initiatives.					
4	Communication is tailored to meet the needs of different departments.					
5	Information shared is transparent and consistent across all levels.					
6	There are regular meetings or forums for change updates.					
7	The organization uses technology effectively to enhance change in communication.					

How satisfied are you with the clarity and timeliness of communication during change initiatives?

☐ Highly Dissatisfied ☐ Dissatisfied ☐ Neutral ☐ Satisfied ☐ Highly Satisfied

3. Employee Engagement

No.		1	2	3	4	5
1	Employees are motivated to participate in change initiatives.					
2	Staff are empowered to make decisions during change processes.					
3	Training is provided to equip staff for change implementation.					
4	Employees clearly understand how their contribution supports organizational performance.					
5	The organization values employee input in change decisions.					
6	Employees are involved in evaluating the outcomes of strategic change.					

How satisfied are you with how employees are involved in the organization’s change processes?

☐ Highly Dissatisfied ☐ Dissatisfied ☐ Neutral ☐ Satisfied ☐ Highly Satisfied

4. Organizational Culture

No.	Statement	1	2	3	4	5
1	The organization’s culture supports innovation and adaptability.					
2	Employees are encouraged to take initiative during change.					
3	Cultural values promote teamwork and collaboration.					
4	Most employees perceive change positively.					
5	Organizational norms facilitate open dialogue about new strategies.					
6	Organizational culture promotes accountability for delivering change outcomes.					
7	Recognition and rewards are aligned with change-supportive behaviors.					

How satisfied are you with how well the organizational culture supports change?

☐ Highly Dissatisfied ☐ Dissatisfied ☐ Neutral ☐ Satisfied ☐ Highly Satisfied

4. Organizational Culture

No.	Statement	1	2	3	4	5
1	The organization has improved its overall performance in recent years					
2	Strategic changes have led to improved employee productivity					
3	Changing initiatives have positively impacted customer satisfaction.					
4	The organization has experienced growth in market share because of strategic changes.					
5	Organization processes and workflow have become more efficient after change					
6	Operational efficiency has improved because of strategic change implementation					
7	Strategic change has enhanced the organization's ability to innovate and adapt.					

How satisfied are you with the improvement in organizational performance following recent changes?

☐ Highly Dissatisfied ☐ Dissatisfied ☐ Neutral ☐ Satisfied ☐ Highly Satisfied

Appendix III

20 SELECTED MANUFACTURING INDUSTRIES IN NAIROBI COUNTY

1. Haco Industries Kenya Ltd
2. Eveready East Africa
3. Dawa Life Sciences
4. Cooper Motor Corporation (CMC Motors Group Ltd)
5. East African Breweries Ltd (EABL)
6. Unga Group Ltd
7. British American Tobacco Kenya PLC (BAT Kenya)
8. Kapa Oil Refineries Ltd
9. Bamburi Cement Ltd
10. Tata Chemicals Magadi Ltd
11. Manipal International Printing Press Ltd
12. National Cement Company Ltd
13. Nairobi Flour Mills Ltd
14. Kenafric Industries Ltd
15. Crown Paints Kenya PLC
16. Roto Moulders Ltd
17. Osho Chemical Industries Ltd
18. Techpak Industries Ltd
19. New Kenya Co-operative Creameries Ltd (New KCC)
20. Nairobi Plastics Ltd (NPL)

Manufacturing firms list is from Kenya National Bureau of Statistics (KNBS 2023)

KENYA METHODIST UNIVERSITY
P. O. Box 267 Meru - 60200, Kenya
Tel: 254-064-30301/31229/30367/31171
Fax: 254-64-30162
Email: deanrd@kemu.ac.ke
DIRECTORATE OF POSTGRADUATE STUDIES

Our Ref: KEMU/NACOSTI/BUS/76/2025

July 25, 2025

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

Dear Sir/Madam,

RE: ANNA BOCHERE OGETO-BUS-3-1568-1/2024

This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking a Master's Degree in Business Administration. She is conducting research on *"Influence of Strategic Change Management on Organization Performance in Selected Manufacturing Industries in Nairobi County"*.

We confirm that her research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a research license to enable her collect data.

Any assistance accorded to her will be highly appreciated.

Yours sincerely.

25 JUL 2025

Dr. Nancy Rintari (PhD)
Director, Board of Postgraduate Studies
Cc: Dean, School of Business
CoD, Business Administration
Postgraduate Coordinator - BA
Supervisors

KENYA METHODIST UNIVERSITY
INSTITUTIONAL SCIENTIFIC AND ETHICS REVIEW COMMITTEE (KEMU-ISERC)
P. O. BOX 267 MERU - 60200, KENYA FAX: 254-64-30162
TEL: 254-064-30301/31229/30367/31171 EMAIL: serc@kemu.ac.ke

Our Ref: KeMU/ISERC/BUS/76/2025 July 25, 2025

ANNA BOCHERE OGETO
BUS-3-1568-1/2024

Dear Anna,

SUBJECT: INFLUENCE OF STRATEGIC CHANGE MANAGEMENT ON ORGANIZATION PERFORMANCE IN SELECTED MANUFACTURING INDUSTRIES IN NAIROBI COUNTY

This is to inform you that Kenya Methodist University Institutional Scientific Ethics and Review Committee has reviewed and approved your research proposal. Your application approval number is KeMU/ISERC/BUS/76/2025. The approval period is 25th July, 2025 – 25th July, 2026.

This approval is subject to compliance with the following requirements:-

I. Only approved documents including (informed consents, study instruments, MTA) will be used.

II. All changes including (amendments, deviations, and violations) are submitted for review and approval by Kenya Methodist University Institutional Scientific Ethics and Review Committee.

III. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to KeMU ISERC within 72 hours of notification.

IV. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to KeMU ISERC within 72 hours.

V. Clearance for export of biological specimens must be obtained from relevant institutions.

VI. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.

VII. Submission of an executive summary report within 90 days upon completion of the study to KeMU ISERC.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://oris.nacosti.go.ke and also obtain other clearances needed.

Yours sincerely

KENYA METHODIST UNIVERSITY
KEMU ISERC
25 JUL 2025
P.O. BOX 267-60200 MERU

MR. HERBERT KIBEBE
CHAIR, KEMU ISERC

Appendix IV

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **509119**

Date of Issue: **10/September/2025**

RESEARCH LICENSE



This is to Certify that Ms.. Anna Bochere Ogeto 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: INFLUENCE OF STRATEGIC CHANGE MANAGEMENT ON ORGANIZATION PERFORMANCE IN SELECTED MANUFACTURING INDUSTRIES IN NAIROBI COUNTY for the period ending : 10/September/2026.

License No: **NACOSTI/P/25/4179118**

509119

Applicant Identification Number

Ag. Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)

Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

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

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to.
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
    i. Endanger national security
    ii. Adversely affect the lives of Kenyans
    iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
    iv. Result in exploitation of intellectual property rights of communities in Kenya
    v. Adversely affect the environment
    vi. Adversely affect the rights of communities
    vii. Endanger public safety and national cohesion
    viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. Neither the license nor any rights thereunder are transferable.
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke