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Strategic Change Management and Organizational Performance of the National Government Administration Officers (NGAOs) in Kenya

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ABSTRACT: The study examined the influence of strategic change management practices on organizational performance among the National Government Administration Officers (NGAOs) in Kenya. The research was motivated by the increasing need for efficiency, accountability, and improved service delivery within public institutions operating in dynamic and complex environments. Specifically, the study focused on the influence of leadership commitment, communication practices, employee involvement, and employee readiness on organizational performance. The study adopted both descriptive and explanatory research designs targeting management-level NGAOs across Kenya. Primary data were collected using structured questionnaires administered to a sample of 337 respondents. Data analysis involved descriptive statistics, Pearson correlation analysis, multiple regression analysis, and moderation analysis to examine relationships among variables. Diagnostic tests, including normality and multicollinearity tests, confirmed the suitability of the data for parametric analysis. The findings revealed that leadership commitment, communication practices, employee involvement, and employee readiness positively and significantly influenced organizational performance. Leadership commitment and employee involvement emerged as the strongest predictors of performance. Additionally, employee readiness strengthened the relationship between strategic change management practices and organizational performance, indicating its moderating effect. The regression results showed that the independent variables jointly explained a substantial proportion of variation in organizational performance ($R^2 = 0.877$). The study concluded that effective strategic change management practices are essential in enhancing organizational performance within NGAOs in Kenya. It recommended strengthening leadership commitment, improving internal communication systems, promoting employee participation, and investing in employee readiness initiatives to enhance public sector efficiency, accountability, and service delivery.

KEYWORDS: Strategic Change Management, Organizational Performance, Leadership Commitment, Communication Practices, Employee Involvement

INTRODUCTION

Background of the Study

Strategic Change Management (SCM) has increasingly become an essential strategy for organizations seeking to improve efficiency, adaptability, accountability, and long-term performance in dynamic environments. Public and private institutions worldwide face rapid technological changes, evolving stakeholder expectations, globalization pressures, and shifting governance systems that require continuous transformation. SCM provides a structured framework for aligning organizational people, systems, structures, and resources with changing strategic objectives and environmental demands. Effective strategic change management enhances organizational resilience, innovation, and competitiveness by enabling institutions to respond proactively to emerging opportunities and challenges (By, Burnes, & Oswick, 2023).

Globally, SCM has been widely adopted to improve organizational performance and public service delivery. Developed countries such as the United Kingdom, Germany, France, Singapore, and the United States have integrated structured change management frameworks into governance reforms to strengthen efficiency, digital transformation, and institutional responsiveness. These reforms emphasize leadership commitment, stakeholder participation, employee engagement, and effective communication as critical drivers of successful organizational change (Alkaabi, Hazzam, Wilkins, & Dan, 2024; Ongaro & Kickert, 2020). Singapore, for example, has institutionalized a "Whole-of-Government" approach that integrates leadership development, collaboration, and long-term planning to sustain organizational performance (Neo & Chen, 2021). Similarly, Scandinavian countries have promoted participatory governance and inclusive organizational reforms that align change management with

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democratic values and public accountability (Greve, 2021). These international experiences demonstrate that effective SCM improves adaptability, accountability, and service delivery when supported by strong institutional frameworks and leadership commitment.

In developing countries, however, the adoption of SCM remains inconsistent due to institutional weaknesses, resource constraints, resistance to change, and limited organizational capacity. In Africa, countries such as South Africa, Nigeria, Ghana, and Ethiopia have made varying progress in implementing strategic change management within public institutions. South Africa has integrated strategic leadership and digital transformation into public sector reforms, although bureaucratic rigidity and resistance to restructuring continue to limit full-scale adoption (Nkomo & Moyane, 2021). Nigeria has attempted civil service reforms aimed at improving institutional efficiency, but implementation remains constrained by political interference and fragmented systems (Apav, et.al, 2025). Ghana and Ethiopia are gradually embracing SCM practices through professional development initiatives and governance reforms, although limited awareness, inadequate training, and weak institutional support continue to hinder progress (Adjei & Mensah, 2022; Ferede, et.al, 2024). Despite these challenges, there is growing recognition across Africa that strategic change management is essential for improving accountability, responsiveness, and organizational effectiveness in public administration.

In Kenya, strategic change management has increasingly gained attention within both public and private sector organizations. Institutions are gradually recognizing the importance of structured change processes in improving service delivery, accountability, and organizational effectiveness. Nevertheless, the implementation of SCM remains inconsistent due to inadequate resources, leadership gaps, resistance from employees, weak communication systems, and insufficient policy frameworks. Studies on Kenyan state corporations, county governments, banks, and public universities indicate that leadership support, employee participation, communication clarity, and organizational culture significantly influence the success of change initiatives (Kamau & Muturi, 2022; Githinji & Mwangi, 2022). However, many public institutions continue to struggle with fragmented reforms, inadequate stakeholder engagement, and limited capacity-building programs, which slow the institutionalization of effective change management practices (Kingori & Waithaka, 2023).

The National Government Administration Officers (NGAOs) in Kenya operate within a highly dynamic and demanding environment that requires effective strategic change management to enhance organizational performance. NGAOs play a crucial role in coordinating government functions at the grassroots level, including policy implementation, public administration, security coordination, and service delivery. As frontline representatives of the national government, they serve as a critical link between citizens and the state. Despite their strategic importance, NGAOs face persistent organizational challenges such as bureaucratic inefficiencies, inadequate digital systems, weak accountability mechanisms, political interference, resistance to reforms, and limited financial and human resources (Kiboi & Kwasira, 2022). These challenges have negatively affected service delivery effectiveness, policy implementation success, and citizen satisfaction (World Bank, 2023).

The Kenyan government has introduced several reforms aimed at improving organizational performance within public institutions, including Results-Based Management (RBM), performance contracting, digital transformation initiatives, and capacity-building programs. Digital systems such as e-Citizen platforms and Integrated Population Registration Systems have improved access to government services and streamlined administrative coordination (Government of Kenya, 2023). However, the implementation of these reforms within NGAOs has remained inconsistent due to inadequate training, weak monitoring systems, limited technological infrastructure, and insufficient employee readiness for change (Okornoe, 2020). Reports further indicate that many administrative units still rely heavily on manual systems, contributing to delays, inefficiencies, and reduced accountability in public service delivery (Nation Media Group, 2024).

Leadership commitment has emerged as a critical factor influencing the success of strategic change management in public institutions. Leaders who demonstrate strong commitment through vision-setting, communication, resource allocation, and employee support are more likely to create organizational environments that encourage adaptability, innovation, and improved performance (Kimaku, 2021). Effective communication practices are equally important because they reduce uncertainty, enhance transparency, and strengthen employee engagement during organizational transitions (Mwangi, Kariuki, & Mburu, 2023). Employee involvement further enhances ownership, motivation, and acceptance of change initiatives, while capacity building equips employees with the knowledge and skills necessary to adapt to changing organizational environments (Ouma & Kamau, 2022; Otieno & Mwangi, 2023). Additionally, employee readiness for change strengthens the relationship between strategic change management practices and organizational performance by improving adaptability, confidence, and willingness to embrace reforms (Vakola, 2024).

Despite growing awareness of the importance of strategic change management within Kenya's public sector, limited empirical evidence exists on how specific SCM practices influence organizational performance among NGAOs. Most previous studies have focused on broader public sector reforms or private sector organizations, leaving contextual gaps regarding grassroots administrative structures. Therefore, this study sought to examine the influence of leadership commitment, communication practices, employee involvement, and employee readiness on organizational performance among NGAOs in Kenya. The study aimed to generate practical and policy-oriented insights that can support improved governance, enhanced service delivery, and sustainable organizational performance within Kenya's public administration system.

Statement of the Problem

Strategic change management has emerged globally as a critical driver of organizational efficiency, accountability, and competitiveness. However, within Kenya's public sector, particularly among the National Government Administration Officers (NGAOs), the implementation of strategic change management remains inconsistent despite NGAOs playing a central role in policy implementation and service delivery at the grassroots level. Studies indicate that over 62% of NGAOs experience difficulties aligning new policy directives with existing operational systems, resulting in delays and inefficiencies in service delivery (Njagi & Gachunga, 2021). Additionally, nearly 45% of government projects experience implementation delays due to weak coordination among frontline administrators (World Bank, 2023).

The absence of a comprehensive national change management framework has further contributed to fragmented adoption of reforms across administrative units. Compliance audits reveal that only 38% of administrative units consistently apply performance contracting and results-based management reforms (KIPPRA, 2023). Operational challenges such as inadequate resources, insufficient training, weak leadership commitment, resistance from employees, and poor digital infrastructure continue to hinder effective implementation of strategic change initiatives. Research

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shows that 54% of NGAO officers have not received formal training in strategic change management, while 71% cite employee resistance as a major barrier to reforms (Otieno & Muli, 2020).

These challenges have negatively affected organizational performance, resulting in inefficiency, poor responsiveness, and declining citizen satisfaction. Therefore, this study sought to examine the influence of strategic change management practices on organizational performance among NGAOs in Kenya in order to identify practical strategies for improving governance and service delivery.

Objective of the Study

The study was guided by four objectives:

i). To determine the influence of leadership commitment on the organizational performance of NGAOs in Kenya.
ii). To assess the effect of communication practices on organizational performance in NGAOs in Kenya.
iii). To evaluate the influence of employee involvement during strategic change implementation on organizational performance in NGAOs in Kenya.
iv). To examine the effect of capacity building during strategic change implementation on organizational performance in NGAOs in Kenya.
v). To investigate the moderating effect of Employee Readiness for Change on the relationship between strategic change management practices and organizational performance in NGAOs in Kenya

Research Hypotheses

The study sought to answer the following research hypotheses:

i). **H01:** Leadership commitment has no significant influence on the organizational performance of NGAOs in Kenya.
ii). **H02:** Communication practices have no significant effect on the organizational performance of NGAOs in Kenya.
iii). **H03:** Employee involvement during strategic change implementation has no significant influence on the organizational performance of NGAOs in Kenya.
iv). **H04:** Capacity building during strategic change implementation has no significant effect on the organizational performance of NGAOs in Kenya.
v). **H05:** Employee readiness for change has no significant moderating effect the relationship between strategic change management practices and organizational performance of NGAOs in Kenya.

REVIEW OF LITERATURE

The study was anchored on five theories that explain the relationship between strategic change management practices and organizational performance among the National Government Administration Officers (NGAOs) in Kenya. These theories include Transformational Leadership Theory, Media Richness Theory, Participative Decision-Making Theory, Resource-Based View (RBV) Theory, and Institutional Theory. Together, the theories provide a comprehensive framework for understanding how leadership, communication, employee involvement, capacity building, and institutional factors influence organizational performance during change implementation.

Transformational Leadership Theory explains the role of leadership commitment in driving successful organizational change. The theory argues that transformational leaders inspire and motivate employees through vision, support, trust, and innovation, thereby enhancing organizational performance (Caillier, 2021). Within NGAOs, leadership commitment is critical in ensuring successful implementation of reforms, improving employee morale, and reducing resistance to change. Leaders who provide clear direction, mentorship, and support create a positive organizational culture that promotes adaptability and effective service delivery.

Media Richness Theory (MRT) emphasizes the importance of effective communication during organizational change. The theory posits that communication effectiveness depends on the richness of the communication medium used, with richer media such as face-to-face interactions being more effective in reducing uncertainty and ambiguity (Dennis et al., 2020). In NGAOs, communication practices such as clarity, transparency, and feedback mechanisms help improve coordination, employee engagement, and understanding of organizational reforms, thereby enhancing organizational performance.

Participative Decision-Making Theory highlights the importance of employee involvement in organizational change processes. The theory suggests that involving employees in decision-making enhances ownership, commitment, motivation, and acceptance of change initiatives (Huang et al., 2021). Within NGAOs, employee involvement strengthens collaboration, reduces resistance, and improves implementation of government policies and reforms. Participation also encourages innovation and problem-solving, leading to better organizational performance.

The Resource-Based View (RBV) Theory explains how capacity building contributes to organizational performance. RBV argues that organizations achieve competitive advantage by developing valuable and unique internal resources such as employee skills, knowledge, and competencies (Wamba et al., 2021). In NGAOs, training, skills development, and knowledge sharing enhance employee adaptability, efficiency, and resilience during organizational change.

Institutional Theory explains how external pressures, policies, and institutional norms influence organizational behavior and performance. The theory emphasizes that organizations adopt reforms to gain legitimacy and conform to institutional expectations (Scott, 2021). Within NGAOs, government regulations, professional standards, and policy frameworks influence the adoption of strategic change practices and organizational reforms. Collectively, these theories provide a strong foundation for understanding how strategic change management practices influence organizational performance in public institutions.

The conceptual framework illustrates the relationship between strategic change management practices and organizational performance among NGAOs in Kenya. Leadership commitment, communication practices, employee involvement, and capacity building were the independent variables, while organizational performance was the dependent variable. Employee readiness for change acted as the moderating variable influencing the relationship.

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The empirical review established that strategic change management significantly influences organizational performance in public institutions. Studies showed that leadership commitment, effective communication, employee involvement, and capacity building positively enhance service delivery, policy implementation, accountability, and employee engagement (Mwangi et al., 2023; Donkor, 2022). Research further revealed that ICT adoption and institutional support strengthen reform implementation, while challenges such as resistance to change, inadequate resources, weak monitoring systems, and political interference hinder organizational performance (KIPPRA, 2024; Karanja & Ochieng, 2021). The review concluded that effective strategic change management practices improve organizational efficiency, adaptability, citizen satisfaction, and overall institutional performance.

Conceptual Framework

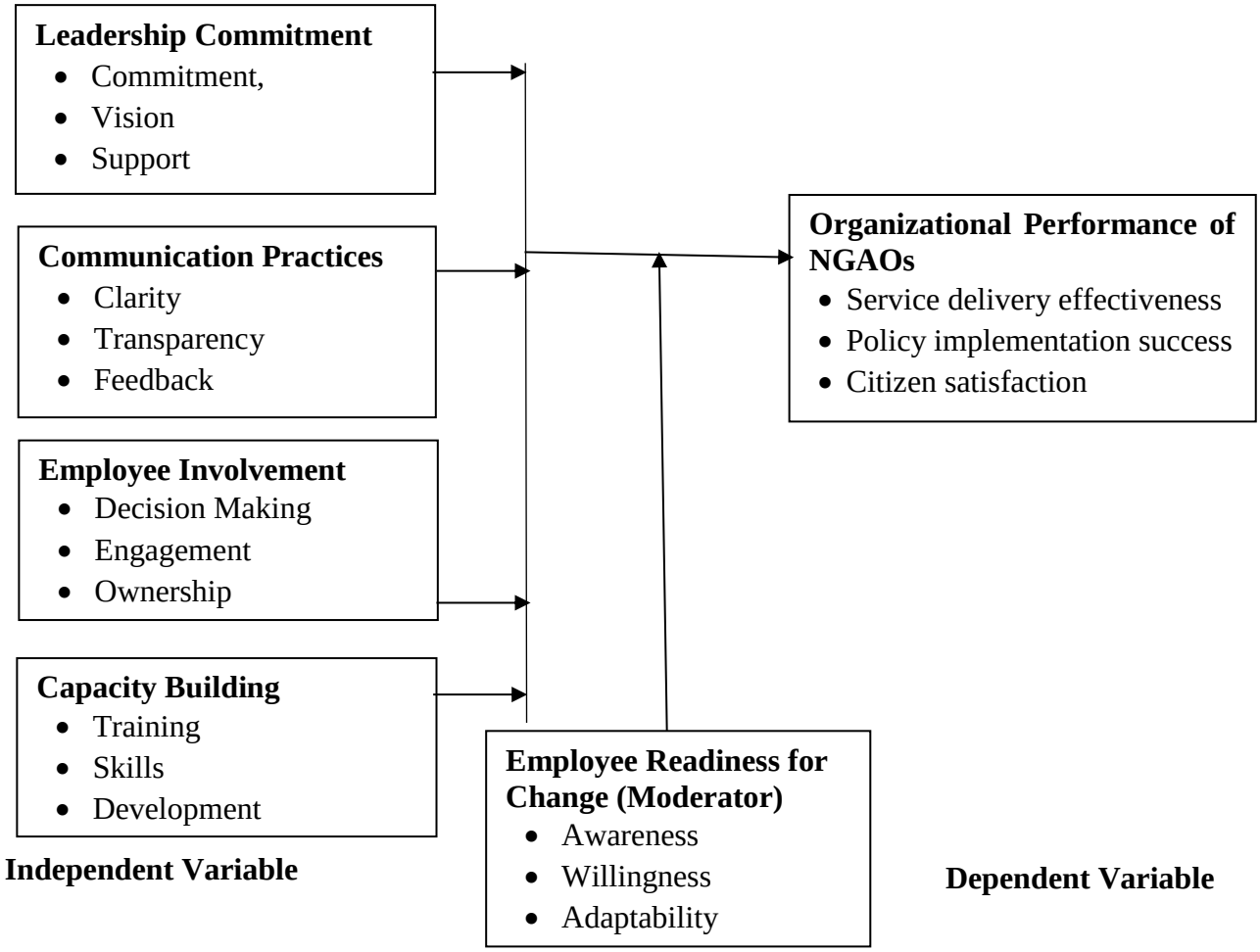


Figure 2.1: Conceptual Framework

MATERIALS AND METHODS

Research Design

The study adopted descriptive and explanatory research designs to examine the influence of strategic change management practices on organizational performance among NGAOs in Kenya. The descriptive design enabled the collection of detailed information on study variables, while the explanatory design helped establish relationships between independent, moderating, and dependent variables (Creswell, 2014; Kothari, 2016).

Target Population and Sampling Technique

The study targeted management-level National Government Administration Officers (NGAOs) across Kenya, including Regional Commissioners, County Commissioners, Deputy County Commissioners, Assistant County Commissioners, Chiefs, and Assistant Chiefs who are 12,576 in number. The sampling frame comprised officers drawn from the Ministry of Interior and National Administration. A descriptive and explanatory research design guided the study, with respondents selected to provide insights on strategic change management and organizational performance. The study used a sample size of 384 respondents selected through the Bell, Brymann and Harley (2018) statistical sampling formula for large populations, to ensure representation across different administrative levels. The sampling approach enhanced the reliability and generalizability of the findings on leadership commitment, communication practices, employee involvement, and capacity building within NGAOs in Kenya.

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Instrumentation and Data Collection Procedure

Primary data were collected using a structured questionnaire covering demographic information, leadership commitment, communication practices, employee involvement, capacity building, employee readiness for change, and organizational performance among NGAOs in Kenya. Responses were measured using a five-point Likert scale ranging from Strongly Disagree to Strongly Agree, ensuring consistency and ease of analysis (Creswell & Creswell, 2018; Kothari & Garg, 2021). The drop-and-pick-later method was used to administer questionnaires to selected respondents. Prior to data collection, approval was obtained from Taita Taveta University, NACOSTI, and the Ministry of Interior and National Administration. Respondents were assured of confidentiality, anonymity, and voluntary participation to encourage honest responses.

Data analysis

Data collected from the questionnaires were cleaned, coded, and entered into the Statistical Package for Social Sciences (SPSS) version 29 for analysis. Descriptive statistics such as frequencies, percentages, means, and standard deviations were used to summarize demographic characteristics and study variables. Inferential statistics including Pearson correlation analysis and multiple regression analysis were employed to determine the relationships between strategic change management practices and organizational performance among NGAOs in Kenya. The study further conducted diagnostic tests such as normality, heteroscedasticity, linearity, and multicollinearity tests to ascertain the suitability of the data for regression analysis. Findings were presented using tables, charts, and narrative explanations to enhance clarity and interpretation. The analysis enabled the researcher to test the study hypotheses and draw conclusions regarding the influence of leadership commitment, communication practices, employee involvement, capacity building, and employee readiness on organizational performance.

Ethical Considerations

Ethical clearance for the study was granted by the Ethics Review Committee of Taita Taveta University. Participation in the study was voluntary, and informed consent was obtained from all respondents prior to data collection. To safeguard participants' anonymity, identification codes were used in place of personal details, while all collected information was securely stored and accessed only by authorized persons. Additionally, the enumerators conducted themselves with professionalism, integrity, and respect, while ensuring confidentiality throughout the data collection exercise.

RESULTS

A total of384 questionnaires were issued to respondents, with 337 filled and returned. The returned questionnaires formed a response rate of 87.7% as shown in Table 1.

Table 1: Response Rate

Questionnaire	Frequency	Percent
Returned	337	87.7
Non-returned	47	12.3
Total	**384**	**100.0**

Demographic Information Analysis

Table 2: Demographic Data

Variable	Category	Frequency	Percentage (%)
Length of Service in the Organization	Less than 1 year	28	8.3
	1 to 5 years	104	30.9
	6 to 10 years	127	37.7
	Over 10 years	78	23.1
Duration in Current Position	Less than 3 years	96	28.5
	4 to 6 years	141	41.8
	7 to 9 years	62	18.4
	Above 10 years	38	11.3
Highest Academic Qualification	Certificate	21	6.2
	Diploma	74	22.0
	Bachelor's Degree	146	43.3
	Master's Degree	86	25.5
	Ph.D.	6	1.8
	Other	4	1.2
Position Held	Regional Commissioner	14	4.2

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Variable	Category	Frequency	Percentage (%)
	County Commissioner	38	11.3
	Deputy County Commissioner	56	16.6
	Assistant County Commissioner	79	23.4
	Chief	92	27.3
	Assistant Chief	58	17.2

Key Findings

The descriptive analysis findings indicated that strategic change management practices significantly influenced organizational performance among National Government Administration Officers (NGAOs) in Kenya. On leadership commitment, most respondents agreed that leaders provided direction, demonstrated commitment to organizational goals, supported employees during change implementation, and encouraged teamwork and accountability. This was reflected in improved employee morale and enhanced service delivery. Regarding communication practices, the findings showed that clear, timely, and transparent communication enhanced coordination and reduced resistance to change. Respondents indicated that effective feedback mechanisms and information sharing improved understanding of organizational goals and facilitated smooth implementation of reforms.

The study further established that employee involvement positively contributed to organizational performance. Respondents agreed that involving employees in decision-making processes, consultations, and implementation of change initiatives increased ownership, motivation, and commitment to organizational objectives. This strengthened cooperation and reduced resistance to strategic changes. On capacity building, the findings revealed that training programs, skills development, and continuous professional development enhanced employees' competencies and preparedness to implement change initiatives effectively. Respondents noted that capacity-building initiatives improved adaptability, efficiency, and confidence in executing duties. The analysis also established that employee readiness for change was high among many respondents, with officers demonstrating willingness to adapt to new systems, policies, and operational procedures. This readiness enhanced the effectiveness of strategic change initiatives and improved institutional performance.

Finally, the descriptive findings on organizational performance showed that strategic change management practices contributed to improved service delivery, enhanced policy implementation, better coordination of government functions, and increased citizen satisfaction. Overall, the findings demonstrated that effective leadership commitment, communication practices, employee involvement, capacity building, and employee readiness collectively strengthened organizational performance within NGAOs in Kenya.

Table 3: Leadership Commitment statistics

Leadership Commitment statements	SD	D	N	A	SA	Mean	Std. Dev.
Top management demonstrates strong commitment to change initiatives	-	5.6	24	58	13	3.78	0.739
Leadership communicates a clear vision for organizational change	-	-	19	41	40	4.21	0.741
Leaders provide adequate support and resources to implement change	-	2.8	39	32	26	3.82	0.885
Top management leads by example during change processes	13	10	24	36	17	3.33	1.251
Management encourages staff to embrace organizational changes	15	14	36	25	11	3.02	1.195
Leaders monitor progress and adjust strategies when necessary	13	8.8	11	44	24	3.54	1.306
Leadership ensures alignment between organizational goals and change initiatives	5.2	24	19	21	31	3.49	1.291
Management recognizes and rewards successful implementation of change	8.4	24	24	31	13	3.17	1.178
Leaders are accessible and responsive to staff concerns during change	8	24	26	34	8.4	3.1	1.105
AVERAGE	**6.9**	**12.6**	**24.5**	**35.6**	**20.4**	**3.50**	**1.077**

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Table 4: Communication Practices statistics

Communication Practices statements	SD	D	N	A	SA	Mean	Std. Dev.
Management communicates organizational changes clearly	15	14	36	25	11	3.02	1.195
Information is shared in a transparent manner across departments	14	8.8	11	44	24	3.54	1.306
Staff receive timely updates on key decisions	5.2	24	19	21	31	3.49	1.291
Communication channels are effective and accessible	4.8	16	7.6	47	25	3.71	1.145
Feedback mechanisms are in place and operational	22	0	29	39	10	3.15	1.284
Staff are encouraged to provide input during decision-making	0	0	9.6	41	49	4.4	0.658
Information shared is consistent and accurate	2.8	5.6	48	30	14	3.47	0.904
Communication enhances understanding of organizational priorities	7.6	5.6	18	53	16	3.65	1.061
Transparent communication improves staff trust and engagement	4.8	30	5.2	42	18	3.39	1.223
AVERAGE	**8.4**	**11.5**	**20.3**	**37.8**	**22.1**	**3.54**	**1.119**

Table 5: Employee Involvement statistics

Employee Involvement statements	SD	D	N	A	SA	Mean	Std. Dev.
Employees participate in decision-making processes	2	2.8	12	31	53	4.3	0.922
Staff are actively engaged in implementing change initiatives	5.6	7.2	5.6	54	28	3.91	1.058
Employees feel ownership over organizational changes	5.6	27	19	28	21	3.31	1.229
Employees are encouraged to contribute ideas for improvement	10	2.8	19	42	26	3.7	1.188
Staff are involved in planning and strategy formulation	22	0	29	39	10	3.15	1.284
Employee engagement enhances accountability and responsibility	0	0	9.6	41	49	4.4	0.658
Staff are motivated to support organizational goals	5.2	24	19	21	31	3.49	1.291
Employees are included in discussions on challenges and solutions	4.8	16	7.6	47	25	3.71	1.145
Employee involvement improves overall organizational performance	2.8	5.6	48	30	14	3.47	0.904
Employees participate in decision-making processes	7.6	5.6	18	53	16	3.65	1.061
AVERAGE	**6.6**	**9.1**	**18.7**	**38.4**	**27.3**	**3.71**	**1.074**

Table 6: Capacity Building statistics

Capacity Building statements	SD	D	N	A	SA	Mean	Std. Dev.
Leadership development and training programs enhance organizational performance during strategic change implementation	2.8	2	14	52	30	4.04	0.875
Employee skills enhancement initiatives improve organizational performance during strategic change implementation	8	19	16	52	5.2	3.27	1.177
Adequate resource allocation for capacity building contributes to organizational performance during strategic change implementation	2.8	0	12	57	28	4.08	0.809
Knowledge management and transfer systems enhance organizational performance during strategic change implementation	2.8	0	26	58	14	3.8	0.78
Technological capacity building improves organizational performance during strategic change implementation	10	14	27	38	11	3.25	1.15
Institutional strengthening initiatives contribute to organizational performance during strategic change implementation	5.2	24	19	21	31	3.49	1.291
Stakeholder capacity development enhances organizational performance during strategic change implementation	4.8	16	7.6	47	25	3.71	1.145

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Monitoring and evaluation capacity strengthens organizational performance during strategic change implementation	2.8	5.6	48	30	14	3.47	0.904
Organizational culture and adaptive capacity building improve organizational performance during strategic change implementation	2.8	8	36	48	5.6	3.45	0.83
AVERAGE	**4.7**	**9.8**	**22.8**	**44.5**	**18.2**	**3.62**	**0.996**

Table 7: Employee Readiness statistics

Employee Readiness statements	SD	D	N	A	SA	Mean	Std. Dev.
Employees have adequate awareness and understanding of change initiatives in the organization	15.1	13.9	35.5	24.7	10.8	3.02	1.195
Employees demonstrate positive attitudes toward organizational changes	13.5	8.8	10.8	43.8	24.1	3.54	1.306
Employees have confidence in their ability to successfully implement required changes (self-efficacy)	5.2	23.9	19.1	20.7	31.1	3.49	1.291
Employees are psychologically prepared to embrace organizational changes	4.8	15.9	7.6	47.0	24.7	3.71	1.145
Employees possess the necessary skills and competencies to implement strategic changes	11.9	10.0	29.1	39.0	10.0	3.15	1.284
Employees are motivated and willing to support organizational change initiatives	5.9	4.1	9.6	31.0	49.4	4.4	0.658
Employee resistance to change is minimal in the organization	2.8	5.6	47.8	29.5	14.3	3.47	0.904
Employees trust leadership to guide the organization through strategic changes	7.6	5.6	17.9	52.6	16.3	3.65	1.061
Employees are ready and willing to actively participate in change implementation processes	4.8	29.9	5.2	41.8	18.3	3.39	1.223
AVERAGE	**8.0**	**13.1**	**20.3**	**36.7**	**22.1**	**3.54**	**1.119**

Table 8: Organizational performance in NGAOs statistics

Organizational performance in NGAOs in Kenya statements	SD	D	N	A	SA	Mean	Std. Dev.
Services are delivered efficiently and timely	2.2	8.4	10.4	54.3	24.7	4.14	0.338
Policies are implemented effectively	5.6	-	16.7	57	20.7	3.87	0.929
Citizens are satisfied with organizational services	2	13.1	21.5	49.4	13.9	3.6	0.951
Organizational procedures minimize delays and errors	13.1	10.4	23.9	35.5	17.1	3.33	1.251
Performance monitoring ensures compliance with organizational objectives	15.1	13.9	35.5	24.7	10.8	3.02	1.195
Stakeholders provide positive feedback on services rendered	13.5	8.8	10.8	43.8	24.1	3.54	1.306
Organizational goals are consistently met	5.2	23.9	19.1	20.7	31.1	3.49	1.291
Resources are efficiently allocated to enhance service delivery	8.4	23.9	23.5	31.1	13.1	3.17	1.178
Organizational changes positively influence performance outcomes	2.8	10.7	12	47	27.5	3.96	0.869
AVERAGE	**7.5**	**14.1**	**19.3**	**40.4**	**20.3**	**3.57**	**1.034**

Correlation Analysis

Correlation analysis is an important statistical technique used to determine the nature, strength, and direction of relationships among variables in a study. It helps in explaining how variables relate and interact within the research framework. The correlation coefficient ranges from -1 to +1. A coefficient of +1 indicates a perfect positive relationship, meaning that an increase in one variable leads to a proportional increase in the other variable. In contrast, a coefficient of -1 represents a perfect negative relationship, where an increase in one variable results in a decrease in the other. A coefficient of 0.0 indicates that no relationship exists between the variables. Correlation coefficients between 0.001–0.250 indicate a weak relationship, 0.251–0.50 reflect a moderately strong relationship, 0.501–0.75 signify a strong relationship, while coefficients ranging from 0.751–1 represent a very strong or robust relationship.

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Table 9: Correlation Matrix for Study Variables

Correlations		Y	X_1	X_2	X_3	X_4	X_5
Organizational Performance	Pearson Correlation	1					
	Sig. (2-tailed)						
leadership commitment	Pearson Correlation	.651**	1				
	Sig. (2-tailed)	0.000					
Communication practices	Pearson Correlation	.680**	.532**	1			
	Sig. (2-tailed)	0.003	0.009				
Employee involvement	Pearson Correlation	.612**	.360**	.444**	1		
	Sig. (2-tailed)	0.021	0.001	0.000			
Capacity building	Pearson Correlation	.678**	.393**	.457**	.506**	1	
	Sig. (2-tailed)	0.000	0.001	0.001	0.000		
Employee Readiness	Pearson Correlation	.470**	.374**	.356**	.320**	.296**	1
	Sig. (2-tailed)	0.000	0.000	0.068	0.000	0.001	

The correlation analysis results revealed that all strategic change management variables had positive and statistically significant relationships with organizational performance among National Government Administration Officers (NGAOs) in Kenya. Leadership commitment demonstrated a strong positive correlation with organizational performance (r=.651, p<.001), indicating that leaders who provided strategic direction, support, and adequate resources enhanced employee morale, operational efficiency, and service delivery outcomes. The findings suggest that committed leadership fosters trust, accountability, and employee confidence during organizational transformation processes. These findings are consistent with Transformational Leadership Theory, which emphasizes the role of visionary and supportive leadership in improving organizational effectiveness and successful change implementation (Caillier, 2021; Vakola, 2024; By et al., 2023).

Communication practices also exhibited a significant positive relationship with organizational performance (r=.680, p<.001). The findings showed that timely communication, transparency, and effective feedback mechanisms enhanced coordination, minimized resistance to change, and improved employees' understanding of organizational reforms. Clear communication strengthened trust between management and staff, thereby facilitating successful implementation of strategic initiatives and improving institutional effectiveness. These findings support Media Richness Theory, which argues that effective communication channels reduce ambiguity, enhance collaboration, and improve organizational outcomes (Dennis et al., 2020; Cardon et al., 2022; Femi & Adeniji, 2023; By et al., 2023).

Employee involvement further showed a strong and positive correlation with organizational performance (r=.612, p < .05). The study established that involving employees in decision-making, consultations, and implementation of strategic changes increased ownership, motivation, and commitment to organizational objectives. Employees who actively participated in organizational processes were more likely to support reforms and contribute positively toward institutional success. The findings align with Participative Decision-Making Theory, which posits that employee participation enhances commitment, innovation, and organizational productivity (Huang et al., 2021; Zhang & Akhtar, 2022; Yasir & Majid., 2019).

Similarly, capacity building demonstrated a positive and statistically significant relationship with organizational performance (r=.678, p<.001). The findings revealed that training, professional development, and skills enhancement improved employees' competencies, adaptability, and efficiency in implementing strategic change initiatives. Respondents acknowledged that capacity-building programs equipped them with the knowledge and confidence necessary to effectively execute their responsibilities. These findings support the Resource-Based View Theory, which emphasizes that employee competencies and organizational capabilities are strategic resources that enhance performance and adaptability (Wamba et al., 2021; Teece, 2022; Hitt et al., 2023).

Finally, employee readiness for change was positively associated with organizational performance (r=.470, p<.001), indicating that employees who demonstrated willingness, adaptability, and confidence toward reforms facilitated smoother implementation of change initiatives and improved service delivery outcomes. The findings indicate that readiness for change enhances organizational resilience and sustainability during transformation processes (Vakola, 2024; Kamau & Njenga, 2021; Onyango, et.al, 2024). Overall, the correlation analysis confirmed that effective strategic change management practices significantly contributed to enhanced organizational performance among NGAOs in Kenya.

Regression Analysis

Regression analysis was conducted to determine the extent to which employee readiness, communication practices, leadership commitment, employee involvement and employee readiness for change (moderator) predict organisational performance among NGAOs in Kenya. The model summary results of the multiple regression analysis examining the influence of strategic change management practices on organizational performance among NGAOs in Kenya. The model generated a correlation coefficient of R=0.856, indicating a very strong positive relationship between leadership commitment, communication practices, employee involvement, employee readiness, and organizational performance. The

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coefficient of determination (R^2=0.733) showed that 73.3% of the variation in organizational performance was jointly explained by the predictor variables, while 26.7% was attributed to factors outside the model. The adjusted R^2=0.733 confirmed that the model remained stable and reliable after adjusting for sample size and the number of predictors, indicating that the model was not overfitted. Additionally, the low standard error of estimate (0.033767) suggested high predictive accuracy with minimal deviation between observed and predicted values. Overall, the regression model was robust and effective in explaining organizational performance among NGAOs in Kenya.

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856[a]	.733	.868	.033767

Table 11: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.233	4	.308	592.7	.000[b]
	Residual	.173	333	.00052		
	Total	1.406	337			

The ANOVA results indicate that the regression model is statistically significant (F=592.7, p < 0.001) and suitable for predicting organizational performance among NGAOs in Kenya. The model produced a significant F-statistic, implying that the independent variables jointly had a significant effect on organizational performance. Since the significance value (p-value) was less than 0.05, the null hypothesis that the model had no predictive capability was rejected. This demonstrates that leadership commitment, communication practices, employee involvement, and employee readiness collectively explained variations in organizational performance.

The findings further suggest that the regression model provided a good fit for the data and that the predictor variables significantly improved the prediction of organizational performance beyond what would occur by chance. Therefore, the ANOVA results confirmed that strategic change management practices significantly influenced organizational performance among NGAOs in Kenya and justified proceeding with interpretation of the regression coefficients.

Table 12: Regression Coefficient Results

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	2.341	0.258		5.221	.000
Leadership Commitment	0.374	0.103	0.439	3.369	.001
Communication Practices	0.166	0.077	0.226	2.545	.041
Employee Involvement	0.368	0.138	0.402	2.449	.018
Employee Readiness	0.239	0.108	0.327	2.583	.013
a. Dependent Variable: Organizational performance in NGAOs in Kenya					

The regression results indicate that all the study variables had a positive and statistically significant influence on organizational performance among NGAOs in Kenya. The constant term of 2.341 (p = 0.000) suggests that organizational performance would still exist even in the absence of the predictor variables, implying that other factors outside the model also contribute to performance. Leadership commitment emerged as one of the strongest predictors (β = 0.374, p = 0.001), indicating that committed leadership through vision, support, and resource allocation enhances service delivery and efficiency. Communication practices also significantly influenced performance (β = 0.166, p = 0.041), implying that clear communication, transparency, and feedback improve coordination and reduce resistance to change. Employee involvement positively affected performance (β = 0.368, p = 0.018), showing that participation in decision-making enhances commitment and morale. Employee readiness similarly had a significant positive effect (β = 0.239, p = 0.013), indicating that adaptable and prepared employees strengthen organizational effectiveness.

The overall non-moderated multiple regression model becomes:

$$\mathbf{Y= 2.341 + 0.374X_1 + 0.166X_2 + 0.368X_3 + 0.239\ X_4}$$

Table 13: Moderated Multivariate Regression Analysis Results

Section	Indicator	Statistic / Variable	Value	Sig. (p-value)
Model Fitness	Correlation Coefficient	R	0.862	—
	Coefficient of Determination	R Square	0.773	—
	Adjusted R Square	Adjusted R^2	0.771	—

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Section	Indicator	Statistic / Variable	Value	Sig. (p-value)
	Standard Error	Std. Error of Estimate	0.219	—
ANOVA	Regression	Sum of Squares	24.479	0.000
		Degrees of Freedom (df)	3	
		Mean Square	8.160	
		F-statistic	169.52	
	Residual	Sum of Squares	8.471	
		Degrees of Freedom (df)	334	
		Mean Square	0.048	
	Total	Sum of Squares	32.950	179
Regression Coefficients	Constant	β	-2.592	0.001
		Std. Error	1.646	
		t-value	-1.574	
	Employee Readiness for Change (M)	β	0.629	0.000
		Std. Error	0.457	
		Standardized Beta	0.555	
		t-value	1.377	
	Strategic Change Management Practices (A)	β	1.523	0.000
		Std. Error	0.396	
		Standardized Beta	1.124	
		t-value	3.845	
	Interaction Term (A × M)	β	0.120	0.002
		Std. Error	0.109	
		Standardized Beta	0.651	
		t-value	1.103	

The moderated regression analysis examined the moderating effect of employee readiness for change on the relationship between strategic change management practices and organizational performance among NGAOs in Kenya. The model produced a strong correlation coefficient ($R = 0.862$), while the coefficient of determination ($R^2 = 0.773$) indicated that 77.3% of the variation in organizational performance was explained by strategic change management practices, employee readiness, and their interaction effect. The ANOVA results confirmed that the regression model was statistically significant ($F = 169.52$, $p = 0.000$). Employee readiness for change had a positive and significant effect on organizational performance ($\beta = 0.629$, $p = 0.000$), while strategic change management practices also significantly improved performance ($\beta = 1.523$, $p = 0.000$). Furthermore, the interaction effect between strategic change management practices and employee readiness was positive and significant ($\beta = 0.120$, $p = 0.002$), confirming that employee readiness strengthens the effectiveness of change management practices on organizational performance.

The overall moderated multiple regression model becomes: $\mathbf{Y = -2.592 + 0.629M + 1.523A + 0.120(A \times M)}$

Interpretation of Findings

Overall, the results indicate that all the independent variables in the absence of the moderator, positively and significantly influenced organizational performance among NGAOs in Kenya since all p-values were below the 0.05 significance threshold. Leadership commitment emerged as the strongest predictor, followed by employee involvement, employee readiness, and communication practices. The findings therefore imply that strengthening strategic change management practices significantly enhances organizational performance in public sector institutions such as NGAOs. The findings further demonstrate that strategic change management practices significantly improve organizational performance among NGAOs in Kenya, and this relationship becomes even stronger when employees are ready for change. Employee readiness therefore acts as an important enabling factor that enhances the effectiveness of leadership commitment, communication practices, employee involvement, and capacity-building initiatives. The study consequently confirms that successful organizational transformation in NGAOs requires not only effective change management practices but also psychologically prepared and adaptable employees.

Practical Implications

The findings of this study have important practical implications for public sector management and policy implementation within NGAOs in Kenya. To begin with, the positive influence of leadership commitment suggests that government institutions should strengthen transformational leadership practices through leadership development, mentorship, and accountability systems to enhance organizational performance. In addition, the

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significance of communication practices implies that NGAOs should establish clear, transparent, and interactive communication channels to reduce resistance to change and improve coordination. Further, the positive effect of employee involvement indicates the need for participatory decision-making and inclusive change implementation processes to enhance employee commitment and ownership of reforms. Moreover, the findings on employee readiness highlight the importance of investing in staff training, psychological preparedness, and adaptability programs to support successful change implementation. Since employee readiness significantly strengthened the relationship between strategic change management practices and performance, NGAOs should prioritize creating a supportive organizational culture that promotes flexibility, confidence, and willingness to embrace reforms for improved service delivery and institutional effectiveness.

Theoretical Implications

The findings of this study provide important theoretical implications for strategic change management and organizational performance literature, particularly within the public sector context. The study reinforces the relevance of Transformational Leadership Theory by demonstrating that leadership commitment significantly influences organizational performance through vision, support, and resource allocation. The findings also support Media Richness Theory, which emphasizes the importance of effective communication in reducing uncertainty and improving organizational coordination during change implementation. In addition, the positive influence of employee involvement validates Participative Decision-Making Theory, which argues that employee participation enhances ownership, commitment, and performance outcomes. Further, the significance of employee readiness for change strengthens the applicability of readiness-for-change models by confirming that employee preparedness enhances the effectiveness of strategic change initiatives. The moderating effect of employee readiness further contributes to existing literature by demonstrating that strategic change management practices achieve superior organizational outcomes when employees are psychologically and behaviorally prepared to embrace change, especially within public administration institutions such as NGAOs in Kenya.

Limitations of the Descriptive Analysis

The descriptive analysis in this study faced several limitations. The study relied on self-reported questionnaire data, which may have introduced response bias due to personal opinions, exaggeration, or fear of disclosing sensitive information. Additionally, descriptive statistics such as means, frequencies, and percentages only summarized respondents' views and could not establish cause-and-effect relationships among variables. The findings were also limited to NGAOs in Kenya, reducing the extent to which results can be generalized to other institutions or sectors. Time and resource constraints may have affected data coverage across all administrative units. Despite these limitations, the descriptive analysis provided valuable insights into strategic change management practices and organizational performance within NGAOs in Kenya.

CONCLUSIONS AND RECOMMENDATIONS

The study concluded that strategic change management practices significantly influence organizational performance among National Government Administration Officers (NGAOs) in Kenya. Specifically, leadership commitment, communication practices, employee involvement, and employee readiness were found to positively and significantly affect organizational performance. Leadership commitment emerged as one of the strongest predictors, indicating that leaders who provide vision, support, and adequate resources enhance service delivery, coordination, and policy implementation. Effective communication practices were also found to reduce resistance to change and improve organizational coordination through clarity, transparency, and feedback mechanisms. In addition, employee involvement in decision-making and implementation processes enhanced commitment, morale, and ownership of organizational reforms. The study further established that employee readiness for change positively moderated the relationship between strategic change management practices and organizational performance, implying that change initiatives are more successful when employees are psychologically prepared, adaptable, and willing to embrace reforms.

Based on these findings, the study recommends that NGAOs and government institutions strengthen leadership development programs to enhance commitment and accountability during change implementation. The study also recommends the establishment of clear and interactive communication systems to improve information flow and minimize resistance to reforms. Further, NGAOs should promote participatory management practices that encourage employee involvement in decision-making and implementation processes. The study additionally recommends continuous staff training, mentorship, and capacity-building initiatives to improve employee readiness and adaptability to organizational change. Finally, policymakers should formulate supportive institutional frameworks that foster strategic change management and sustainable organizational performance within public sector institutions.

Future Research Directions

Future studies should examine strategic change management practices in other public sector institutions and private organizations to enhance the generalizability of the findings. Researchers may also explore additional variables such as organizational culture, technological innovation, government policy, and resource allocation as possible determinants of organizational performance. Further studies could adopt longitudinal research designs to assess the long-term effects of strategic change management practices on organizational outcomes. In addition, future research may investigate the role of digital transformation and emerging technologies in enhancing change management effectiveness within public administration. Comparative studies across different counties or countries may also provide broader insights into strategic change management practices.

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Data Availability Statement: The data that support the findings of this study are available from the corresponding author upon reasonable request.
Research Ethics: Ethical clearance for the study was obtained from Taita Taveta University, and informed consent was secured from all participants prior to their involvement in the study.

RECOGNITIONS OF THE AUTHOR CONTRIBUTION

James Kayia Seneyia - Conceptualization, methodology, data collection, data analysis, writing.
Patrick Mutua Kimaku - Supervision, refining methodology, cross-checking data analysis and model, reviewing and editing.
Karim Hassanali Omido - Supervision, validation, editing and reviewing.

DATA AVAILABILITY

Due to confidentiality considerations, the full dataset is not publicly available. However, anonymized data and other relevant supporting materials may be accessed from the corresponding author upon reasonable request.

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