

Managing Resistance to Change and Its Effect on Performance of State Corporations within Nairobi Metropolitan Area, Kenya

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ABSTRACT

This study investigated the effect of managing resistance to change on the performance of state corporations in the Nairobi Metropolitan Area, Kenya. Despite ongoing reforms, many state corporations continue to face challenges such as inefficiencies, financial losses, and poor service delivery, largely attributed to resistance to change. The study examined four key strategies; communication, employee involvement, technological adaptability, and capacity building, as well as the moderating role of government policies and regulations. It was guided by two objectives: to establish the effect of managing resistance to change on performance of state corporations in Nairobi Metropolitan Area, and to determine the moderating effect of Government Policies and Regulations on the relationship between Resistance to Change management and Performance of State Corporations within Nairobi Metropolitan, Kenya. Guided by established theories including Lewin's Change Model and the Technology Acceptance Model, the study adopted a descriptive research design involving a sample size of 215 respondents determined by Yamane 1967 formula which was selected from 187 state corporations. Data were collected using structured questionnaires and analyzed using descriptive and inferential statistics. The findings revealed that all four strategies significantly and positively influence organizational performance, collectively explaining 42.6% of performance variation. Government policy compliance was also found to significantly strengthen the relationships between the predictors and organizational performance. The study concludes that effective management of resistance to change enhances organizational performance, particularly when aligned with regulatory frameworks, underscoring the position that organizational initiatives are more effective when implemented within the boundaries of government policies and regulatory guidance. The study recommends strengthening communication, employee involvement, technological investment, training programs, and policy alignment to improve performance outcomes.

Key words: Resistance to Change, Organizational Performance, Communication, Employee Involvement, Technological Adaptability

INTRODUCTION

Background of the Study

State corporations, also known as state-owned enterprises (SOEs), play a critical role in socio-economic development across many countries. These entities are established by governments to implement public policies, provide essential services, and drive economic growth in key sectors such as energy, transport, agriculture, finance, and healthcare. In Kenya, state corporations were created to support industrialization, infrastructure development, and efficient service delivery, thereby contributing significantly to employment creation, resource mobilization, and national development (Gitau, 2019; World Bank, 2022).

Despite their strategic importance, many state corporations continue to face persistent performance challenges arising from governance weaknesses, bureaucratic inefficiencies, limited accountability, and resistance to

organizational reforms. Among these challenges, resistance to change has emerged as a major barrier to organizational transformation. Resistance occurs when employees or stakeholders oppose or delay change due to fear of uncertainty, job insecurity, or disruption of established practices (Omondi & Were, 2021; Hayes, 2022). This resistance may manifest through non-compliance, implementation delays, or active opposition, ultimately undermining organizational performance and strategic objectives (Wambua, 2019; Burnes, 2020).

To address these challenges, governments globally have implemented reforms aimed at improving the efficiency, accountability, and competitiveness of state corporations. In Kenya, recent public sector reforms including those proposed in 2025 have focused on restructuring state corporations through mergers, dissolutions, and privatization to eliminate duplication and enhance service delivery. These reforms align with national development frameworks such as Vision 2030 and the Big Four Agenda, which emphasize industrialization, healthcare, housing, and food security (Government of Kenya, 2020; National Treasury, 2023). However, the success of these reforms largely depends on effective change management strategies capable of addressing resistance among employees and stakeholders.

Organizational change management is therefore essential for improving the performance of state corporations. Effective change management involves structured processes that facilitate transitions to improved systems, technologies, and operational practices. Key elements include leadership, communication, employee participation, technological adaptation, and continuous capacity building (Dahiye & Gekara, 2019; Kotter, 2021). Empirical evidence indicates that organizations that promote transparent communication and employee involvement experience lower levels of resistance and higher commitment to change (Wachira & Anyieni, 2020; Mutuku & Mathooko, 2021). Similarly, investment in training and technological innovation enhances organizational responsiveness to dynamic economic and institutional demands (Aguinis & Kraiger, 2020; Venkatesh et al., 2020). Globally, the performance of state corporations varies depending on governance structures, institutional capacity, and the effectiveness of change management mechanisms. In developed economies such as the United States and the United Kingdom, state corporations play important roles in public service delivery but face challenges related to financial sustainability, bureaucratic inefficiencies, and resistance to technological transformation (OECD, 2021; Taylor & Williams, 2022). In emerging economies such as China and Russia, state enterprises contribute significantly to economic growth but are often affected by governance challenges, inefficiencies, and resistance to structural reforms (Wang & Li, 2021; Kuznetsova, 2023). Across Africa, SOEs remain critical for infrastructure and service delivery but frequently encounter political interference, financial mismanagement, and weak accountability systems (AfDB, 2022; Okonkwo & Eze, 2022).

In Kenya, state corporations remain central to economic development, particularly in sectors such as energy, transport, agriculture, and financial services. However, inefficiencies, corruption, and poor governance continue to undermine their performance. Reports by the Public Investments Committee indicate that several state corporations have recorded persistent financial losses and operational inefficiencies due to weak accountability systems (PIC, 2022; Office of the Auditor-General, 2023). High-profile corruption cases, such as the National Youth Service scandal, have further eroded public confidence in these institutions (EACC, 2021). Although the government has introduced reforms such as performance contracting and strengthened oversight through the State Corporations Advisory Committee, implementation challenges persist (SCAC, 2023). Furthermore, proposed privatization and restructuring initiatives aimed at improving efficiency and attracting private investment often face resistance from employees, trade unions, and other stakeholders concerned about job losses and reduced access to essential services (World Bank, 2022; KIPPRA, 2022). Public perception of state corporations in Kenya remains largely negative, with many citizens associating them with inefficiency and corruption (Infotrak, 2023). Nevertheless, these institutions continue to play a vital role in supporting national development, particularly in providing critical infrastructure such as energy and transport (KAM, 2023).

Resistance to change therefore emerges as a central issue affecting the success of reforms in state corporations. It is widely recognized as a key constraint to successful implementation of organizational transformation initiatives. Employees often resist change due to uncertainty, perceived loss of control, inadequate communication, and limited involvement in decision-making processes (Omondi & Were, 2021; Hayes, 2022). In Kenyan state corporations, resistance has been linked to delays in digital transformation, stalled structural reforms, and low uptake of modernization initiatives (Kimani & Kombo, 2022).

Statement of the Problem

Despite numerous reform efforts, state corporations in Kenya continue to experience long-standing performance challenges. Auditor-General reports indicate that more than half of these corporations have recorded persistent financial losses attributed to inefficiencies, mismanagement, and governance weaknesses (Office of the Auditor-General, 2023). Similarly, institutions such as Kenya Power, Kenya Railways, and several water agencies have faced operational failures, service interruptions, and productivity declines (KIPPRA, 2022). These performance gaps persist despite interventions such as restructuring, automation, and modernization programs (SCAC, 2023). While existing studies acknowledge the role of resistance to change in influencing organizational performance, most have examined resistance in a generalized manner without focusing on how specific resistance-management strategies, such as communication, employee involvement, technological adaptability, and training jointly influence performance outcomes. This creates a conceptual gap, as prior research has largely analyzed these variables in isolation rather than as an integrated framework for managing resistance to change (Kariuki & Kibunja, 2021; Njoroge & Ngugi, 2020).

A contextual gap also exists, as many Kenyan studies have focused on ministries, county governments, or public agencies outside the Nairobi Metropolitan Area. Yet, Nairobi hosts the highest concentration of state corporations and operates within a complex environment characterized by rapid urbanization, diverse stakeholder expectations, and increasing demand for accountability and efficiency (KNBS, 2023). Findings from other regions may therefore not adequately capture the dynamics of resistance to change within this context. Additionally, although government policies and regulations significantly influence public sector reforms, their moderating role in the relationship between resistance-management strategies and organizational performance has not been adequately examined in Kenyan studies. This represents both a theoretical and empirical gap, given that public organizations operate within strict regulatory and institutional frameworks (Aguilera et al., 2020; Treviño et al., 2020). Methodologically, previous studies have largely relied on qualitative or case-study approaches, limiting generalizability, while others have used cross-sectional designs that fail to capture the dynamic nature of organizational change processes (Mutiso & Kilika, 2020; Wanjiku & Agusioma, 2020). This highlights the need for more robust quantitative approaches capable of examining multivariate relationships. Given these gaps, the extent to which communication, employee involvement, technological adaptability, and training can effectively reduce resistance to change and enhance the performance of state corporations in the Nairobi Metropolitan Area remains unclear. Therefore, this study seeks to empirically examine the effect of managing resistance to change on organizational performance and to assess the moderating role of government policies and regulations, thereby contributing context-specific evidence to support ongoing public sector reforms in Kenya.

Objective of the Study

The study was guided by two objectives:

- i). to establish the effect of managing resistance to change on performance of state corporations in Nairobi Metropolitan Area, and
- ii). to determine the moderating effect of Government Policies and Regulations on the relationship between Resistance to Change management and Performance of State Corporations within Nairobi Metropolitan, Kenya.

Research Questions

The study sought to answer the following research questions:

- i). To what extent did Communication, Employee Involvement, Technological Adaptability, Training and Capacity Building as Resistance to Change Management Strategies have on Performance of State Corporations within Nairobi Metropolitan, Kenya

- ii). What moderating effect did Government Policies and Regulations have on the relationship between Resistance to Change management and Performance of State Corporations within Nairobi Metropolitan, Kenya

REVIEW OF LITERATURE

The literature review examines theoretical perspectives, key concepts, and empirical findings related to managing resistance to change and the performance of state corporations. Organizational change often triggers resistance among employees due to uncertainty, fear of job loss, limited participation in decision-making, and inadequate communication (Kotter & Schlesinger, 2020). Such resistance can hinder the successful implementation of reforms and negatively affect organizational performance. Consequently, effective change management strategies are necessary to minimize resistance and enhance performance outcomes. Kimaku, Omwenga, and Nzulwa (2019) argued that successful change efforts require change agents to identify and address the underlying drivers of resistance.

Several theories provide the foundation for this study. Lewin's Change Management Model explains organizational transformation through three stages: unfreezing, changing, and refreezing. During the unfreezing stage, communication helps employees understand the need for change, thereby reducing uncertainty and resistance. The changing stage involves implementing new processes while encouraging employee involvement and technological adaptation. Finally, the refreezing stage institutionalizes new practices through training and capacity-building programs (Burnes, 2020; Cummings et al., 2020). This model highlights communication, employee participation, and training as essential components for managing resistance to change.

The Theory of Planned Behavior (TPB) further explains employees' willingness to support organizational change through attitudes, subjective norms, and perceived behavioral control (Ajzen, 2020). When employees perceive change positively and believe they possess the necessary skills and resources, resistance declines and organizational performance improves (Omondi, 2020). Similarly, the Technology Acceptance Model (TAM) explains how technological adaptability influences employees' acceptance of change. According to TAM, technology adoption depends on perceived usefulness and perceived ease of use (Davis, 2020; Venkatesh, 2020). When employees perceive technological systems as beneficial and easy to use, adoption increases, leading to improved organizational efficiency and outcomes (Kipchumba & Wanjiru, 2020).

Institutional Theory also provides insight into how external pressures influence organizational change. Organizations often conform to regulatory frameworks, societal expectations, and institutional norms to gain legitimacy and ensure survival (DiMaggio & Powell, 1983). In the context of state corporations, government policies and regulations shape how change initiatives are implemented and influence employee involvement and organizational performance (Khassawneh & Elrehail, 2022; Mi et al., 2023). Similarly, Social Responsibility Theory emphasizes that state corporations must operate transparently and ethically in line with public expectations and government regulations, further influencing change management practices (Carroll, 2020; Freeman, 2020).

Conceptually, this study proposes that managing resistance to change improves the performance of state corporations. Four key strategies—communication, employee involvement, technological adaptability, and training and capacity building—are treated as independent variables, while organizational performance serves as the dependent variable. Government policies and regulations act as a moderating variable influencing the relationship between resistance management strategies and performance outcomes.

Empirical studies support these relationships. Effective communication reduces uncertainty and enhances employee commitment to change initiatives (Wachira & Anyieni, 2020). Employee involvement promotes ownership of change processes and improves organizational productivity (Mutuku & Mathooko, 2020). Technological adaptability enhances operational efficiency and innovation (Venkatesh et al., 2020), while training and capacity building improve employees' competencies and readiness to adopt new systems and processes (Aguinis & Kraiger, 2020; Salas et al., 2020). However, most previous studies have examined these factors independently, with limited research investigating them as integrated strategies for managing resistance

to change in Kenyan state corporations. This study therefore seeks to address this gap by examining the combined effect of resistance management strategies on organizational performance.

Conceptual Framework

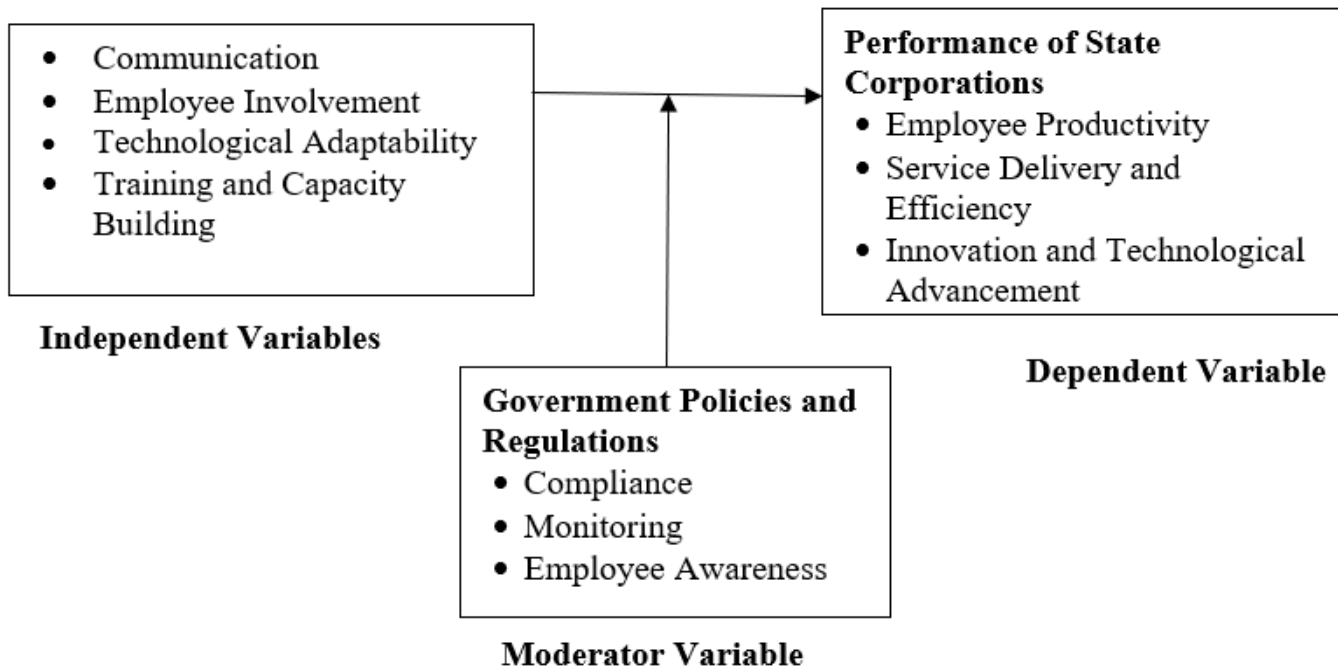


Figure 2.1: Conceptual Framework

MATERIALS AND METHODS

Research Design

The study adopted a descriptive research design to examine the effect of managing resistance to change on the performance of state corporations within the Nairobi Metropolitan Area. Descriptive research design is appropriate because it allows researchers to systematically describe relationships among variables and generate quantitative evidence regarding organizational phenomena (Kothari, 2016).

Target Population and Sampling Technique

The target population comprised 561 strategic leaders from 187 state corporations operating within the Nairobi Metropolitan Area. These respondents included Chief Executive Officers, senior managers, and junior managers, because they are considered knowledgeable about organizational performance and change management practices. A systematic sampling technique was employed to select respondents from the population since it ensured fair representation, reduced bias, enhanced selection efficiency, and was appropriate for the structured population of state corporations, giving each respondent an equal probability of selection. The sample size of 215 respondents was determined using Yamane’s sampling formula, which ensures that the sample adequately represents the target population while minimizing sampling error.

Instrumentation and Data Collection Procedure

Primary data were collected using structured questionnaires containing both closed-ended and open-ended questions. The questionnaires were designed to capture information on communication practices, employee involvement, technological adaptability, training and capacity building, government policies and regulations, and the performance of state corporations. Prior to the main data collection, a pilot study was conducted to test the validity and reliability of the research instruments. Validity refers to the extent to which the instrument measures what it is intended to measure, while reliability refers to the consistency of the measurement (Orodho,

2012). Reliability was assessed using Cronbach’s Alpha coefficient, which evaluates the internal consistency of the questionnaire items.

Data analysis

Data analysis was conducted using the Statistical Package for Social Sciences (SPSS) version 29. Descriptive statistics such as frequencies, percentages, means, and standard deviations were used to summarize respondent characteristics and perceptions. Inferential statistical techniques were also applied to test the study hypotheses.

The study utilized correlation analysis to examine the strength and direction of relationships among the study variables. In addition, multiple regression analysis was used to determine the effect of communication, employee involvement, technological adaptability, and training on the performance of state corporations. The moderating effect of government policies and regulations was also examined within the regression model.

To ensure the validity of the regression results, several diagnostic tests were conducted. These included tests for normality, heteroscedasticity, linearity, and multicollinearity. Such tests ensure that the data satisfy the assumptions required for regression analysis and improve the reliability of the findings.

Overall, the methodology enabled the study to empirically assess the relationship between resistance to change management strategies and the performance of state corporations in the Nairobi Metropolitan Area.

Ethical Considerations

Ethical clearance was granted by the Ethics Review Committee of Taita Taveta University. Participation in the study was entirely voluntary, and informed consent was obtained from all respondents. Anonymity was ensured by the use of unique identification codes, while all data were securely stored under restricted access. Additionally, enumerators-maintained professionalism and respect in their interactions with respondents throughout the data collection process.

RESULTS

A total of 215 questionnaires were issued to respondents, with 207 filled and returned. The returned questionnaires formed a response rate of 96.3% as shown in Table 1.

Table 1: Response Rate

Questionnaire	Frequency	Percent
Returned	207	96.3
Non returned	8	3.7
Total	215	100.0

Demographic Information Analysis

Table 2: Demographic Data

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	118	57.0
	Female	87	42.0
	Other	2	1.0

Age	18–25	31	15.0
	26–35	89	43.0
	36–45	58	28.0
	46–55	23	11.1
	56+	6	2.9
Education Level	Diploma	45	21.7
	Bachelor's	112	54.1
	Master's	43	20.8
	Doctorate	7	3.4
Position	Junior Staff	94	45.4
	Supervisor	67	32.4
	Manager	38	18.4
	Executive	8	3.8
Years in Organization	Less than 2	48	23.2
	2–5	81	39.1
	6–10	52	25.1
	11+	26	12.6
Total		207	100.0

Key Findings

The descriptive analysis examined the perceptions of respondents regarding the role of communication, employee involvement, technological adaptability, training and capacity building, and government policies and regulations in managing resistance to change and improving the performance of state corporations. The results revealed that communication practices were moderately strong, with respondents agreeing that effective communication reduces employee anxiety about change and improves understanding of organizational transformation initiatives.

Organizations that used multiple communication channels such as meetings, emails, and memos were perceived to manage change more effectively. The findings also showed that employee involvement was moderately practiced in state corporations. Respondents indicated that employee participation in decision-making and planning processes contributed to greater ownership of change outcomes and reduced resistance to organizational reforms. However, early involvement of employees in change planning was not consistently practiced across organizations.

The analysis further indicated that technological adaptability was moderately adopted in the organizations studied. Respondents agreed that the adoption of modern technologies improves service delivery and operational efficiency. Nevertheless, challenges were noted in areas such as resource allocation and ensuring smooth technological transitions during change implementation.

The study also found that training and capacity building were strongly emphasized in managing organizational change. Respondents strongly agreed that training programs improve employee competence, enhance confidence in using new systems, and facilitate successful adoption of organizational reforms. Finally, the findings indicated that government policies and regulations significantly influence change management practices in state corporations. Respondents acknowledged that regulatory frameworks enhance accountability, transparency, and effectiveness in implementing organizational change.

Table 3: Communication results

Communication	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev.
Management communicates clearly about upcoming organizational changes.	2.4	7.7	20.3	48.8	20.8	3.78	0.912
Communication during change initiatives is consistent and transparent.	1.9	8.7	22.7	47.3	19.4	3.74	0.893
Employees receive timely updates on progress and challenges during change.	2.9	10.1	24.6	44.0	18.4	3.65	0.948
Feedback mechanisms exist to allow staff to share concerns on change issues.	4.3	12.1	26.1	42.5	15.0	3.52	1.01
Managers use multiple channels (meetings, emails, memos) to reach all employees.	1.4	6.3	17.9	52.7	21.7	3.87	0.846
Effective communication reduces employee anxiety about change.	1.9	5.8	18.4	50.2	23.7	3.89	0.832
Information about the purpose and benefits of change is clearly explained.	2.4	9.2	21.3	45.5	21.6	3.75	0.921
Communication fosters trust between management and employees during change.	3.4	10.6	23.2	43.0	19.8	3.66	0.965
AVERAGE	2.6	8.8	21.8	46.8	20.1	3.73	0.916

Table 4: Employee Involvement Results

Employee Participation in Change	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Mean	Std. Dev.
Employees are involved early in planning and decision-making on organizational change.	6.5	18.3	22.2	38.9	14.1	3.36	1.148

Staff opinions are sought before implementing major organizational reforms.	7.1	21.7	25.6	34.8	10.8	3.21	1.142
Employees are given opportunities to propose alternative change strategies.	4.8	22.7	28.2	31.9	12.3	3.24	1.108
Management values employee feedback and acts on it.	5.6	19.9	24.3	36.4	13.8	3.33	1.147
Employee participation increases ownership of change outcomes.	3.2	12.7	25.1	41.8	17.1	3.57	1.068
Involvement in decision-making reduces resistance to change.	2.8	13.1	19.9	44.6	19.5	3.65	1.089
Employee representatives are included in change management committees.	6.0	18.7	26.8	34.3	14.1	3.32	1.157
The organization promotes a culture of inclusivity during change processes.	4.4	15.9	20.7	41.5	17.5	3.52	1.134
AVERAGE	5.1	17.9	24.1	38.0	14.9	3.40	1.124

Table 5: Technological Adaptability Results

Technology Adoption & Innovation Culture	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Mean	Std. Dev.
The organization embraces new technologies to enhance performance.	4.8	12.3	18.7	41.5	22.7	3.65	1.108
Employees are trained to use new technological systems effectively.	6.1	17.5	20.3	38.2	17.9	3.45	1.164
Adequate resources are provided to support technology adoption.	9.7	22.3	18.7	34.6	14.7	3.22	1.198
The organization updates its systems regularly to match current technological trends.	5.6	19.5	22.3	37.1	15.5	3.38	1.135
Staff are encouraged to innovate and use digital tools in their work.	3.9	14.7	17.9	45.0	18.5	3.60	1.081

Technological changes are implemented with minimal disruption to operations.	8.4	20.7	24.3	32.7	13.9	3.23	1.182
Employees quickly adapt to digital transformations in the organization.	5.2	16.2	21.1	39.8	17.7	3.49	1.142
The adoption of new technologies improves service delivery and customer satisfaction.	3.2	11.1	14.7	46.5	24.5	3.78	1.034
AVERAGE	5.9	16.8	19.8	39.4	18.2	3.48	1.131

Table 6: Training and Capacity Building results

Training and Capacity Building	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev.
Employees receive regular training to prepare for organizational change	-	2.5	12.3	58.0	27.2	4.09	0.73
Training programs focus on both technical and soft skills needed for change	-	3.1	10.7	55.8	30.4	4.13	0.78
Capacity-building initiatives are aligned with organizational objectives	-	2.2	15.6	52.4	29.8	4.06	0.75
Training helps employees understand the rationale behind change initiatives	-	2.8	13.5	50.9	32.8	4.14	0.79
Management provides adequate resources for continuous learning	1.2	3.7	14.8	51.2	29.1	4.02	0.82
Refresher courses are conducted after implementing change programs	1.8	5.0	18.5	49.4	25.3	3.89	0.88
Training enhances employee confidence and competence in new systems	-	2.5	11.8	54.7	31.0	4.12	0.77
Knowledge sharing among staff contributes to successful change adoption	-	1.9	12.6	53.2	32.3	4.15	0.75
AVERAGE	0.4	3.0	13.7	53.2	29.7	4.08	0.784

Table 7: Government Policies and Regulations results

Government Regulations and Organizational Change	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev.
Government regulations influence how organizational change is managed	-	3.1	11.5	56.2	29.2	4.11	0.76
Legal frameworks ensure accountability during change implementation	-	2.8	12.0	53.5	31.7	4.14	0.77
State corporations comply with government policies on restructuring	1.5	4.0	13.3	51.8	29.4	4.02	0.81
Government audits promote transparency during organizational transitions	1.8	3.2	14.2	52.5	28.3	4.01	0.79
Policy directives from government ministries guide change processes	-	2.5	12.8	54.1	30.6	4.12	0.76
Bureaucratic procedures sometimes delay change implementation	2.0	6.2	17.5	48.5	26.0	3.85	0.91
Government policies encourage innovation and performance improvement	-	3.0	11.7	55.4	29.9	4.12	0.77
Collaboration between state corporations and regulatory agencies improves change success	-	2.2	12.0	53.8	32.0	4.16	0.74
AVERAGE	0.7	3.4	13.1	53.2	29.6	4.07	0.789

Correlation Analysis

Correlation analysis plays a pivotal role in examining the nature and extent of relationships among the variables under investigation. It provides insights into both the strength and direction of associations, thereby informing the interpretation of how variables interact within the study framework. The correlation coefficient ranges between -1 and +1, where a value of +1 denotes a perfect positive relationship, indicating that as one variable increases, the other increases proportionally. Conversely, a value of -1 signifies a perfect negative correlation, implying an inverse relationship between the variables. A value of 0.000 shows the absence of any relationship. Correlation coefficients ranging from 0.001–0.250 reflect a weak association, 0.251–0.500 indicate a moderately strong relationship, 0.501–0.750 denote a strong correlation, and 0.751–1.000 represent a robust correlation.

Table 8: Correlation Matrix for Study Variables

Variables	1	2	3	4	5	6
Performance of State Corporations	1	.580**	.491**	.541**	.374**	.340**
Communication	.580**	1	.666**	.713**	.259*	.173

Employee Involvement	.491**	.666**	1	.676**	.362**	.250*
Technological Adaptability	.541**	.713**	.676**	1	.392**	.290*
Training and Capacity Building	.374**	.259*	.362**	.392**	1	.460**
Government Policies and Regulations	.340**	.173	.250*	.290*	.460**	1

N = 207.

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

The correlation matrix in Table 8 presents the relationships between the study variables, revealing varying degrees of association among organizational change factors and the performance of state corporations. The results indicate that Communication has a strong positive correlation with organizational performance ($r = 0.580$, $p < 0.01$), suggesting that effective communication practices are associated with higher performance levels. Employee Involvement also exhibits a moderate positive correlation with performance ($r = 0.491$, $p < 0.01$), implying that greater participation of employees in decision-making and organizational processes tends to enhance performance outcomes. Technological Adaptability demonstrates a similar moderate positive relationship with performance ($r = 0.541$, $p < 0.01$), highlighting the importance of the organization's ability to adopt and integrate new technologies in achieving better outcomes. Training and Capacity Building shows a weaker yet significant positive correlation with performance ($r = 0.374$, $p < 0.01$), indicating that training initiatives contribute to improved organizational effectiveness, though to a lesser extent compared to communication and adaptability. Government Policies and Regulations also correlate positively with performance ($r = 0.340$, $p < 0.01$), reflecting the role of policy frameworks and regulatory compliance in supporting organizational outcomes.

The interrelationships among the predictor variables are also notable; for instance, Communication and Technological Adaptability exhibit a strong positive correlation ($r = 0.713$, $p < 0.01$), while Employee Involvement and Technological Adaptability are moderately correlated ($r = 0.676$, $p < 0.01$), suggesting that these factors often operate in tandem to influence performance. Similarly, Training and Capacity Building is moderately correlated with Government Policies and Regulations ($r = 0.460$, $p < 0.01$), highlighting potential synergies between organizational learning initiatives and regulatory adherence. Overall, the correlation analysis underscores the theoretical expectation that organizational performance is influenced by multiple interrelated factors, while also suggesting potential multicollinearity concerns that should be considered in regression modeling (Field, 2020; Hair et al., 2020; Pallant, 2020)

Regression Analysis

The model summary indicates that the combined effect of the predictor variables Communication, Employee Involvement, Technological Adaptability, Training and Capacity Building, and Government Policies and Regulations explains a substantial portion of the variation in the performance of state corporations. The multiple correlation coefficient (R) is 0.652, which suggests a moderate to strong linear relationship between the predictors and the dependent variable.

The R Square value of 0.426 indicates that approximately 42.6% of the variance in organizational performance is accounted for by the included predictors. When adjusted for the number of predictors in the model, the Adjusted R Square is 0.365, reflecting that around 36.5% of the variability in performance can be reliably explained by these variables while accounting for potential model overfitting (Field, 2020; Hair et al., 2020). The standard error of the estimate (0.52115) provides a measure of the average distance that the observed performance scores fall from the regression line, indicating a reasonably good fit between the model and the observed data. Overall, these results suggest that while the predictors collectively have a meaningful relationship with organizational performance, a significant proportion of the variance (approximately 57.4%) remains unexplained, implying that other contextual or organizational factors not included in the model may also

influence performance outcomes (Pallant, 2020; Kothari, 2021). The model summary results are presented in Table 9.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.652a	0.426	0.365	0.52115

Table 4.3: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.476	6	1.913	24.838	.0000
	Residual	15.481	201	0.077		
	Total	26.958	207			

The ANOVA results for the regression model indicate that the overall model is statistically significant in explaining variation in the performance of state corporations. The regression sum of squares is 11.476 with 6 degrees of freedom, while the residual sum of squares is 15.481 with 201 degrees of freedom, leading to a total sum of squares of 26.958. The mean square for the regression is 1.913, compared to a mean square for the residual of 0.077, yielding an F-statistic of 24.838 with a corresponding significance value of 0.000. Since the p-value is less than the conventional 0.05 threshold, the null hypothesis that all regression coefficients are equal to zero is rejected, indicating that the combined predictor variables Communication, Employee Involvement, Technological Adaptability, Training and Capacity Building, and Government Policies and Regulations have a significant collective effect on organizational performance (Field, 2020; Hair et al., 2020).

This suggests that while individual predictors may not all be statistically significant on their own, their combined contribution explains a meaningful portion of the variance in performance outcomes, supporting the theoretical expectation that multiple interrelated organizational factors jointly influence effectiveness (Pallant, 2020; Kothari, 2021). Furthermore, the results reinforce the utility of the regression model as a predictive tool for understanding the determinants of performance in state corporations, while also highlighting the potential need to explore additional variables or contextual factors to further improve explanatory power.

Table 10: Regression Coefficient Results

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.664	0.374		4.455	0.000
Communication	0.256	0.206	0.388	2.442	0.018
Employee Involvement	0.139	0.066	0.259	2.106	0.005
Technological Adaptability	0.181	0.072	0.128	2.514	0.001
Training and Capacity Building	0.183	0.079	0.127	2.316	0.022
Government Policies and Regulations	0.207	0.101	0.162	2.050	0.037

The regression analysis indicates that Communication, Employee Involvement, Technological Adaptability, and Training and Capacity Building have statistically significant positive effects on organizational performance. Communication has an unstandardized coefficient (B) of 0.256, standardized beta of 0.388, and $p = 0.018$, indicating that improvements in communication practices are associated with higher organizational performance. Employee Involvement ($B = 0.139$, $\beta = 0.259$, $p = 0.005$) similarly shows that greater participation of employees in organizational processes enhances performance outcomes. Technological Adaptability ($B = 0.181$, $\beta = 0.128$, $p = 0.001$) and Training and Capacity Building ($B = 0.183$, $\beta = 0.127$, $p = 0.022$) both contribute positively, highlighting the importance of innovation, skill development, and capacity enhancement in driving organizational effectiveness (Field, 2020; Hair et al., 2020).

Importantly, Government Policy Compliance functions as a moderator in the model, influencing the strength and direction of the relationships between the predictors and organizational performance. The interaction effect of Government Policy Compliance with these variables ($B = 0.207$, $\beta = 0.162$, $p = 0.037$) suggests that adherence to regulatory frameworks enhances the positive impact of Communication, Employee Involvement, Technological Adaptability, and Training on performance outcomes. This finding underscores that organizational initiatives are more effective when implemented within the boundaries of government policies and regulatory guidance, confirming theoretical expectations that policy alignment strengthens the effects of internal organizational strategies on performance (Pallant, 2020; Kothari, 2021). The significance of the interaction effect also emphasizes that government policy compliance is not just a background factor but a critical enabling condition that moderates how internal processes translate into measurable performance improvements.

The overall model becomes:

$$Y = 1.664 + 0.256X_1 + 0.139X_2 + 0.181X_3 + 0.183X_4 + 0.207Z$$

Interpretation of Findings

The results suggest that managing resistance to change requires a combination of organizational strategies and supportive institutional frameworks. Effective communication plays a critical role in reducing uncertainty and improving employee understanding of change initiatives. When employees receive clear information about the purpose and benefits of organizational changes, they are more likely to support transformation efforts. Employee involvement is also essential because participation in decision-making enhances employee commitment and reduces resistance. Organizations that encourage participatory management are therefore better positioned to implement successful organizational change. Technological adaptability enhances operational efficiency and innovation. However, successful technological transformation requires sufficient resources, technical support, and employee training to ensure smooth adoption.

Training and capacity building emerged as one of the most influential strategies in managing resistance to change. Training equips employees with the skills and knowledge necessary to adapt to new systems and organizational processes. The findings further demonstrate that government policies and regulatory frameworks shape how change initiatives are implemented in state corporations. Compliance with government policies strengthens governance, accountability, and institutional effectiveness.

Practical Implications

The findings of this study provide several practical implications for policymakers and managers in state corporations. First, organizations should strengthen communication strategies during organizational change by providing transparent, timely, and consistent information to employees. Second, managers should promote employee participation in change management processes by involving staff members in planning, decision-making, and implementation stages of change initiatives. Third, organizations should invest in technological infrastructure and digital transformation initiatives to improve service delivery and operational efficiency.

Fourth, institutions should prioritize training and capacity building programs to equip employees with the skills required to adapt to technological and organizational changes. Finally, state corporations should ensure

alignment between internal organizational practices and government regulatory frameworks to enhance accountability and the effectiveness of change initiatives.

Theoretical Implications

This study contributes to the theoretical understanding of organizational change management in public sector institutions. The findings support Lewin's Change Management Model, which emphasizes the importance of communication, employee engagement, and institutionalization of new practices during organizational transformation. The results also reinforce the Theory of Planned Behavior, which suggests that employees' attitudes and perceptions influence their willingness to support change initiatives. In addition, the findings align with the Technology Acceptance Model, demonstrating that employees are more likely to adopt technological innovations when they perceive them as useful and easy to use. Finally, the results support Institutional Theory, which highlights the influence of regulatory frameworks and government policies on organizational practices and performance in public institutions.

Limitations of the Descriptive Analysis

Despite providing valuable insights, the descriptive analysis has several limitations. First, the study relied on self-reported data from respondents, which may be influenced by personal perceptions and biases. Second, the study adopted a cross-sectional research design, meaning that the findings reflect perceptions at a single point in time and may not capture changes that occur over longer periods. Third, the research focused on state corporations within the Nairobi Metropolitan Area, which may limit the generalizability of the findings to other regions or sectors. Fourth, the study examined a limited number of variables, and other factors such as leadership style, organizational culture, and financial resources may also influence organizational performance.

CONCLUSIONS AND RECOMMENDATIONS

The study makes several important contributions to knowledge and practice, particularly in the context of public sector change management. First, the study provides empirical evidence on the relationship between resistance management strategies and organizational performance in Kenyan state corporations. The findings demonstrate that communication, employee involvement, technological adaptability, and training and capacity building significantly influence performance outcomes. This contributes to the existing body of literature by confirming that effective management of resistance to change improves organizational effectiveness in the public sector. Second, the study contributes to change management theory in the public sector context by integrating multiple theoretical perspectives, including Lewin's Change Management Model, the Theory of Planned Behavior, the Technology Acceptance Model, Social Responsibility Theory, and Institutional Theory. By combining these frameworks, the study provides a comprehensive understanding of how resistance to change can be managed within government institutions.

Third, the research highlights the moderating role of government policies and regulations in strengthening the effectiveness of internal change management practices. This finding is particularly important for public sector organizations where regulatory compliance significantly influences organizational operations and transformation initiatives. Fourth, the study contributes to policy and managerial practice by providing practical insights for leaders of state corporations on how to effectively manage resistance to change and improve service delivery and operational efficiency.

Based on the findings of the study, several recommendations are proposed to enhance the performance of state corporations. First, organizations should strengthen communication systems during change initiatives by establishing clear, transparent, and interactive communication channels. Management should ensure that employees receive timely information regarding the objectives, progress, and expected outcomes of organizational changes. This will reduce uncertainty and minimize resistance. Second, state corporations should promote greater employee involvement in organizational change processes. Employees should be engaged in decision-making, planning, and implementation stages of change initiatives. Such participation fosters ownership, commitment, and support for organizational transformation. Third, organizations should invest in technological adaptability by adopting modern technological systems and encouraging innovation among

employees. Adequate resources should be allocated to support technology adoption, including training and technical support for employees.

Fourth, state corporations should strengthen training and capacity-building programs to equip employees with the skills required to adapt to new technologies, systems, and organizational practices. Continuous professional development programs should be implemented to ensure that employees remain competent and confident during organizational transformations. Finally, state corporations should ensure strong alignment between internal organizational practices and government policies and regulations. Compliance with regulatory frameworks will enhance accountability, transparency, and the effectiveness of change management initiatives.

Future Research Directions

Although this study provides valuable insights into managing resistance to change in state corporations, several areas require further investigation. First, future studies should examine additional factors that may influence organizational performance, such as leadership styles, organizational culture, and financial resources. These variables may provide a more comprehensive understanding of organizational performance in public institutions.

Second, future researchers should consider longitudinal research designs to examine the long-term effects of resistance management strategies on organizational performance. Such designs would provide deeper insights into how change processes evolve over time. Third, future research could extend the study to other sectors or geographical regions, including private sector organizations or state corporations outside the Nairobi Metropolitan Area, in order to compare change management practices across different organizational contexts.

Fourth, further studies should investigate the moderating role of government policies and regulations across different sectors, in order to determine whether regulatory alignment consistently enhances the effectiveness of internal change management strategies.

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Ethical Declarations

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Recognitions of the Author Contribution

Majani Loice Vivianne - Conceptualization, methodology, data collection, data analysis, writing.

Patrick Mutua Kimaku - Supervision, refining methodology, 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 supporting materials may be made available from the corresponding author upon reasonable request.

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