Leadership Strategies and Change Management in Non-Governmental Organizations in Kenya: A Case Study of Mission for Essential Drugs Supplies Usaid Dawa Za Ubora Project

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Abstract: Change is inevitable because once it began, it could not be halted. Most businesses had to adapt to change since it was unavoidable and a vital part of conducting business. However, organizational leaders and individual contributors needed to look beyond the present and adopt more strategic leadership approaches to their work and duties for effective change management to be realized. The objective was to examine the effects of leadership strategies on change management in Non-Governmental Organizations (NGOs) in Kenya, with a specific focus on the Mission for Essential Drugs Supplies (MEDS) under the USAID Dawa za Ubora project. The study specifically sought to establish the influence of organizational communication, and organizational culture on change management at MEDS. The findings contributed to extending the body of knowledge on strategic leadership practices and organizational change management. For students, researchers, and academics, the study served as a valuable reference point and highlighted research gaps that required further exploration in both theory and practice. The study was anchored on Adaptive Leadership Theory, supported by Schein's Organizational Culture Model and Kurt Lewin's Theory of Change Management. A descriptive research design was employed, targeting a population of 200 respondents. Stratified random sampling was used to select 133 participants. Data was collected through questionnaires, and a pilot study was conducted with 10 participants to test the tools. Quantitative data was analyzed using SPSS version 28 and basic statistics, while findings were presented in tables and figures. Inferential statistics were applied to establish relationships among variables. Ethical considerations were observed throughout the study. The findings reveal that while the organization demonstrated notable strengths, it also faced significant challenges. Employees strongly agreed that MEDS effectively communicated its new vision and strategies (Mean = 4.14), showing that leadership provided clear direction during change. Training, provision of resources, and organizational adaptability also supported employee adjustment.. The ANOVA results confirmed the overall model as statistically significant (F = 15.463, p < .001), demonstrating that successful change management depends on the integrated interplay of clear strategic direction, open communication, supportive culture, and robust controls. In conclusion, MEDS has made considerable progress in vision-setting and employee support but must strengthen recognition systems and participatory culture to achieve more sustainable change outcomes.

Keywords: *Leadership Strategies, Change Management, Mission for Essential Drugs Supplies, Dawa Za Ubora Project, Organizational Communication, Organizational Culture.*

I. INTRODUCTION

Effective leadership and strategic management may be essential to the process of bringing about change. Additionally, it has been noted that organisational leaders have experienced increased pressure when it comes to the creation and execution of organisational transformation (Alsharari & Daniels, 2024). "A relevant environmental shift that demands intentional organisational responses to contain new procedures, rules, values, processes, and personnel belief system" is the definition given when conceptualizing organisational change (Holten, Hancock, & Bøllingtoft, 2020) According to the definition given, organisational change is regarded as a strong field of study that focuses mostly on strategic change (Naeem, 2020). Planning strategies that are in line with the organization's objective have long been used to support organisational change. Therefore, the adoption of a flexible strategy change process

aids the members and organisational system in upgrading and modifying the current system in response to changing conditions. For instance, an alternative approach to managing staff values, procedures, contingencies, and new technology (Holten, Hancock, & Bøllingtoft, 2020).

Successful change implementation requires strong leadership, which is largely backed by the organization's values and communication channels. According to The Leadership Trust, "leadership is about setting an example: using one's own influence to persuade others to cooperate in pursuit of a common objective" (Naeem, 2020). Creating a productive and long-lasting work environment for long-term organisational progress is one of the biggest difficulties facing global leaders in the transformation process (Carr & Jooss, 2023) According to Alsharari and Daniels (2024), the various facets of transformational leaders' aid in comprehending the need for change and overcoming its emotional and intellectual obstacles. However, the most challenging part of the change process for the leader is getting everyone in the organisation to embrace the change, create the future vision, formulate the plan, and coordinate their efforts to achieve the organisational goal (Supriharyanti, Sukoco, Widianto, & Soparnot, 2024)

The path to success in the competitive and uncertain workplace is accelerated by leaders of organisations who possess humanistic and charismatic traits. The organization's leadership should determine which stakeholders will be impacted by the change and take the necessary steps to put it into effect. All parties involved must receive a comprehensive explanation of the risks and issues associated with the change management process (Alsharari & Daniels, 2024). It is clear from the facts analysis that the leader's efficacy and leadership skills are now crucial for both change implementation and personnel management. The competition created by the more established financial institutions must be the driving force behind this institutional reform. The problem didn't develop and grow because the financial institutions stopped the company from altering. The adjustment should be implemented effectively by the company's leadership (Akpa, Asikhia, & Nneji, 2021).

When undertaking strategic transformation, the organization's leadership must establish an appropriate framework for identifying and responding to the risks associated with the uncertain environment. First and foremost, acknowledging the challenges presented by crises is one of the most crucial elements of the reaction strategy. Second, by highlighting the organization's strengths, its employees are motivated to contribute and make the necessary adjustments, even in the most difficult situations. For the company to continue to be sustainable, management strategies must involve every employee. whereby open and honest communication would promote the growth of an interdependent relationship among the organization's members. Additionally, implementing short strategies should aim to reach long-term organisational goals, which increases an organization's flexibility and dynamic in the unpredictable business climate (Issa & Masanja, 2022).

Empirical studies on organizational change management such as Social networking applications (SNA) to support change implementation processes: perspectives from US organisational change stakeholders were studied by Naeem (2020). According to the survey, SNAs can expedite the process of adopting change by aggressively addressing employee concerns and protecting and managing information sharing. SNAs' interactive and collaborative style can improve the depth of information exchange and encourage employee participation. Therefore, in order to improve the process of change and address employee issues, management must monitor these platforms. These social media sites, like Facebook and WhatsApp, can enhance social relationships, acceptance, and support at the individual and organisational levels. Employees now frequently utilise social media to talk about internal policies and changes at their companies. Social media increases the possibility for knowledge sharing, effective internal communication, reach, and richness among stakeholders in organisational change. Change beneficiaries are now more connected to their leadership and empowered than ever because to social media. Facilitating decision-making throughout the process of developing and implementing changes is now simpler.

Holten, Hancock, and Bøllingtoft (2020) examined the significance of change management (the motivations and skills for change) and change leadership (informing, communicating, involving, and supporting) for organisational change processes and their results in Danish public and private organisations. Three separate scenarios of change closures, mergers, layoffs, outsourcing, and relocations with a focus on the connection between leadership and change management and how employees perceive the change processes and their results in each of these scenarios. The results of the study demonstrate that both change management and change leadership forecast favourable change outcomes and experiences, and that they do so in a comparable manner. Notwithstanding these similarities, According to the report, there are notable sectoral differences, with transition experiences and results being less advantageous for public sector employees. The study will be a helpful resource for researchers and public and corporate leaders who are interested in how leadership and change management affect change outcomes.

In a multi-level analysis in Indonesian, Supriharyanti, et al., (2024) looked at the performance, organisational change capability (OCC), and paradox mindset of leaders. This study will also look into the moderating effect of magnitude to alter the impact of the leader's paradoxical attitude on OCC. The findings demonstrated that the leader's paradox mindset positively impacted OCC in a cross-level connection, whereas OCC moderated the impact of the leader's paradox mindset on organisational transformation performance. Collective PsyCap had an impact on OCC at the organisational level, and OCC acted as a key mediator in the interaction between organisional change performance and collective PsyCap. Study also discovered that the shift in the leader's paradox attitude to OCC will be moderated by a certain amount. In order to assess the processes of the This research used a multi-level strategy to examine the bottom-

up impact of the leader's paradox attitude on OCC and the moderating effect of magnitude to change in an Indonesian environment.

Issa and Masanja (2022) looked at how the Tanzania Ports Authority could increase performance through reform and organization change. In order to make sense of TPA activities and the resulting repercussions, it makes an effort to interact with both change and public value theories. According to the research, the TPA's performance improvement initiatives have been successful in terms of cargo handled and revenue growth. Lewin's change theories and the ADKAR model were consulted in order to identify the elements that facilitate and hinder change initiatives. The emphasis on change factors and the source of change that fails to give the human aspect the necessary consideration is blamed for the varying degrees of increased performance. The pursuit of performance enhancement in public sector organisations is also deemed inadequate due to the absence of the necessary emphasise the development of public value in both the started procedures and the desired outcomes. A more planned, methodical transformation that is embraced or supported by internal players—specifically, TPA's management—is also recommended for a greater and more sustained increase in performance at TPA and perhaps in other public organisations.

Nyaburah (2020) investigated the effects of four techniques on the performance of Kenyan public universities: change management leadership, change management communication, change management planning, and change management monitoring. The study variables had statistically significant associations with one another, according to a correlation analysis, the regression analysis results supported the three study hypotheses by showing that change management planning, communication, and monitoring significantly affect public university performance. With a beta coefficient of 0.124, one hypothesis will be rejected, indicating that change management leadership had no discernible impact on Kenyan public universities' performance.

➤ *Organization Communication*

The area of communication studies includes organisational communication as a subfield. According to Simon (2021), the purpose of organisational communication is to inform, inspire, and promote goodwill among an organization's personnel. Organisational communication involves a number of official and informal processes. Information may move upward from the remaining employees to the lower cadre and subsequently to upper management, or from upper management to lower cadre management, and finally to the remaining staff members. If employees regularly receive appropriate information directly from upper management and their immediate supervisors, they have demonstrated a high level of satisfaction with their work. They are able to trust the company they work for as a result. Employee productivity is one of the most important aspects of an organization's transformation. An organisation needs high-performing workers in order to function effectively in the modern business environment. Employee

commitment and a reduction in resistance to change are hence the results of employee communication. Employee commitment is essential for any organisation since it is the cornerstone of productivity. When workers are happy in their positions, they consistently deliver higher-quality outcomes in the shortest amount of time, which increases profitability (Odemba 2021). Odemba goes on to say that contented workers are more likely to be creative and come up with fresh concepts that help a company grow and change for the better in the always shifting business landscape.

➤ *Organizational Culture*

According to Tedla (2021), organizational culture can be used as a management tool to achieve success, efficiency, a strong work ethic, and high outputs. However, Schein and Schein (2021) maintain that organizational culture can have an impact on how people set their personal and professional goals, use resources, and carry out their responsibilities to achieve them. This makes clear how employees' behaviour and job output may be impacted by the company's value system. Organisational traditions, views, morals, norms, meanings, and dialectal, or "things are done around here," provide a sense of identity for businesses. The culture of an organization is made up of what has previously worked and what the company has excelled in (Schein & Schein, 2021). Long-time employees of a company are always free to provide consent for activities. Legends can stay in a company and become a part of the standard operating procedure (Wiewiora, Murphy, Trigunarsyah, & Brown, 2021). A sensible homogeneous group of people's beliefs, attitudes, and behaviours are collectively referred to as a culture. It is a collection of perceptions, fundamental principles, actions, and desires that community members should learn through relatives and other significant institutions (Schein & Schein, 2021) Culture is the totality of a community's traditions, values, and beliefs that influence how its members behave as consumers (Simoneaux & Stroud, 2021). According to Robbins and Judge (2022), organizational culture and organizational practices are inextricably linked, hence corporate culture is dependent on organizational culture. Schein and Schein (2021) claim that organizational bureaucracy places a strong emphasis on efficiency, effectiveness, and well-defined lines of power and responsibility. Structures, standards, and processes used by more bureaucratic businesses will emphasize predictability and consistency, which can frequently have a detrimental impact on personnel (Robbins & Judge, 2022).

➤ *Change Management*

Management change is effectively managing a business transition so that front-line employees, supervisors, and top leaders work together to bring about the necessary technology, process, or change management. 70% of change projects fail to meet their goals, primarily due to resistance from employees and a lack of support from management. The likelihood of people sticking with a change is just 30% higher when they are genuinely invested in it. Implementing these business changes as soon as possible is the aim of changing management, which aims to enhance organisational performance by minimising the impact on productivity, preventing needless employee turnover or loss, removing any

negative effects on their customers, and reaching the intended business outcomes as soon as possible (Burnes & Jackson, 2021).

The traits of change management can be broadly divided into two categories: proactive vs reactive change and radical versus incremental change. According to Nadler and Tushman (2023), radical changes are those that affect the organisation as a whole and radically reinterpret its identity or fundamental framework, which includes its strategy, structure, personnel, procedures, and (in certain situations) core values. Two kinds of changes exist: proactive and reactive. Change that is implemented in reaction to significant internal operational and managerial issues or an external event is known as reactive change. Proactive change, in their opinion, is that which improves the company's position or prevents possible issues in the future. Even though this proactive approach to change is generally better, most businesses actually adopt a reactive strategy, typically as a result of the widely held belief that if performance is satisfactory, there is no need for change (Jacobs, Van Witteloostuijn, & Christe-Zeyse, 2023).

Employee performance both during and after change is impacted through change management within the framework of corporate activities. Employee behaviour is significantly influenced by their emotional reactions during the transition process. Employees often experience apprehension when presented with the idea of change. They frequently adopt a resistant and defensive posture. It's crucial to remember that workers do not see change favourably. Their regular activities are disrupted, and they are forced to deviate from their usual schedule. They are uncertain and feel threatened. This causes emotional and mental instability, which frequently affects how well they perform. Employees are observed to have unpleasant emotions throughout the implementation of change, and they "scrabble" to figure out how to handle its impacts. The employees' history of routine and preconditioned subordination in the workplace is the fundamental cause of the resistance that is being shown (Burnes & Jackson, 2021).

➢ *Statement of the Problem*
NGO'S frequently deal with ongoing change, which calls for various strategies to manage and execute the required organisational process adjustments. In order to meet the constantly rising needs and expectations of clients, shorter product life cycles, technological advancements, and the constant need for efficiency, NGO managers and executives must not only continuously review their services and product offerings but also realign their organization's strategy, process, and structure. Identifying the need for change management and guiding the organisation through the change process with appropriate strategic planning are two of the most important and difficult tasks of organisational leadership (Ana, Dionysis, & Carmen, 2021). The NGO environment is becoming more complicated, dynamic, and uncertain due to global megatrends the withdrawal of USAID to African countries by executive order of president of the US will affect operations of USAID dawa za ubora project and managing people during the transformation process and

handling resistance is a major strategic problem for the management of MEDs. The effectiveness of change management can be largely explained by resistance to change and a lack of strong leadership. Therefore, rather than just responding to change, the emphasis should be on the strategic leadership that leaders employ to manage it successfully. By comprehending the factors that drive change management, By learning about the types of change initiatives other organisations have used in response to similar stimuli, as well as the lessons learned about putting those changes into practice and handling the performance, motivation, and behavioural dynamics that come up during the change process, MEDs facing challenging changes can better prepare themselves and their organisations to handle the challenges of intentional organization-wide development.

Over the years, several studies have examined change management from different perspectives. Naeem (2020) established that managers can actively address employee concerns while safeguarding and managing information exchange to accelerate the process of implementing change. Similarly, Holten et al. (2020) investigated the significance of both change management and change leadership, demonstrating that the two dimensions jointly predict favorable change outcomes and experiences across public and private sector organizations. These findings highlight the importance of leadership and managerial roles in change initiatives but also reveal a contextual gap, since much of the existing work has been conducted in settings outside the specific institutional or regional context of this study. In a related study, Issa and Masanja (2022) found that for sustained and long-term performance improvements at the Tanzania Ports Authority (TPA), change initiatives needed to be more systematic, well-planned, and internalized within management structures. This underscores an empirical gap, as it raises questions about whether similar approaches are applicable or effective in other government agencies beyond the Tanzanian context. Furthermore, Nyaburah (2020), through correlation analysis, showed that change management leadership had no significant impact on the performance of Kenyan public universities. This contradictory evidence not only exposes a contextual gap— given the differing organizational and national environments—but also an empirical gap, as it questions the generalizability of change management and leadership frameworks across different sectors and countries. Taken together, these studies indicate that while change management and leadership have been widely studied, inconsistencies in findings across contexts, sectors, and regions suggest the need for further inquiry. This study therefore seeks to address both the contextual and empirical gaps by examining change management in a new institutional setting. Although the above studies have explored and established a strong effect of leadership strategies and organizational change management, none of the above studies did investigate effects of leadership strategies and organizational change management on Mission for Essential Drugs and Supplies (MEDS). More investigation is required to determine the relationship between leadership strategies and organizational change management at MEDS USAID dawa za ubora project.

➤ *Research Objectives*

- To investigate the relationship between strategic planning and organizational change management of MEDS, USAID Dawa za Ubora project.
- To establish the relationship between organizational communication and organizational change management of MEDS, USAID Dawa za Ubora project.

II. THEORETICAL LITERATURE REVIEW

➤ *Adaptive Leadership Theory*

This theory was first presented by Heifetz, Marty, and Alexander (2009). It is currently being used as a leadership tool in the contemporary workplace, among other things, as the doctrinal theory for businesses, firms, and training programmes for human resource executives. A recent advancement in leadership methodology is adaptive leadership (Dougall, Parkes, & Langford, 2020). According to Heifetz, Marty, and Alexander (2009), "adaptive leadership is the practice of organizing people to face difficult circumstances and succeed." According to the theory, fostering change increases the chances of success for both individuals and organisations is a crucial component of good leadership. Specifically, leadership is the art of inspiring large groups of people to take on difficult tasks and succeed. In summary, Leaders must recognise the need for adaptation and be able to employ the right procedures and resources in order to boost an organization's capacity for adaptability. Adaptive leadership has not yet received official recognition as a distinct theory, despite the novel approach to implementation. According to Northouse (2020), adaptive leadership is concerned with how individuals adapt to new situations and change. Leadership experts have noted that there are many various leadership scenarios, each of which places varied demands on leaders and gives rise to behavioral and situational approaches (Dougall, Parkes, & Langford, 2020). The personality attributes of a successful leader are presumable to be possessed by the individual, claim Chen, Zheng, Yang, and Bai (2021). A good leader possesses initiative emotional stability, optimism, dependability, persuasiveness, quick decision-making, honesty, integrity, adaptability, and a willingness to take on responsibility. The behavioural approach emphasises the idea that followers are more satisfied when a leader acts in a certain way. However, time is a crucial consideration because this method fails to take into account the possibility that a leader's activities and behaviours could be beneficial and pertinent at one point in time but irrelevant and ineffective at another. This supports organizational communication, balanced organization controls and strategic planning as study variables.

➤ *Schein's Organizational Culture Model*

Edgar Schein created this organisational culture model in the 1980s. Schein distinguishes three levels of organisational culture, which comprise behaviour and artefacts, proclaimed values, and presumptions. Depending on the layers, the model is sometimes depicted as an onion. It is rather easy to modify and alter the outer layer. The difficulty of adjusting it increases with the depth of the layer. Preconceptions are deeply ingrained in the core.

Organisational ideals surround the core. The outer layers contain the artefacts and symbols, which are more easily altered. In between the layers where the values are ingrained, there is another layer known as "heroes," which consists of individuals who are valued for their unique contributions to the organisation. Assumptions form the basis of the model (Schein & Schein, 2016). Schein's organisational culture model offers guidelines for bringing about cultural transformation within the company. This approach suggests that it makes sense to speak with as many workers as you can to gain knowledge about the company's underlying historical and cultural aspects. Schein's model is heavily criticised for emphasising cohesiveness and stability. Organisational culture is dynamic and flexible, and it can be impacted by external influences including globalisation, technology improvements, and demographic shifts, according to recent academic studies. Schein's approach might not adequately represent the dynamic and flexible features of modern organisational cultures because it concentrates on ingrained presumptions (Akpa, Asikhia, & Nneji, 2021). Schein's paradigm tends to see an organization's culture as a single, monolithic entity. Nonetheless, contemporary organisations frequently consist of several subcultures, each with its own set of beliefs, values, and artefacts. Schein's paradigm falls short in addressing the intricacies and cultural tensions that can result from this fragmentation. Effective organisational leadership requires an understanding of and ability to manage these subcultures. Schein's paradigm may overlook the influence of external environmental elements because it mostly concentrates on internal cultural aspects. Organisations are continuously impacted by market conditions, sociopolitical shifts, and external stakeholders in today's interconnected world (Hogan & Coote, 2014). This model will be used in the study as a foundation for managing organisational change and organisational culture. The concept states that cultural change is a process of transformation, with senior management bearing the responsibility with assistance from the human resources division.

➤ *Kurt Lewin's Theory of Change Management*

Kurt Lewin created this theory in 1947. According to different researchers, change can signify several things depending on the process, such as adjusting, changing, switching, altering, modifying, and replacing (Poon & Rowley, 2010). There are numerous theories and models of change management that have been implemented; this review paper examines the first one, known as the Planned Change Model. Lewin's change model has three stages: unfreezing, freezing, and refreezing. Lewin states that the process of change consists of first establishing the need for a change, then moving towards the desired new level of behaviour, and lastly making that new behaviour the norm. According to Cummings, Brigdman, and Brown (2016), the Lewin change model is extensively utilised and serves as the foundation for numerous change models.

Because the model only functions in stable environments, it has drawn criticism. To describe the unfreezing process, employees deviate from the standard procedure. If change is to be successful, staff members must

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embrace new practices quickly. Even if their future in the company is unknown, employees are urged to step outside of their comfort zones to adapt to new working practices. According to Cummings, Brigdman, and Brown (2016), organisations that use change management should make arrangements for employees to follow a plan that permits them to take time off from their previous jobs because this will compel them to take action and make resources and people available for new projects, which will increase their willingness to take action. However, there are drawbacks to this approach, like anxiety and the dangers of uncertainty, which lead to unhelpful employee behaviour. Employees frequently experience anxiety while taking on new duties since they are uncertain of the outcome if the change hasn't been put into practice yet.

There are three approaches to implement Lewin's change management model: Changing the employees' abilities, values, attitudes, and ultimately conduct with a view towards instrumental organisational transformation; altering different organisational structures and processes, such as work designs, reporting structures, and reward schemes; or altering the interpersonal style or organisational climate directly, including how choices are made, how conflict is handled, and how frequently individuals interact with one another (Cummings, Brigdman, & Brown, 2016). The dependency and ordering elements in a connection were the main focus of Lewin's approach. In terms of the organisation, this indicated that the various units and subunits within the organisation were dependent on one another. Additionally, the degree of reliance was determined by the relative importance of the different organisational divisions. This model's main flaw, though, is that it is predicated on the idea that businesses function in stable environments and can transition between stable states in a planned way. As a result, it may not be applicable in more chaotic and turbulent corporate settings. The theory will allow the research to concentrate on the kind of organizational change managements, organization culture and strategic planning employed at transform into a successful organization.

III. EMPIRICAL LITERATURE REVIEW

➤ *Organizational Communication*

Tailored messaging was studied by Haumer, Schlicker, Murschetz, and Kolo (2021) as an organisational communication technique that enhances organisational change processes at the individual level of personality attributes. The impact of customised messaging During an organisational change process, a research experiment looked at self-reported employee engagement. Employee engagement for change is improved when messages are tailored to the particular needs of different personality types, according to the study. However, when communications don't suit personality types, personalising messages could make workers less engaged. Furthermore, the impact of message personalisation varies according to the change project's stage. A comprehensive model that aims to explain the elements of change management success should not overlook an employee's capacity to change based on his professional skill set and the nature of the project. To

improve change management outcomes, it is evident that appropriate targeting, timing, and Applying a valid, lawful, and pragmatic method to ascertain an employee's personality and other personal characteristics is equally important and challenging. This study contributes to the conversation of how effective message customisation is as a communication tactic for organisational transformation.

During organisational transformation processes, Abrantes, Bakenhus, and Ferreira (2024) investigated the role of internal communication assistance. 22 individuals from 21 companies participated in semi-structured interviews. The present study's methodological framework was the four-step Gioia inductive coding approach. The OCC process is characterised by certain change-restraining forces linked to convenience, routines, and fear of the unfamiliar, according to a final research model. The findings also point to the significance of communication timing and the OCC process-shaping elements, such as the communication process's channels, scope, and contents. Last but not least, the current study emphasises contextual factors of the OCC process, including honesty or credibility. The importance of OCC, particularly understanding the message's substance, breadth, and communication channels utilised in the change management process, is a crucial component in the complexity of change. With implications for researchers and change agents, the paper highlights OCC process and demonstrates the complexity of communication in change.

Yue, Thelen, and Walden (2023) investigated how compassionate leadership communication reduces workers' intention to leave during organisational transformation brought on by COVID-19. An online panel run by a reputable survey organisation was used to recruit 417 US-based employees for this study. In October 2020, a quota sampling approach was used for data collecting, which lasted roughly three weeks. The study hypotheses were tested by the authors using structural equation modelling. The study's conclusions showed that supervisees' affective trust in supervisors, perceptions of their relationships with their organisations, and The extent to which supervisors employed sympathetic communication during organisational transformation ultimately had a substantial impact on their desire to depart. The increased expectation of supervisors to complete communication functions during organisational transformation is reinforced by this study, which is one of the first to determine that one of the main elements influencing employees' favourable behavioural and relational responses is empathic communication. The authors also assist readers in understanding change management as a procedure that relies on and is carried out through communication between supervisors and subordinates. Furthermore, this study advances the organisational research on empathy in times of change.

➤ *Organizational Culture*

Roy and Perrin (2021) looked at changing organisational culture to manage conflicts in the nonprofit sector. It describes two instances of non-profit organisations where organisational culture change was used to resolve conflict sequences, but individual conflict resolution was

unable to stop the disputes. These incidents demonstrate how organisational culture influences how people behave and resolve disputes. These examples also provide light on how to alter an organization's culture to establish new standard conflict resolution procedures. Only when crucial cultural change preparation components were planned for and the governing bodies vigorously enforced the change did the cultural change management work. This study demonstrates how and when a cultural shift could end a conflict sequence, which supports research on how organisational culture influences attitudes and behaviours. When the causes of conflicts are ingrained in the current organisational culture, this study also offers a conflict resolution technique. Interpersonal conflict resolution techniques were unable to resolve the conflict sequence in such a circumstance; cultural change was the sole factor that ultimately ended the conflict sequence.

Through organisational change commitment, Olafsen et al. (2021) examined the effects of corporate culture and individual change preparedness for sustainable development. Survey data from a sample of 259 employees in a Norwegian public organisation undergoing major strategy changes was used to investigate the hypothesised associations. The results show that different types of change commitment did not have a different association with organisational cultures that were flexible and stable. This could suggest that organisational culture strength rather than type is a key factor in change commitment. However, a flexible organisational culture was more clearly associated with positive change commitment, in part due to its positive correlation with changing self-efficacy and negative personal valence. These are important IRFC dimensions. The study provides a more nuanced understanding of the role of environmental and individual elements in explaining various kinds of commitment to organisational change by studying the distinction between flexible and stable organisational culture as well as diverse IRFC characteristics. It has been demonstrated that a flexible culture, in addition to both of the IRFC's included aspects, is crucial for promoting most important aspect of transformation commitment is affective commitment. Understanding sustainability as an organisational concern emphasises the necessity of developing a change-friendly culture.

In the context of mergers and acquisitions (M&A) in the Indian banking industry, Samal, Patra, and Chatterjee (2021) investigated the impact of culture on organisational readiness to change (ORC). To test our hypothesis, data is gathered from a bank using a multisource strategy. Path model has been confirmed using a hierarchical method based on higher-order modelling. The study's foundation is based on Hofstede's (1984) cultural dimensions of power distance (PD) and uncertainty avoidance (UA). The results show that organisational preparedness to change at the person level is negatively correlated with culture (high UA and large PD). There are three main consequences of the study. First, the study clarifies the need for individual change planning during corporate events such as mergers and acquisitions. Second, in order to test our hypothesis, the study offers a framework for assessing higher-order models according to theoretical and methodological rigour. Finally, the importance of culture in M&A procedures is discussed in relation to PD and UA influences on ORC.
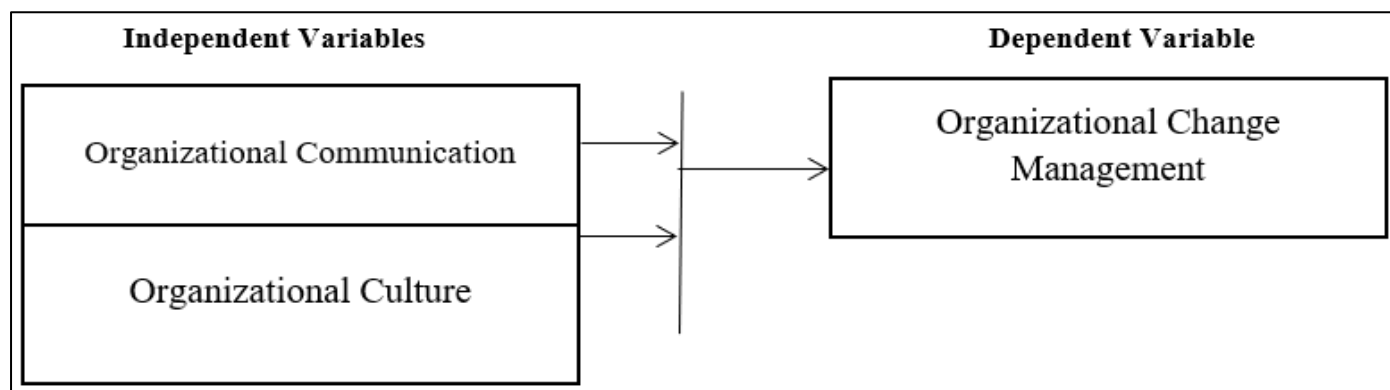
➢ *Conceptual Framework*

Fig 1 Conceptual Framework

➢ *Research Design*
Bickman and Rog (2018) defined a research design as the organization of the study's purpose and technique; consequently, it was the theoretical framework used to carry out the research inquiry. This approach was considered appropriate since it ensured that the data collected adequately addressed the objectives of the investigation. A descriptive design was utilized to examine the problem and describe the characteristics of the population. One advantage of this technique was that it helped the researcher organize and conduct the study in a way that provided a thorough understanding of the people, regions, and the specific problem under investigation (Bickman & Rog, 2018). The fundamental goal of the research design was to translate study inquiries into a practical project.

➢ *Target Population*
According to Cooper and Schindler (2018), the target population was the entire set of characteristics from which the results could be extrapolated. Similarly, Saunders et al. (2018) defined population as the entire set of elements from which the study's conclusions could be generalized. As shown in Table 1, the population was drawn from MEDS employees.

Table 1 Target Population

Category	Number	Percentage
Top Management	6	3
Middle-level Managers	18	9
Non-management staff	176	88
Total	**200**	**100**

➢ *Sample and Sampling Technique*

The study used stratified random sampling, which Creswell and Creswell (2018) determined to be impartial and to provide an equal opportunity for selection for every member of the population. Bordens and Abbott (2021) defined a sample as a subset intended to reflect demographic characteristics of a larger unit. Saunders, Lewis, and Thornhill (2018) suggested that the study sample size be random to minimize biases and that 1–10% of the target population was an adequate proportion. Cooper and Schindler (2018) supported this view. The sample size was determined using the Cochran formula, which is commonly applied to calculate an ideal sample size for large populations:

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

Where, n – sample size N – Population size e – Level of significance n = $200 / 1 + 200(0.05)^2$ = 133. Therefore, the sample will be 133 respondents.

The questionnaire was utilised as the primary data collection tool for the project. It had been widely used by researchers who collaborated on relevant subjects of study. The questionnaire was chosen because it was time-, cost-, and labor-efficient, accurate, aided in the collection of both qualitative and quantitative data, and provided structure when compared to interviews (Saunders, Lewis, & Thornhill, 2018). Questionnaires were also regarded as less expensive data collection instruments, allowing researchers to obtain vast amounts of data (Creswell & Creswell, 2018). According to Saunders, Lewis, and Thornhill (2018), the researcher used questionnaires because they facilitated correlational, descriptive, and inferential statistical analysis. These questions also helped to effectively enrich the qualitative methodology.

➢ *Pilot Study*

A pilot helped distinguish between unclear instructions and confusing questions in the instrument (Hamed, 2016). Ten employees from all levels were randomly selected from MEDS to participate in the pilot. Cooper and Schindler (2018) noted that, in order to prevent biases, the pilot sample size should be random, with 1–10% of the total sample size being regarded as adequate. The objective of the procedure was to determine whether the instrument results provided the required input. The pilot study was also crucial as it demonstrated the validity and reliability of the methods used to collect the study data (Cooper & Schindler, 2018).

➢ *Validity*

According to Saunders et al. (2018), validity referred to a data tool's ability to produce the expected findings. The validity of the instrument was determined by its accuracy. Prior to administering the research instrument to the sample group, any issues were identified and corrected during the piloting phase (Saunders, Lewis, & Thornhill, 2018). The goal of this process was to establish whether the instrument responses provided the necessary input to help the study achieve its objectives as outlined in the methodology (Cooper & Schindler, 2018). Content validity, with the assistance of the supervisor and field specialists, was adopted. Face validity was also used in the study. Face validity was important because it simplified the process of assessing a tool's overall validity. It offered a quick, simple, and straightforward way of determining whether a new instrument appeared beneficial at first glance (Cooper & Schindler, 2018).

➢ *Reliability*

Saunders et al. (2018) defined reliability as the measure used to verify the consistency of study questionnaires. To assess the study's reliability, the Cronbach Alpha coefficient threshold of 0.7 was applied. According to Bordens and Abbott (2021), research instruments should yield the same results as the pilot study as long as they were dependable, which Cooper and Schindler (2018) also supported. Reliability therefore concerned the uniformity and stability of the measurement tool.

➢ *Data Analysis and Presentation*

In order to obtain pertinent information, Bordens and Abbott (2021) described how to sort and arrange raw data using research data gathering processes. SPSS version 28 was used to analyse quantitative data. The uncoded raw data from the field was processed before generalisations were made. Tables were utilised to display the findings, and descriptive statistics were applied for analysis. Inferential statistics were also employed to demonstrate how the research variables related to one another. The study used a two-tailed, 5% significance level of association. An analysis of variance (ANOVA) was conducted to evaluate the significance of the model, with both calculated and tabulated F-statistics used for comparison. A p-value of 0.05 was adopted to determine the overall model's significance.

A multivariate linear regression model was applied to assess the extent to which the independent variables influenced the dependent variable. The MEDS composite index of organisational change management was estimated using a regression constant (intercept), with regression coefficients ranging from 1 to 4. The dependent variable, EE, represented the overall composite score for MEDS organisational change management, while JRA denoted the

composite index of the other components. MEDS organisational change management was considered viable when the linear effect of the predictor variables was not sufficient to explain it. IF represented the predictor variables, which comprised a composite score of organisational communication and organisational culture.

> *Ethical Consideration*

Bickman and Rog (2018) defined ethical consideration as the application of ethics during the course of a research investigation. All prospective respondents were asked for approval in advance. The privacy of information submitted in survey responses was respected, and respondent involvement in the data gathering exercise was completely optional.

IV. FINDINGS CONCLUSION AND RECOMMENDATIONS

The demographic profile of the 87 respondents revealed a fairly balanced representation across gender, age, education, and years of service. Males constituted a slight majority (57%), while females made up 46%. Most respondents were in their early to mid-career stages, with 58% aged between 26–35 years, though a significant proportion (24%) were 46 years and above, reflecting both youthful and experienced perspectives. In terms of education, the workforce was highly qualified, with 84% holding at least a bachelor's degree and a notable 29% having postgraduate training, indicating strong academic competence to engage with organizational issues. Regarding work experience, nearly half (49%) had served 1–5 years, and 38% had 6–10 years of service, suggesting a predominantly youthful and dynamic workforce complemented by a smaller group of long-serving employees who provided institutional memory and stability. Overall, the sample reflected diversity in demographic characteristics, enriching the study with balanced insights from both younger and more experienced employees across different educational backgrounds.

Table 2 Organizational Communication

	N	Mean	Std. Deviation	Variance	Skewness	
					Statistic	Std. Error
Leaders focus on Internal communication channels during change process	87	3.54	.974	.949	-.579	.258
The management doesn't encourage bureaucratic communication culture	87	3.16	1.180	1.392	-.059	.258
We have an effective Feedback mechanism in our organization	87	3.11	1.061	1.126	.184	.258
Our reporting channels are clear and well established	87	3.93	1.065	1.135	-.923	.258
Management embraces various communication channels for evaluating results against organizational strategic goals	87	3.63	1.058	1.119	-.719	.258

Table 2 presents the respondents' views on how organizational communication influences change management at MEDS under the USAID Dawa za Ubora project. Findings reveal mixed perceptions, with some aspects of communication being rated highly, while others showed areas of weakness. The highest-rated item was "Our reporting channels are clear and well established" (Mean = 3.93, SD = 1.065), indicating that respondents generally felt confident about the clarity and reliability of reporting structures. Similarly, the statement "Management embraces various communication channels for evaluating results against organizational strategic goals" scored a mean of 3.63, suggesting that diverse channels of communication were fairly well-utilized to support strategic objectives during change processes.

On the other hand, the lowest-rated aspects were "We have an effective feedback mechanism in our organization" (Mean = 3.11) and "The management doesn't encourage bureaucratic communication culture" (Mean = 3.16). These relatively lower scores, coupled with higher standard deviations (SD = 1.061 and SD = 1.180 respectively), point to significant variation in employee experience. This suggests that while some respondents recognized efforts to encourage open communication and feedback, others perceived persistent bureaucratic tendencies and gaps in feedback systems.

The statement "Leaders focus on internal communication channels during the change process" recorded a mean of 3.54, reflecting a moderately positive view, though with room for improvement in ensuring leaders effectively communicate internally during transitions. Skewness values indicate that most items were negatively skewed (leaning towards agreement), except feedback mechanisms, which showed a slight positive skew (0.184), suggesting some respondents were more neutral or even dissatisfied in this area.

Results demonstrate that while MEDS had strong and clear reporting channels and made good use of multiple communication avenues, challenges remained in creating effective feedback systems and minimizing bureaucratic communication practices. Since communication is a critical

driver of successful change management, addressing these gaps could strengthen transparency, employee engagement, and trust during organizational transitions. Findings align with previous studies. For instance, Haumer, Schlicker, Murschetz, and Kolo (2021) when communications don't suit personality types, personalising messages could make workers less engaged. Furthermore, the impact of message personalisation varies according to the change project's stage. A comprehensive model that aims to explain the elements of change management success should not overlook an employee's capacity to change based on his professional skill set and the nature of the project. To improve change management outcomes, it is evident that appropriate targeting, timing, and applying a valid, lawful, and pragmatic method to ascertain an employee's personality and other personal characteristics is equally important and challenging. Abrantes, Bakenhus, and Ferreira (2024) findings also point to the significance of communication timing and the OCC process-shaping elements, such as the communication process's channels, scope, and contents. Last but not least,

the current study emphasises contextual factors of the OCC process, including honesty or credibility. The importance of OCC, particularly understanding the message's substance, breadth, and communication channels utilised in the change management process, is a crucial component in the complexity of change. With implications for researchers and change agents, the paper highlights OCC process and demonstrates the complexity of communication in change. Yue, Thelen, and Walden (2023) showed that supervisees' affective trust in supervisors, perceptions of their relationships with their organisations, and the extent to which supervisors employed sympathetic communication during organisational transformation ultimately had a substantial impact on their desire to depart. The increased expectation of supervisors to complete communication functions during organisational transformation is reinforced by this study, which is one of the first to determine that one of the main elements influencing employees' favourable behavioural and relational responses is empathic communication.

Table 3 Organizational Culture

	N	Mean	Std. Devi	Variance	Skewness	
					Statistic	Std. Error
Leaders focus on long term objectives as an adaptive organization culture	87	3.49	1.066	1.137	-.456	.258
Senior management openly shares information related to organizational decisions and changes	87	3.25	1.193	1.424	-.380	.258
Leaders are good role models to junior staff	87	3.03	.970	.941	.008	.258
Training and development is one of the organization cultures	87	3.45	1.169	1.366	-.454	.258
Management has a culture of evaluating results against organizational strategic goals.	87	3.52	1.010	1.020	-.499	.258
Employees feel comfortable voicing concerns or suggestions about changes	87	2.84	1.266	1.602	.029	.258

Table 3 presents how organizational culture influences change management at MEDS under the USAID Dawa za Ubora project. The results show moderate agreement across most items, though some aspects of culture scored lower, highlighting areas for improvement. The highest-rated statement was "Management has a culture of evaluating results against organizational strategic goals" (Mean = 3.52, SD = 1.010), suggesting that evaluation and accountability were fairly embedded in the organizational culture. Similarly, the focus on long-term objectives as part of an adaptive culture (Mean = 3.49) and training and development as an organizational practice (Mean = 3.45) were rated positively, indicating that strategic thinking and employee capacity building were recognized cultural strengths that supported change management.

However, weaker areas were noted. The statement "Senior management openly shares information related to organizational decisions and changes" scored a mean of 3.25, with a relatively high standard deviation (SD = 1.193), pointing to inconsistent practices in communication and transparency at leadership level. "Leaders are good role models to junior staff" received a mean of 3.03, reflecting lukewarm confidence in leadership as cultural role models.

The lowest-rated item was "Employees feel comfortable voicing concerns or suggestions about changes" (Mean = 2.84, SD = 1.266), highlighting a significant cultural gap in openness and inclusivity during change processes. The skewness values were mostly negative, suggesting a general tendency towards agreement, except for role modeling (0.008) and employee voice (0.029), where neutrality or even disagreement was more pronounced. This further reinforces that employees felt limited in expressing their views and did not strongly perceive their leaders as inspirational cultural anchors.

Findings suggest that while MEDS fostered a culture of strategic evaluation, long-term planning, and training, gaps remained in leadership openness, role modeling, and employee participation in decision-making. For organizational culture to fully support change management, MEDS would need to strengthen transparency, build trust, and encourage employees to voice their perspectives without fear of reprisal. Findings align with previous studies. For instance, Roy and Perrin (2021) provide light on how to alter an organization's culture to establish new standard conflict resolution procedures. Only when crucial cultural change preparation components were planned for and the governing

bodies vigorously enforced the change did the cultural change management work. This study demonstrates how and when a cultural shift could end a conflict sequence, which supports research on how organisational culture influences attitudes and behaviours. When the causes of conflicts are ingrained in the current organisational culture, this study also offers a conflict resolution technique.

Olafsen et al. (2021) results show that different types of change commitment did not have a different association with organisational cultures that were flexible and stable. This could suggest that organisational culture strength rather than type is a key factor in change commitment. However, a flexible organisational culture was more clearly associated with positive change commitment, in part due to its positive correlation with changing self-efficacy and negative personal valence. Samal, Patra, and Chatterjee (2021) results show that organisational preparedness to change at the person level is negatively correlated with culture (high UA and large PD). There are three main consequences of the study. First, the study clarifies the need for individual change planning during corporate events such as mergers and acquisitions. Second, in order to test our hypothesis, the study offers a framework for assessing higher-order models according to theoretical and methodological rigour.

Table 4 Organizational Change Management

	N	Mean	Std. Dev	Variance	Skewness	
				Statistic	Statistic	Std. Error
In order to facilitate change management, our company established a hierarchy for communications modifications	87	3.38	1.059	1.122	-.276	.258
By offering training and the necessary tools for the job, our organisation breaks down barriers to change	87	3.49	.938	.881	-.717	.258
In order to enhance its output, our companies implement both planned and unforeseen changes.	87	3.44	1.042	1.086	-.333	.258
Employees that participate in change management are acknowledged and rewarded by our organisation	87	2.71	1.109	1.230	.229	.258
Employees are informed about our organization's new vision and strategies	87	4.14	.904	.818	-1.148	.258

Table 4 presents respondents' perceptions of how organizational change management was practiced at MEDS under the USAID Dawa za Ubora project. The findings reveal both strengths and weaknesses in the implementation of change initiatives. The highest-rated item was "Employees are informed about our organization's new vision and strategies" (Mean = 4.14, SD = 0.904), indicating strong agreement that employees were kept aware of strategic directions during change. This suggests effective top-down communication of vision, which is a critical enabler of successful change management.

The second-highest mean was "By offering training and the necessary tools for the job, our organization breaks down barriers to change" (Mean = 3.49, SD = 0.938). This shows that capacity-building and resource provision were valued by employees and helped them adjust to new demands. Similarly, the statement "In order to enhance its output, our company implements both planned and unforeseen changes" (Mean = 3.44) reflects moderate confidence in the organization's ability to adapt flexibly to both proactive and reactive change.

However, weaker areas emerged. The establishment of a hierarchy for communication during change scored only moderately (Mean = 3.38, SD = 1.059), suggesting that while structures were in place, their effectiveness was not consistently perceived across employees. The lowest-rated item was "Employees that participate in change management are acknowledged and rewarded" (Mean = 2.71, SD = 1.109). This reveals a significant gap in employee recognition and motivation, suggesting that while strategic direction was communicated well, employees felt undervalued for their role in driving change.

Skewness values confirm these trends: strong negative skew (-1.148) for communication of vision indicates broad agreement, while the positive skew (0.229) for employee rewards reflects disagreement and dissatisfaction among many respondents. Results show that MEDS excelled in communicating its vision and equipping employees for change, but struggled with recognizing contributions and fully institutionalizing participatory structures.

Table 5 Model Summary Organizational Communication

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577ᵃ	.333	.325	.743
a. Predictors: (Constant), organizational communication				

Model summary highlights the important role of organizational communication in influencing change management. Correlation coefficient (R = .577) shows a strong positive relationship, meaning that as communication improves within the organization, change management processes also tend to improve significantly. Coefficient of determination (R^2 = .333) indicates that organizational communication explains 33.3% of the variation in change management. This is a substantial contribution, especially when compared to the earlier model with strategic planning,

which explained only 15.4%. Adjusted R^2 (.325) confirms the consistency of the model when accounting for sample size and predictor adjustment, reinforcing the reliability of this result. Standard error of the estimate (.743) is relatively low, suggesting that the model's predictions are reasonably close to actual values. In practical terms, this means communication is not only statistically significant but also practically meaningful—it provides clearer predictability for how well organizations handle change.

Table 6 ANOVA[a] for Organizational Communication

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.441	1	23.441	42.479	.000[b]
	Residual	46.904	85	.552		
	Total	70.345	86			
a. DV: change management						
b. Predictors: (Constant), organizational communication						

ANOVA results show that regression models with organizational communication as the predictor is significant in explaining change management. Regression sums of squares (23.441) compared to the residual sum of squares (46.904) indicates that a considerable portion of the variation in change management is explained by communication. F-statistic is quite large (F = 42.479), and the significance value (p = .000 < .01) confirms that this relationship is statistically significant. In simple terms, this means that organizational

communication makes a meaningful contribution to predicting change management outcomes, and the probability that this result is due to chance is virtually zero. When compared to the earlier model with strategic planning (F = 15.462), communication emerges as a much stronger predictor of change management. This reinforces the idea that while planning provides direction, it is the quality of communication that ensures employees understand, align with, and actively participate in change processes.

Table 7 Regression Coefficients[a] for Organizational Communication

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.211	.306		7.223	.000
	Organizational communication	.490	.075	.577	6.518	.000
a. DV: Change Management						

Coefficients table confirms that organizational communication has a strong and statistically significant impact on change management. Unstandardized coefficient (B = 0.490) indicates that for every one-unit increase in communication, change management improves by almost 0.5 units, holding other factors constant. This shows a clear and practical influence: better communication directly translates into smoother and more effective change processes. The standardized coefficient (Beta = 0.577) further highlights the relative strength of this effect. Compared to strategic planning

(Beta = 0.392 in the earlier model), communication is a much stronger predictor of change management. The high t-value (t = 6.518) and the very low significance level (p = .000 < .01) reinforce that this relationship is not due to chance and is statistically robust. The constant value (2.211) suggests that even without structured communication efforts, organizations maintain a baseline level of change management. However, the positive and significant coefficient for communication underscores its importance in elevating change management.

Table 8 Model Summary for Organizational Culture

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.507[a]	.257	.248	.784
a. Predictors: (Constant), organizational culture				

Model summary shows that organizational culture has a clear and positive relationship with change management. Correlation coefficient (R = .507) indicates a moderately strong association, suggesting that as organizational culture improves—through shared values, supportive norms, and teamwork—change management also becomes more effective. Coefficient of determination (R^2 = .257) reveals that organizational culture explains 25.7% of the variation in change management. This is a meaningful contribution, greater than strategic planning (15.4%)

but slightly lower than organizational communication (33.3%). Adjusted R^2 (.248) further confirms that the model remains stable when accounting for the sample size and number of predictors. Standard error of the estimate (.784) shows that the model's predictions are fairly accurate, with only moderate deviations from actual values. Practically, this means that culture is a reliable predictor of change management outcomes, though not as strong as communication.

Table 9 ANOVA[a] Results for Organizational Culture

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.051	1	18.051	29.340	.000[b]
	Residual	52.294	85	.615		
	Total	70.345	86			
a. Dependent Variable: Change Management						
b. Predictors: (Constant), organization culture						

Model summary shows that organizational culture has a clear and positive relationship with change management. Correlation coefficient (R = .507) indicates a moderately strong association, suggesting that as organizational culture improves—through shared values, supportive norms, and teamwork—change management also becomes more effective. Coefficient of determination (R² = .257) reveals that organizational culture explains 25.7% of the variation in change management. This is a meaningful contribution, greater than strategic planning (15.4%) but slightly lower than organizational communication (33.3%). Adjusted R² (.248) further confirms that the model remains stable when accounting for the sample size and number of predictors. Standard error of the estimate (.784) shows that the model's predictions are fairly accurate, with only moderate deviations from actual values. Practically, this means that culture is a reliable predictor of change management outcomes, though not as strong as communication.

Table 10 Regression Coefficients[a] for Organizational Culture

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.542	.306		8.300	.000
	Organization culture	.454	.084	.507	5.417	.000
a. Dependent Variable: Change Management						

Coefficients table demonstrates that organizational culture has a strong and statistically significant influence on change management. Unstandardized coefficient (B = 0.454) means that for every one-unit improvement in organizational culture, change management improves by about 0.45 units, when all else is held constant. This reflects the practical impact of culture: organizations with strong shared values, rituals, and teamwork are more effective at managing change Standardized coefficient (Beta = 0.507) shows the relative strength of culture as a predictor. Compared to strategic planning (Beta = 0.392), culture exerts a stronger effect on change management, though it is slightly weaker than communication (Beta = 0.577). The high t-value (t = 5.417) and very low significance level (p = .000 < .01) confirm that this relationship is statistically significant and highly reliable. Constant (2.542) indicates that even without deliberate cultural efforts, organizations maintain a baseline level of change management. However, the positive and significant coefficient for culture highlights that fostering supportive values, teamwork, and openness substantially enhances the success of change initiatives.

➢ *Multivariate Analysis*

Table 11 Model Summary Multivariate Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.656[a]	.430	.402	.699
a. Predictors: (Constant), organizational culture, and organization communication				

Model summary shows when organizational communication, and organizational culture, are considered together, they have a strong combined influence on change management. The correlation coefficient (R = .656) reflects a solid positive relationship, meaning that improvements across these four areas are closely linked to stronger change management outcomes. Coefficient of determination (R² = .430) indicates that the predictors together explain 43% of the variation in change management. This is a substantial improvement compared to when each predictor was considered separately—for instance, communication explained 33.3%, culture 25.7%, controls 23.4%, and planning only 15.4%. Adjusted R² (.402) further confirms stability and reliability of the model after accounting for sample size and predictor adjustments. The standard error of the estimate (.699) is lower than in the single-predictor models, suggesting that the combined model provides more accurate predictions of change management. In practice, this means organizations cannot rely on just one factor (like planning or communication) to drive successful change—rather, a holistic and integrated approach is far more effective.

Table 12 ANOVA[a] Results for Model Summary

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.246	2	7.562	15.463	.000[b]
	Residual	40.098	84	.489		
	Total	70.345	86			

a. Dependent Variable: change management
b. Predictors: (Constant), organizational culture, and organization communication

ANOVA shows that the overall regression model, which includes strategic planning, organizational communication, organizational culture, and balanced organizational controls, is highly significant in predicting change management. Regression sums of squares (30.246) compared to the residual sum of squares (40.098) indicates that a large portion of the variation in change management is explained by these four predictors. F-statistics (F = 15.463) is quite high, and the associated significance value (p = .000 < .01) confirms that the model is statistically significant as a whole. This means the four predictors, when considered together, make a meaningful and reliable contribution to explaining change management outcomes, and the likelihood of this happening by chance is extremely low. When compared to the single-predictor models, this combined model is far stronger. For example, communication alone explained 33.3% of the variation, but when combined with culture, controls, and planning, the explanatory power rises to 43%. This reinforces the idea that no single factor is sufficient—successful change management requires the interplay of clear strategy, open communication, supportive culture, and robust controls working together.

Table 13 Regression Coefficients[a] for Multivariate Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.219	.420		2.905	.005
	Organizational culture	.169	.088	.193	1.926	.058
	Organizational communications	.268	.095	.315	2.833	.006
Dependent Variable: Change Management						

When considered individually, each of the four organizational factors—strategic planning, communication, culture, and balanced controls—was found to positively and significantly influence management, though at varying strengths. Strategic planning explained 15.4% of the variation, organizational culture 25.7%, balanced controls 23.4%, and communication the highest at 33.3%, making it the strongest standalone predictor. However, when combined into a single model, the four factors together explained 43% of the variation in change management, showing that change success depends on their collective interplay rather than reliance on a single element. Within the combined model, organizational communication emerged as the most significant contributor (β = .315, p = .006), underscoring its central role in ensuring that employees understand, align with, and actively engage in change processes. Organizational culture (β = .193, p = .058) and strategic planning (β = .166, p = .072) both showed positive but only marginal effects, suggesting that while they provide direction and shared values, their independent influence is weaker when communication is present. Balanced organizational controls (β = .177, p = .102) also had a positive but non-significant contribution, highlighting that structural oversight and accountability support change but are not sufficient on their own. Overall, the results suggest that while all four factors are important, effective communication is the linchpin that integrates strategy, culture, and controls, making it the most critical driver of successful change management.

➢ *Conclusion*

Organizational communication emerged as the most critical factor influencing change management. Effective communication fosters transparency, builds trust, and ensures that employees understand and engage with the change process. The findings confirm that communication is the strongest predictor of successful change, acting as the link that integrates strategy, culture, and controls. Without clear and consistent communication, even well-designed strategies and systems may fail to achieve the desired outcomes.

Organizational culture also plays a significant role in supporting management changes. A culture grounded in shared values, teamwork, and openness encourages employees to embrace change rather than resist it. Although its effect weakens when combined with other variables, culture remains an important foundation that shapes employee attitudes and behaviors toward change, making it a key enabler of organizational transformation.

➢ *Recommendations*

For change management to be successful, MEDS, USAID, and similar organizations should adopt an integrated approach that combines clear strategy, strong communication, supportive culture, and effective controls. Among these, communication should be emphasized as the central driver that unites all other elements, ensuring alignment, understanding, and collective ownership of change initiatives. The following recommendations are presented with suggested timelines:

Strategic Alignment (0–6 months): MEDS and USAID leadership should strengthen their strategic planning processes by ensuring that change initiatives are clearly aligned with the overall mission, vision, and long-term goals. Leaders should involve employees in planning stages within the first six months to increase ownership and reduce resistance. Additionally, plans should remain flexible to allow adjustments in response to unforeseen challenges during implementation.

Communication Enhancement (Immediate and ongoing: 0–12 months): Since communication emerged as the strongest predictor of change management, MEDS and USAID should prioritize transparent, timely, and consistent

communication throughout the change process. Clear communication of the purpose, expected benefits, and potential challenges should begin immediately and continue regularly over the first year of implementation. Feedback channels should be established within the first three months, using multiple platforms—meetings, memos, and digital tools—to build trust and ensure information reaches all employees.

Culture Development (6–18 months): To leverage culture as a driver of change, MEDS and USAID should foster shared values, teamwork, and openness to innovation. Within six to twelve months, organizations should begin promoting collaborative practices and recognizing employees who champion change. By the end of 18 months, adaptability and continuous learning should be embedded into daily operations, creating an environment where change is embraced as an opportunity rather than a threat.

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