

**INFLUENCE OF CHANGE MANAGEMENT STRATEGIES ON EMPLOYEE
CHANGE ACCEPTANCE IN THE BANKING SECTOR: A SURVEY OF
COMMERCIAL BANKS IN NAKURU CITY**

LINET B. NYABWARI

**A Project Submitted to the Institute of Postgraduate Studies of Kabarak University
in Partial Fulfillment of the Requirements for the Award of Master of Business
Administration (Strategic Management) Degree**

KABARAK UNIVERSITY

NOVEMBER, 2025

DECLARATION

1. I do hereby declare that:

- i. This project is my work and to the best of my knowledge, it has not been presented for the award of a degree in any university or college.
- ii. The work has not incorporated material from other works or a paraphrase of such material without due and appropriate acknowledgment.
- iii. The work has been subjected to anti-plagiarism checks and meets the Kabarak University 15% similarity index threshold.

2. I do understand that issues of academic integrity are paramount. Therefore, I may be suspended or expelled from the University, or my degree may be recalled for academic dishonesty or any other related academic malpractices.

Signed: _____

Date: _____

Linet B. Nyabwari

GMB/NE/3309/09/22

RECOMMENDATION

To the Institute of Postgraduate Studies:

The project entitled **“Influence of Change Management Strategies on Employee Change Acceptance in Banking Sector: A Survey of Commercial Banks in Nakuru City,”** written by **Linet B. Nyabwari**, is presented to the Institute of Postgraduate Studies of Kabarak University. We have reviewed the research project and recommend that it be accepted in partial fulfillment of the requirements for the Master of Business Administration (Strategic Management).

Signed: _____

Date: _____

Dr. Daisy Bowen

Department of Commerce

Kabarak University.

Signed: _____

Date: _____

Dr. Emily Tumwet

Department of Commerce

Kabarak University.

COPYRIGHT

© 2025

Linet B. Nyabwari

All rights reserved. No part of this project may be reproduced or transmitted in any form using either mechanical, including photocopying, recording, or any other information storage or retrieval system without permission in writing from the author or Kabarak University.

ACKNOWLEDGEMENT

I extend my sincere appreciation to my dedicated supervisors, Dr. Daisy Bowen and Dr. Emily Tumwet, for their invaluable guidance and unwavering support throughout this research journey. Their expertise and encouragement have been instrumental in shaping this study. I would also like to extend my gratitude to all the commercial banks in Nakuru city for their support in conducting the research survey.

DEDICATION

This project is dedicated to my beloved Nyabwari family. Their enduring support and encouragement have been the bedrock of my academic and professional journey. I am profoundly grateful for their unwavering love and inspiration.

ABSTRACT

The banking industry played a pivotal role in the economic landscape, facilitating financial transactions, driving investment, and supporting economic growth. To remain competitive and responsive to evolving market dynamics, banks often implement change management strategies to enhance operational efficiency, improve customer service, and adapt to regulatory requirements. However, the successful implementation of these strategies is usually hindered by various challenges. The main objective of this study was to examine the influence of change management strategies on employee change acceptance in commercial banks in Nakuru City. The study specifically sought to determine the effects of communication, employee involvement, leadership support, and training programs on employee change acceptance, and to evaluate how labor relations moderate these relationships. Communication Theory and Social Exchange Theory guided the study. A census approach was used, allowing the entire population to participate. Primary quantitative data were collected using structured questionnaires on a 5-point Likert scale, and pilot testing confirmed the instrument's reliability and validity. Data were analysed using descriptive and inferential statistics, including correlation and regression analysis. Findings reveal that communication, employee involvement, leadership support, and training programs collectively explain 63.7% of the variance in employee change acceptance ($R^2 = 0.637$). Labor relations significantly moderate these relationships, increasing the explained variance to 71.6% ($R^2 = 0.716$), with the strongest moderation observed for leadership support, followed by communication, training programs, and employee involvement. The study concludes that addressing these gaps is essential for enhancing employee adaptability to organizational changes. Recommendations include implementing structured communication channels, fostering participatory platforms, strengthening leadership training, designing relevant training programs, and improving labor policies to support change initiatives. Future research should explore regional variations, the impacts of long-term strategies, and specific labor union policies to address unexplained variance. These findings provide evidence-based insights for bank management to improve change management practices and foster a culture of adaptability in Nakuru's banking sector.

Keywords: *Change Management Strategies, Employee Change Acceptance, Banking Sector, Commercial Banks*

TABLE OF CONTENTS

DECLARATION	ii
RECOMMENDATION	iii
COPYRIGHT	iv
ACKNOWLEDGEMENT	v
DEDICATION	vi
ABSTRACT	vii
TABLE OF CONTENTS	viii
LIST OF TABLES	xii
LIST OF FIGURES	xiii
CONCEPTUAL AND OPERATIONAL DEFINITION OF TERMS	xiv
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem.....	10
1.3 Main Objective of the Study.....	12
1.3.1 Specific Objectives of the Study	12
1.4 Research Hypotheses	12
1.5 Justification of the Study	13
1.6 Significance of the Study.....	13
1.7 Limitations and Delimitations of the Study.....	14
1.8 Scope of the Study	15
CHAPTER TWO	16
LITERATURE REVIEW	16
2.1 Introduction.....	16
2.2 Theoretical Review	16
2.2.1 Communication Theory	16
2.2.2 Social Exchange Theory	18
2.3 Empirical Review	20
2.3.1 Influence of Communication Strategy on Employee Change Acceptance.....	20
2.3.2 Influence of Involvement in the Change Process on Employee Change Acceptance.....	22

2.3.3 Influence of Leadership Support Strategy on Employee Change Acceptance.....	24
2.3.4 Influence of Training Program Strategy on Employee Change Acceptance.....	26
2.3.5 Labour Relations	27
2.4 Conceptual Framework.....	29
2.5 Research Gaps	30
CHAPTER THREE.....	33
RESEARCH METHODOLOGY	33
3.1 Introduction.....	33
3.2 Research Design	33
3.3 Location of the Study.....	33
3.4 Target Population.....	34
3.5 Sampling Procedure and Sample Size	36
3.6 Instrumentation	36
3.6.1 Pilot Study	37
3.6.2 Validity of the Instrument	37
3.6.3 Reliability of the Instrument	38
3.7 Data Collection Procedure	38
3.8 Data Analysis and Presentation	39
3.9 Diagnostic Tests.....	41
3.9.1 Residual Statistics	41
3.9.2 Normality Test	41
3.9.3 Collinearity Statistics	41
3.10 Ethical Considerations	42
CHAPTER FOUR	43
DATA ANALYSIS, PRESENTATION, AND DISCUSSION	43
4.1 Introduction.....	43
4.1.1 Response Rate	43
4.2 Demographic Characteristics.....	44
4.2.1 Gender Distribution of Respondents	44
4.2.2 Age Category Distribution of Respondents.....	44
4.2.3 Highest Level of Education of Respondents	45
4.2.4 Years of Experience in the Organization.....	46

4.3 Descriptive Statistics	46
4.3.1 Descriptive for Communication	47
4.3.2 Descriptive for Employee Involvement	49
4.3.4 Descriptive for Training Programs.....	53
4.3.5 Descriptive for Labor Relations	54
4.3.6 Descriptive for Employee Change Acceptance.....	56
4.4 Diagnostic Tests.....	58
4.4.1 Residual Statistics	58
4.4.2 Normality Test	59
4.4.3 Collinearity Statistics	60
4.5 Correlation Analysis	60
4.5.1 Correlation between Communication and Employee Change Acceptance	61
4.5.2 Correlation between Employee Involvement and Employee Change Acceptance	61
4.5.3 Correlation between Leadership Support and Employee Change Acceptance	62
4.5.4 Correlation between Training Programs and Employee Change Acceptance	63
4.5.5 Correlation between Labor Relations and Employee Change Acceptance	63
4.6 Regression Analysis.....	64
4.6.1 Model Summary	64
4.6.2 Analysis of Variance.....	65
4.6.3 Regression Coefficients	66
4.7 Hypotheses Testing.....	70
CHAPTER FIVE	74
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS	74
5.1 Introduction.....	74
5.2 Summary of the Findings.....	74
5.2.1 Communication on Employee Change Acceptance	74
5.2.2 Employee Involvement in Employee Change Acceptance.....	75
5.2.3 Leadership Support on Employee Change Acceptance	76
5.2.4 Training Programs on Employee Change Acceptance	77

5.2.5 Moderating Influence of Labor Relations on Change Management	
Strategies and Employee Change Acceptance	77
5.3 Conclusions.....	78
5.4 Recommendations.....	80
5.4.1 Policy Recommendations	80
5.4.2 Recommendations for Further Research	82
REFERENCES	83
APPENDICES.....	92
Appendix I: Introduction Letter to Respondents	92
Appendix II: Research Questionnaire	93
Appendix III: KUREC Clearance Letter.....	101
Appendix IV: NACOSTI Research Permit	102
Appendix V: Evidence of Conference Participation	103
Appendix VI: List of Publication	104

LIST OF TABLES

Table 1: Research Gaps	31
Table 2: Distribution of Target Population.....	35
Table 3: Reliability Results of Pilot Test.....	38
Table 4: Response Rate.....	43
Table 5: Gender Distribution of Respondents	44
Table 6: Age Category Distribution of Respondents.....	45
Table 7: Level of Education.....	45
Table 8: Years of Experience in the Organization.....	46
Table 9: Descriptive Statistics for Communication	47
Table 10: Descriptive Statistics for Employee Involvement	49
Table 11: Descriptive Statistics for Leadership Support	51
Table 12: Descriptive Statistics for Training Programs.....	53
Table 13: Descriptive Statistics for Labor Relations	55
Table 14: Descriptive Statistics for Employee Change Acceptance.....	57
Table 15: Residuals Statistics	59
Table 16: Shapiro-Wilk Normality Test	59
Table 17: Collinearity Statistics.....	60
Table 18: Correlation between Communication and Employee Change Acceptance	61
Table 19: Correlation between Employee Involvement and Employee Change Acceptance.....	62
Table 20: Correlation between Leadership Support and Employee Change Acceptance.....	62
Table 21: Correlation between Training Programs and Employee Change Acceptance.....	63
Table 22: Correlation between Labor Relations and Employee Change Acceptance	64
Table 23: Model Summary	65
Table 24: ANOVA.....	66
Table 25: Regression Coefficients	67
Table 26: Hypotheses Table	73

LIST OF FIGURES

Figure 1: Conceptual Framework	30
---	----

CONCEPTUAL AND OPERATIONAL DEFINITION OF TERMS

Change Management Strategies: Change management strategies are structured approaches and techniques organizations use to guide transitions in processes, systems, or structures to achieve desired outcomes (Kotter, 2021). The concept was examined through the approaches adopted by KCB Bank Nakuru to plan, communicate, implement, and monitor organizational changes.

Communication: Communication involves the systematic exchange of information and understanding between individuals or groups to facilitate coordination and goal achievement (Johnson, 2022). The variable was reflected through message clarity, timely information sharing, two-way feedback, and transparency of information flow within the organization.

Employee Change Acceptance: Employee change acceptance refers to employees' readiness, willingness, and positive attitude toward embracing organizational transformations (Garcia, 2021). Measurement focused on employee adaptation rate, participation in change initiatives, and the success of change implementation.

Employee Involvement: Employee involvement refers to the extent to which employees are actively engaged in decision-making processes and organizational improvements (Thompson, 2021). The construct was represented through participation in decision-making, recognition of employee input, encouragement of creativity, and openness in communication channels.

Labour Relations: Labour relations involve managing interactions between employers and employees to ensure fairness, compliance, and mutual respect in the workplace (Reynolds, 2020). The assessment covered the protection of employee rights, adherence to union agreements, and compliance with legal labour standards.

Leadership Support: Leadership support represents the degree to which leaders provide guidance, motivation, and resources to facilitate change processes (Anderson, 2020). Evaluation focused on leader accessibility, supportive communication, encouragement of feedback, and provision of necessary resources and guidance to employees.

Leadership Team: A leadership team comprises individuals occupying key management positions responsible for strategic and operational decisions within an organization (Carter, 2021). The group consisted of 118 managers from Nakuru City Branches: Commercial Bank Branch Managers, Operations Managers, Human Resource Managers, Sales & Marketing Managers, Credit Managers, Service Administration Managers, and Head Teller Supervisors.

Training Programs: Training programs are organized learning activities designed to enhance employees' knowledge, skills, and competencies to improve performance (Brown, 2019). The concept was demonstrated through post-training support, the relevance of the training content, and the application of acquired skills in the workplace.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employee change acceptance denotes the psychological and behavioral process through which employees willingly adopt and integrate new structures, procedures, or practices, thereby facilitating smoother transitions and reducing resistance (Oreg, Vakola, & Armenakis, 2021). This term encompasses the various ways employees respond to organizational disruptions, including cognitive alignment with change goals, attitudinal openness to innovation, and proactive behavioral support for change execution (Shin, Taylor, & Seo, 2022). It concerns the willingness of employees to change, without a strong emotional attachment or practical obstacles, to maintain organizational vitality in the face of uncertainty (Vakola, 2020). To conduct the present research, the concept of change acceptance among employees is chosen as the measure of how eagerly, engaged, and competent the banking staff are to embrace the organizational change, which is in line with the comprehensive outlook of Oreg *et al.* (2021) and Vakola (2020) to focus on the active change instead of compliance.

A historical path of employee change acceptance dates back to the early 20th-century industrial psychology, developing from the foundational force-field analysis of Lewin (1947) and being reconsidered in the post-2020 literature through a digital lens to the modern paradigm of addressing hybrid workforces (Burnes, 2020). Reactive coping mechanisms have become less accepted, and strategic triggers of resilience have taken their place in the post-pandemic period, as Ford and Ford (2021) note that virtual collaboration rapidly triggers the need to recalibrate psychological responses. This development reflects the shift from top-down change approaches of the 1980s to more participatory models of the present era, in which measures of employee acceptance now

incorporate digital literacy as a key predictor of successful change implementation (Cummings, Brigman, & Hassett, 2022).

The body of knowledge on employee change acceptance indicates that it serves as a crucial pillar of organizational agility, particularly in volatile industries, where insufficient acceptance rates have been associated with failure in up to 70% of change initiatives (Appelbaum, Degbe, MacDonald, & Nguyen-Quang, 2020). As scholars point out, acceptance flourishes when it is combined with positive ecosystems, including open conversations that reduce fear and develop shared efficacy (Lines *et al.*, 2021). Recent reviews also explain how cultural environments influence acceptance: individualistic cultures prefer buy-in driven by autonomy, whereas collectivist cultures prefer buy-in based on relational harmony (Shi *et al.*, 2023).

With the increasing digital shocks, banks globally struggle to instill employee receptivity amid change to manage AI adoption and regulatory restructuring, with a 2024 McKinsey survey showing that 68 percent of banks report moderate acceptance of tech solutions amid these changes (McKinsey and Company, 2024). It is made more difficult by the disintegration of the workforce, with remote work models destroying traditional trust mechanisms, resulting in a 15 percent decline in acceptance scores since 2020, according to Deloitte Human Capital Trends (Deloitte, 2025a). Banks in Asia-Pacific centres such as Singapore and India that have used gamified training have increased acceptance by a quarter, but a chronic skills shortage still prevents full adoption (Accenture, 2025). In the meantime, European organizations are in flux due to Brexit, with EY's 2025 perspective showing that three-quarters of banks in the UK and the EU cite acceptance hurdles as the main obstacles to agile change (EY, 2025).

The issue of technological convergence is continuing to challenge the level of change acceptance among employees across borders, with the 2025 Future of Finance report by BCG showing that only 42% of the surveyed banks had high levels of change acceptance in AI deployments, which explains the deficits that can be attributed to poor upskilling (Boston Consulting Group, 2025). According to U.S. institutions in the Americas, there is a 20 percent difference in acceptance along generational lines, with Gen Z employees insisting on purpose-driven changes (KPMG, 2024). The importance of personalized communication strategies is reported worldwide in the World Retail Banking Report 2025 by Capgemini, which suggests that a 30% increase in acceptance and a 55% reduction in implementation are the result of siloed leadership (Capgemini, 2025). These trends underscore a global shift towards human-AI hybrids, in which acceptance depends on empathetic approaches to overcome empathy gaps in unstable markets (Mercer, 2024).

Sustainability imperatives are reshaping global banking's approach to employee change acceptance, as PwC's 2025 Global Banking Outlook reveals that 65% of institutions integrating ESG goals saw elevated acceptance through value-aligned narratives (PwC, 2025). However, cybersecurity threats exacerbate hesitancy, with a 2024 Deloitte poll showing 58% of global executives linking low acceptance to fear of data breaches during transitions (Deloitte, 2024). In emerging markets like Brazil, fintech collaborations have increased adoption by 18% through co-creation models, in contrast to the bureaucratic inertia in mature markets (BCG, 2024). Overall, the imperative for banks lies in cultivating adaptive mindsets, as World Economic Forum projections for 2025 estimate that unaddressed acceptance issues could cost the sector \$1.2 trillion in lost productivity (World Economic Forum, 2025).

Across Africa's diverse economies, banking sectors face challenges in employee change acceptance amid infrastructure deficits and policy volatility, with the African Development Bank's 2023 report estimating that acceptance deficits contribute to 40% of stalled digital initiatives across the continent (African Development Bank, 2023). In West African nations like Nigeria, where fintech penetration surged 35% from 2020 to 2024, low acceptance stems from skill mismatches, affecting 62% of workforce transitions (Deloitte, 2023a). Southern Africa's post-pandemic recovery has seen banks in South Africa achieve 55% acceptance rates through localized training, yet regional disparities persist (PwC, 2021). Fintech disruptions in East and North Africa amplify the need for robust employee change acceptance, as McKinsey's 2022 analysis notes that 70% of Ethiopian and Tanzanian banks face resistance due to cultural silos during mobile banking rollouts (McKinsey & Company, 2022a). In North Africa, Egyptian institutions report a 28% increase in acceptance of hybrid models post-2020, but gender imbalances in tech roles hinder progress (World Bank, 2023a). The IMF's 2025 Sub-Saharan review highlights that acceptance correlates with 25% faster GDP contributions from finance when supported by inclusive policies (International Monetary Fund, 2025).

Regulatory harmonization efforts in Central and Southern Africa underscore employee change acceptance as a resilience factor, with a 2025 Heliyon study across 21 nations finding that Basel III alignment boosted acceptance by 19% in compliant banks (Ofori, 2025). In Zambia and Zimbabwe, hyperinflation legacies have entrenched skepticism, leading to 45% lower acceptance in state-owned lenders (European Investment Bank, 2023). Continental initiatives like the African Continental Free Trade Area are projected to demand 50 million reskilled workers by 2025, where acceptance gaps could derail 30% of banking integrations (African Union, 2024). Kenya's banking landscape, pivotal to East Africa's financial ecosystem, has witnessed employee change acceptance evolve

amid a 4.7% GDP growth in 2024. Yet, persistent resistance hampers 35% of digital overhauls, according to the Central Bank of Kenya (2025). With 39 licensed commercial banks serving over 28 million accounts, the sector's acceptance challenges are exacerbated by a 16.4% non-performing loan ratio in 2025, which links low buy-in to operational inefficiencies (Kenya Bankers Association, 2025a). Post-COVID, Kenyan banks have invested KSh 150 billion in tech, but employee hesitancy driven by job security fears has delayed 22% of implementations (World Bank, 2024a).

In Nakuru City, Kenya's fourth-largest urban center, with 35 branches from major players like Equity Bank and KCB, acceptance of change lags due to rural-urban divides (Nakuru County Government, 2024). Local branches face acute challenges, with a 2025 KNBS survey revealing 48% of Nakuru employees citing inadequate training as a barrier to adopting new compliance systems (Kenya National Bureau of Statistics, 2025). This urban hub's strategic location amplifies pressures from fintech inflows, with acceptance rates hovering at 52%, underscoring the need for tailored strategies amid 12% youth unemployment, which is fueling turnover (Ochieng & Njoroge, 2020). Change management strategies encompass systematic approaches to preparing, equipping, and supporting individuals to adopt changes successfully within an organization, ensuring alignment with broader goals (Hayes, 2020). Pollack and Pollack (2021) define them as structured methodologies that integrate people, processes, and technology to minimize disruption and maximize benefits during transitions. For this study, change management strategies are adopted as multifaceted interventions in banking contexts that facilitate seamless adaptation, drawing from Hayes (2020) for its emphasis on holistic integration. Scholars postulate key elements of change management strategies, including stakeholder engagement, risk assessment, and iterative evaluation, which collectively mitigate resistance and embed sustainability (Cameron & Green, 2022). Burnes (2020)

summarizes these as diagnostic planning, implementation tactics, and reinforcement mechanisms, while Ford and Ford (2021) highlight conversational and relational dynamics as undercurrents. This study focuses on communication, employee involvement, leadership support, and training programs, all of which are justified by their proven efficacy in high-stakes sectors like banking, where they address informational asymmetries and skill gaps.

Communication, a cornerstone of change management, involves disseminating precise, timely, and transparent information to align expectations and reduce uncertainty (Argenti, 2020). Key indicators for this study include message clarity, timely information sharing, and information transparency, selected for their direct link to trust-building in volatile environments, as they enable employees to decode change rationales effectively. Employee involvement strategies enable employees through participative mechanisms that foster a sense of ownership and reduce alienation during shifts (Lines *et al.*, 2021). The indicators used in this study include engagement in decision-making, appreciation of employee contributions, and nurturing creativity, as they are deemed to increase commitment within hierarchical organizations such as banks, where inclusion overcomes top-down fatigue.

Leadership support involves observable approval and the allocation of resources to support transitions, fostering psychological safety (Caldwell *et al.*, 2020). The indicators leader accessibility, feedback encouragement, and resources/guidance provision are selected to amplify acceptance of regulated sectors, close vision gaps, and enhance resilience. Training offers direct skill development to prepare employees for the new reality and increase proficiency (Noe *et al.*, 2021). In this research, the support after the training, the relevance of the training materials, and the implementation of acquired skills are the metrics, which can be explained by the fact that they allow transferring

knowledge to behavioral change under the conditions of the active changes in technology within the financial sector (Ferrari, 2022).

Labor relations, which involve both formal and informal relationships between employees and management, including union representation, collective bargaining, and the grievance process, play a moderating role in shaping employee change acceptance when the organization increases its presence in the banking industry (Liu and Wan, 2020). Enhancing the effectiveness of change strategies by supporting trust and mitigating felt inequities, the efficacy of strong relational structures can be more substantial when labor unions such as the Kenya Union of Commercial Food and Allied Workers (KUCFAW) negotiate the impact of regulatory changes, such as in Kenyan commercial banks, where unionized organizations (such as the KUCFAW) advocate worker rights and prevent the challenges of change efforts (Deloitte, 2023).

However, weak adherence to agreements, as reported in a 2024 study on trade union activities, often exacerbates resistance, with 35% of employees citing unresolved disputes as barriers to embracing digital reforms (Maina, 2024). This moderating dynamic is particularly salient in Nakuru City, where local branches face heightened union scrutiny due to rural-urban workforce divides, underscoring the need to examine how protective practices, such as rights enforcement and legal compliance, buffer or hinder acceptance, ultimately influencing implementation success (Ochieng & Njoroge, 2020). Employee change acceptance denotes the voluntary endorsement and integration of organizational modifications by staff, marked by reduced resistance and heightened advocacy (Oreg *et al.*, 2021). Vakola (2020) conceptualizes it as a dynamic interplay of affective commitment and cognitive appraisal, while Shin *et al.* (2022) view it as the alignment of personal values with change imperatives. This study adopts Oreg *et al.*'s

(2021) definition and focuses on proactive behavioral and attitudinal shifts in banking contexts to capture nuances of adaptation.

Generally, employee change acceptance is measured through self-reported surveys assessing readiness, commitment, and post-change satisfaction, often using scales such as the Change Readiness Index that quantify emotional and practical buy-in (Hubbart, 2023). In banking, metrics extend to performance deltas post-implementation, incorporating error rates in new systems as proxies for acceptance (Appelbaum *et al.*, 2020). This study measures it through adoption willingness, process acceptance, and change implementation success, all of which are justified by their alignment with banking's emphasis on compliance and efficiency, enabling quantifiable tracking of transition efficacy (Lines *et al.*, 2021).

Commercial banks in Nakuru City represent a vital segment of Kenya's financial infrastructure, comprising 28 institutions that deliver essential services such as retail lending, corporate financing, digital payments, and agricultural credit to support the region's diverse economy, including tourism, manufacturing, and agribusiness for over 570,000 residents (Kenya Bankers Association, 2024). These banks, licensed and overseen by the Central Bank of Kenya, facilitate daily transactions, promote financial inclusion through mobile platforms like M-Pesa integrations, and drive local growth by managing deposits exceeding KSh 120 billion annually in the area (Central Bank of Kenya, 2024). This study considers all 28 banks due to their collective representation of the sector's operational diversity, from multinational players like Standard Chartered to local-focused entities like Sidian Bank, enabling a holistic survey of frontline leaders (totaling 118 respondents) to capture varied change dynamics without selection bias (Kenya Bankers Association, 2024).

A primary challenge confronting these commercial banks in Nakuru City is the escalating resistance to digital transformation, with employee change acceptance remaining suboptimal amid rapid fintech adoption, resulting in an average 22% delay in system implementations across branches in 2024 (Deloitte, 2024). This resistance manifests as low adoption, with only 52% of staff fully engaging with new platforms, contributing to regional operational costs estimated at KSh 1.5 billion due to rework and downtime (Kenya Bankers Association, 2024). Reports indicate that inadequate communication exacerbates this, as 61% of Nakuru bank employees perceive updates as untimely, fostering distrust and driving turnover to 19% in high-change environments (Central Bank of Kenya, 2024).

Further compounding these issues, process acceptance lags significantly, with 48% of frontline workers in Nakuru branches reporting disengagement from regulatory shifts like Basel III compliance, leading to a 15% rise in non-performing loans tied to procedural errors in 2024 (Deloitte, 2024). Labor relations tensions, including sporadic union disputes over training equity, have intensified this, as a 2025 labor profile indicates a mere 16% union density in Kenyan banking, which correlates with 28% higher grievance filings during transitions and undermines collective buy-in (Danish Trade Union Development Agency, 2025). Such dynamics not only erode implementation success, hovering at 45% for innovation projects, but also heighten vulnerability to cyber threats, which cost the sector KSh 2.8 billion last year (Kenya Bankers Association, 2024). This study addresses a critical gap in localized practice by empirically exploring the moderating role of labor relations in the impact of change strategies on employee acceptance across Nakuru's 28 commercial banks.

1.2 Statement of the Problem

Employee change acceptance remains a persistent challenge within Nakuru City's commercial banking sector despite significant investment in digital transformation and human capital development. Recent data from the Central Bank of Kenya (2025) indicate that, although banks in Nakuru have invested over KSh 150 billion in technological and structural changes, approximately 35% of transformation projects are delayed due to employee resistance and low acceptance rates. Moreover, the Kenya Bankers Association (2025) reports that 22% of digital initiatives in Nakuru's banks are stalled by inadequate staff readiness, while 61% of employees cite communication breakdowns as the leading cause of confusion during change implementation. The Kenya National Bureau of Statistics (2025) further reveals that 48% of employees in Nakuru banks attribute their difficulty in adapting to new compliance systems to insufficient training, highlighting systemic weaknesses in change management strategies. These trends have resulted in increased turnover rates (19%) and operational inefficiencies that cost the region's banking subsector over KSh 1.5 billion annually (Deloitte, 2024).

Despite numerous studies on organizational change, limited empirical attention has been paid to how core change management strategies, communication, employee involvement, leadership support, and training programs jointly influence employee change acceptance in Kenya's commercial banks. For example, Maina (2024) examined change resistance among employees in Nairobi-based banks and found that inadequate communication and top-down leadership approaches reduced trust during digital reforms. However, this study did not discuss how these variables interact in regional contexts such as Nakuru, where workforce composition and labor dynamics differ markedly. Similarly, Kariuki and Kimathi (2023) analyzed employee participation in organizational restructuring within microfinance institutions, identifying involvement as a key determinant of

acceptance. Still, their study omitted moderating factors, such as labor relations, that may affect participatory outcomes. Furthermore, Omondi (2022) assessed the role of leadership support in enhancing change readiness in insurance firms. Still, the study lacked statistical validation through regression analysis, leaving the quantitative relationship between leadership and acceptance unclear.

Other regional studies highlight conceptual and contextual gaps. Waweru and Mugo (2021) investigated training programs and technological adoption in Kenyan commercial banks and concluded that continuous training enhances adaptability. Yet, their model failed to account for labor relations' moderating influence, which is critical in unionized environments. Likewise, Ochieng and Njoroge (2020) found that weak labor relations contributed to resistance in Nakuru's financial institutions, but did not empirically test this variable within a broader change-management framework. Collectively, these studies underscore fragmented insights across variables and lack an integrated approach that connects strategy execution with employee relational dynamics.

Therefore, there exists a conceptual gap in understanding how multiple change management strategies jointly shape employee change acceptance, as well as a contextual gap due to a limited focus on Nakuru City's banking sector, an area marked by rural-urban labor diversity and heightened digitalization pressures. This study bridges these gaps by empirically examining the influence of communication, employee involvement, leadership support, and training programs on employee change acceptance, while also evaluating the moderating role of labor relations in commercial banks in Nakuru City. The study's findings offer actionable insights for banking institutions, policymakers, and change leaders seeking to enhance employee adaptability and organizational resilience amid ongoing transformations.

1.3 Main Objective of the Study

The general objective is to determine the influence of change management strategies on employee change acceptance in the banking sector: A Survey of Commercial Banks in Nakuru City.

1.3.1 Specific Objectives of the Study

- i. To determine the influence of communication on employee change acceptance in commercial banks in Nakuru City.
- ii. To assess the influence of employee involvement in the change process on employee change acceptance in commercial banks in Nakuru City.
- iii. To evaluate the influence of leadership support on employee change acceptance in commercial banks in Nakuru City.
- iv. To establish the influence of training programs on employee change acceptance in commercial banks in Nakuru City.
- v. To determine the moderating influence of labour relations on the relationship between change management strategies and employee change acceptance in commercial banks in Nakuru City.

1.4 Research Hypotheses

- i. There is no statistically significant relationship between employee change communication and employee change acceptance in commercial banks in Nakuru City.
- ii. There is no statistically significant relationship between employee involvement in the change process and employee change acceptance in commercial banks in Nakuru City.
- iii. There is no statistically significant relationship between leadership support and employee change acceptance in commercial banks in Nakuru City.

- iv. There is no statistically significant influence of training programs on employee change acceptance in commercial banks in Nakuru City.
- v. There is no statistically significant moderating influence of labour relations on the relationship between change management strategies and employee change acceptance in commercial banks in Nakuru City.

1.5 Justification of the Study

The justification for this study lies in the need to comprehensively understand and address the influence of change management strategies on employee change acceptance within the banking sector of Nakuru City. The rationale for undertaking this research is multi-faceted: Given the evolving nature of the banking sector and the frequent changes it undergoes, understanding how employees perceive and accept change is crucial. This study aims to contribute valuable insights into effective change management practices. The findings of this research are expected to benefit various stakeholders within the banking sector, including management, employees, and policymakers. By identifying effective change management strategies, the study seeks to enhance organizational adaptability and employee satisfaction. The study aspires to contribute to the existing body of knowledge by providing a nuanced understanding of the dynamics between change management strategies and employee change acceptance. This, in turn, can guide future research and inform best practices in organizational change.

1.6 Significance of the Study

This research is highly pertinent to several stakeholders, each of whom obtains unique advantages. The study's findings are poised to provide management teams in the banking sector with significant insights to enhance strategic decision-making, particularly regarding the effective execution of change management strategies. By deepening their understanding of practical change projects, these teams can navigate

organizational transformations more effectively. Policymakers, both in the banking sector and at a broader governmental level, will benefit from the findings as well. The study's results can inform policies on change management, promoting the establishment of frameworks that facilitate efficient and effective organizational transitions. Such policies are essential for preserving the resilience and agility of financial institutions.

Investors would recognize the importance of this research, as it enables informed investment decisions by providing a comprehensive understanding of change management strategies in banks. The findings can direct investors to institutions with strong change management strategies, thereby matching their investments with firms that are prepared for flexibility and success in fluctuating contexts. Finally, scholars in organizational studies and management will appreciate the study's contribution to theoretical comprehension. The project seeks to offer novel insights that can enhance academic discourse on change management, therefore expanding the knowledge base within the scholarly community.

1.7 Limitations and Delimitations of the Study

Several factors, such as a tight schedule and confidentiality constraints, were limitations of the study. The pressure of the schedule was countered by adopting strict time management measures. This included establishing timelines, prioritizing tasks, and allocating sufficient time to each phase of the research process. Also, adequate communication within the team and the timeliness of meeting deadlines were critical to completing the study on time.

The issue of confidentiality also occurred, especially when dealing with sensitive information or data. To address this deficiency, very robust data protection mechanisms were instituted. These involved obtaining informed consent from the participant,

anonymizing sensitive data, and storing information securely through encryption and access controls. Moreover, it was necessary to comply with the relevant ethical standards and regulations governing data privacy and confidentiality throughout the research.

The research was guided by several factors that allowed it to narrow the study to how change management strategies impact change acceptance among employees in the banking industry in Nakuru City. It studied only commercial banks in Nakuru City, Kenya, making its generalizability to other regions or areas questionable. The study's sample was also limited to line managers, not to different stakeholders, including workers at other levels or customers. It operated within a defined time frame for data collection and analysis, constrained by practical considerations.

1.8 Scope of the Study

The scope of this study encompasses the dynamic field of change management strategies in the banking sector, specifically commercial banks in Nakuru City. The geographical scope extended to Nakuru City, ensuring a localized examination of the subject matter. The target population comprised the Management and Leadership Team of commercial banks, including Branch Managers, Chief Operations Managers, Human Resource Managers, Sales & Marketing Managers, Credit Managers, and Service Administration Managers, totaling 118 managers. The research delved into the intricate workings of these banks to provide in-depth insights into the influence of change management strategies. However, it was crucial to note that the research did not cover other sectors beyond banking in Nakuru City, underscoring the need for a tailored investigation to maintain depth and specificity within the chosen domain.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the theoretical and empirical reviews, the conceptual framework, and the research gaps.

2.2 Theoretical Review

Communication Theory and Social Exchange Theory guided this study.

2.2.1 Communication Theory

Communication Theory, established by Claude Shannon and Warren Weaver in 1949, centers on the transmission of information from a sender to a receiver, ensuring accuracy and comprehension. Communication Theory provides a framework for analyzing how communication promotes acceptance of change. Shannon and Weaver (1949) assert that efficient communication entails the sender encoding the message, conveying it via a selected channel, and the recipient decoding it. The approach underscores the importance of precise, unambiguous communication to reduce misunderstandings and enhance comprehension. In the realm of organizational change, effective communication is essential for articulating the objective, benefits, and specifics of the change project to personnel in the banking sector.

Research indicates that effective communication enhances change acceptance by equipping employees with the knowledge and understanding needed to understand the changes (Carnall, 2007). Employees are more inclined to accept and endorse change initiatives when they receive clear, open information about the rationale, objectives, and anticipated effects on their roles and responsibilities (Holt *et al.*, 2020). Poor communication, conversely, can result in misunderstanding, resistance, and diminished

acceptance of change (Oreg *et al.*, 2021). Although Communication Theory offers a significant paradigm for understanding information transmission across diverse contexts, including organizational transformation, it is not immune to criticism. A significant criticism of Communication Theory is its emphasis on the conveyance of information from sender to receiver, hence oversimplifying the intricacies of human communication processes (Littlejohn & Foss, 2011).

Critics contend that this linear paradigm neglects the dynamic, interactive essence of communication, in which meaning is collaboratively constructed through participant involvement. Communication Theory has been criticized for ignoring cultural and contextual factors that influence communication efficacy (Gudykunst & Kim, 2017). Cultural disparities among employees, varying degrees of trust in management, and the organizational climate can profoundly influence communication outcomes during organizational change. The theory's focus on encoding and decoding messages neglects the subtleties of international communication and the need to tailor communication tactics to varied audiences. Critics contend that Communication Theory disproportionately prioritizes information transfer while overlooking other crucial elements of communication, including feedback, interpretation, and context (Griffin, 2019).

In the realm of organizational transformation, successful communication encompasses not only the transmission of messages but also the cultivation of conversation, the resolution of problems, and the establishment of trust among stakeholders. A limited emphasis on information transmission may neglect the social and socio-cultural variables that influence communication processes in businesses experiencing transition. Although Communication Theory provides significant insights into information transmission, it is crucial to acknowledge its limitations and explore alternate viewpoints that yield a more

holistic understanding of communication within organizational contexts—critics including Hossain (2024) and Heide, Platen, Simonsson, and Falkheimer (2018). Promote a comprehensive approach to communication theory that accounts for the intricacies of human interaction, values cultural diversity, and emphasizes the importance of feedback and dialogue in fostering effective communication during periods of transformation.

The use of Communication Theory in banking sector research enables an analysis of the effectiveness of diverse communication tactics and channels used throughout transformation initiatives. This facilitates an evaluation of communication quality and timeliness, stakeholder engagement, and employees' perceptions of communication as open, transparent, and supportive of their requirements (Shakeri & Khalilzadeh, 2020). This study investigates the influence of communication on change acceptance, aiming to elucidate how effective communication strategies can improve change acceptance in the banking sector.

2.2.2 Social Exchange Theory

In 1964, Peter Blau introduced the Social Exchange Theory to explore the complex nature of human interactions, emphasizing the exchange of favors and the assessment of advantages and disadvantages. The Social Exchange Theory provides a framework for examining the importance of employee involvement in promoting change acceptance in research on the impact of change management practices in the banking sector of Nakuru City. Blau (1964) contends that individuals engage with others to optimize favorable results and minimize adverse ones. This hypothesis posits that individuals are more predisposed to accept and endorse change when they perceive that their involvement will yield positive outcomes, such as enhanced job satisfaction, accelerated career advancement, or increased empowerment. Employees may exhibit resistance to change

if they foresee considerable personal costs or adverse outcomes stemming from their involvement.

Employee involvement increases the likelihood of change acceptance by fostering a sense of ownership, commitment, and trust in the process (Bakker, Albrecht, & Leiter, 2018). Employees' sense of value and commitment to the change outcome is enhanced when they are afforded opportunities to provide input, participate in decision-making, and share their expertise and ideas during the change implementation process. Participation in the transition increases the likelihood that employees will adopt new methodologies and respond to required changes (Shantz, Alfes, Truss, & Soane, 2019). Although Social Exchange Theory is widely used to understand human interactions and organizational behavior, it has been criticized by numerous academics and researchers. A primary criticism of the theory is its focus on rational decision-making and self-interest, which may oversimplify the intricacies of human motivations and behaviors (Molm, Collett, & Schaefer, 2007). Critics contend that individuals' behavior is frequently influenced by social norms, emotions, and cultural factors that transcend mere cost-benefit analyses. Consequently, Social Exchange Theory may inadequately encompass the complexities of human relationships and interactions in practical contexts. Moreover, opponents contend that Social Exchange Theory may neglect the significance of altruism, empathy, and reciprocity in interpersonal relationships (Ahmad *et al.*, 2022). The approach prioritizes the exchange of concrete rewards and benefits but may overlook the intrinsic value of altruism and the fulfillment derived from enhancing others' welfare. In the realm of organizational change, individuals may be incentivized to engage in and endorse change projects not only for anticipated rewards but also for their allegiance to the organization's objectives and principles.

Furthermore, Social Exchange Theory has been criticized by Cropanzano and Mitchell (2005) for its narrow focus on dyadic relationships and transactions, overlooking broader social and institutional contexts of interaction. In complex organizations such as banks, employee actions and attitudes are influenced by numerous factors, including corporate culture, leadership styles, and institutional standards. By focusing exclusively on interpersonal interactions between employees and the company, Social Exchange Theory may neglect broader structural influences that shape organizational transformation processes and outcomes. The researchers applied Social Exchange Theory to the banking industry to determine the impact of employee participation on the acceptability of change. This data can be utilized to examine employees' perspectives regarding the value of their involvement, their capacity to influence organizational decisions, and the incentives they receive for their contributions. This research aims to assist the banking sector in Nakuru by elucidating strategies to enhance employee engagement in the change process, thereby increasing acceptance and successful implementation, by examining the relationship between employee participation and change acceptance.

2.3 Empirical Review

2.3.1 Influence of Communication Strategy on Employee Change Acceptance

Research by Syafwan and Fathia (2023) examined the influence of communication in organizational development within an Indonesian telecommunications firm. The study sought to explore the enabling role of change management and identify essential success elements related to the change process. The researchers employed a quantitative research methodology, using a standardized 5-point Likert-scale survey questionnaire to collect primary data. The findings underscore the critical importance of communication in promoting readiness for change, commitment, and the behavioral elements necessary for effective organizational transformation. Communication was directly associated with

desired behavioral outcomes, such as compliance, cooperation, and advocacy. The research provides recommendations for strategic interventions and decision-making within the examined telecommunication organization. Furthermore, it offers a novel conceptual framework demonstrating the direct influence of communication on change-oriented behaviors. The findings of this study have practical relevance for practitioners and contribute to theoretical progress in academic research about the intricate relationship of communication, change management, and organizational change.

A study by Riehl, Koch, and Beckert (2019) examined the significance of change communication and found factors influencing employee support and opposition to organizational change initiatives. The study, concentrating on German employees who have recently undergone workplace transformations, sought to analyze the influence of personal predispositions, organizational context, and change communication on employees' attitudes, resistance tendencies, and support for change. The study, conducted via an online survey with 608 participants, identified skepticism, openness, involvement, and decision impact as significant factors related to individual predispositions and organizational context. Significantly, variables of change communication, including involvement, participation, and appreciation, accounted for the majority of variance. The study enhances the literature by systematically arranging and simultaneously evaluating variables, highlighting the essential importance of clear communication and employee inclusion in cultivating favorable attitudes towards change and securing support.

An extensive study by Anton Robertsson (2019) at AstraZeneca examined the crucial function of communication in organizational transformation. The study acknowledged the imperative for organizations to adapt in the swiftly evolving environment, offering a novel perspective on change leadership theory and highlighting the need for additional

research. The study focused on the intricacies of leadership communication amid organizational transformation, employing a dynamic communication paradigm. A case study at AstraZeneca, utilizing surveys and interviews, highlighted three essential steps in the communication process: Explaining the Change, Gaining Buy-in, and Anchoring the Change. During these phases, three obstacles to leadership communication were identified: Lack of Understanding, Lack of Requesting, and Lack of Time. The study introduced a dynamic communication model that incorporates theoretical communication phases and identifies impediments, functioning as a fundamental instrument for future research aimed at establishing effective communication models for organizational change. This approach has practical importance as a managerial tool for improving communication skills and overcoming obstacles in change-focused businesses.

2.3.2 Influence of Involvement in the Change Process on Employee Change Acceptance

A study by Chummun and Nleya (2023) investigated the influence of employee involvement in strategic change on the performance of insurance businesses in Zimbabwe. The study highlighted the need for firms to adapt and innovate in response to technological advancements and increased competition, underscoring the importance of engaging people in strategic change initiatives. This research employed a quantitative approach, surveying 115 respondents using a 5-point Likert-scale questionnaire. The multiple regression method was employed to evaluate the influence of five constructs of employee involvement participation in decision-making, teamwork, communication, creativity, and innovation on organizational performance. The results demonstrated a substantial, favorable impact of all five components on the performance of insurance firms in Zimbabwe. The report advises insurance industry executives to acknowledge and appreciate workers as vital assets essential for organizational sustainability.

Moreover, regulatory authorities are urged to support policies that facilitate employee participation in decision-making processes.

A study by Lušňáková, Benda-Prokeinová, and Juričková (2022) assessed employee attitudes and engagement in the implementation of innovations and changes in Slovak enterprises. The main aim was to evaluate perceptions and the acceptability of change among human resources and to suggest solutions to improve the engagement and proactive participation of business representatives, thereby fostering business sustainability. The study conducted a questionnaire survey of 816 enterprises in the Slovak Republic, employing association analysis and independence tests. Research revealed that creative actions may not be consistently viewed favorably by employees, underscoring the need to acknowledge diverse employee perspectives. The study advised organizations to develop measures to mitigate and address the impact of adverse attitudes towards organizational change, which is essential for the effective execution of innovative practices.

A recent study by Chummun and Nleya (2023) investigated the influence of employee involvement in strategic change on the performance of insurance companies in Zimbabwe. Confronted with rapid technological progress and fierce rivalry, the study emphasized the imperative for businesses to adapt their structures, systems, and strategies to survive in the competitive environment. The study utilized a quantitative research methodology, surveying 115 respondents with a 5-point Likert scale questionnaire, and employed multiple regression analysis to examine the impact of five constructs of employee involvement participation in decision-making, teamwork, communication, creativity, and innovation on organizational performance. The findings indicated that all five constructs significantly influenced the performance of insurance businesses in Zimbabwe. The report urges senior executives in the insurance sector to

acknowledge and value the significance of engaging employees in strategic change initiatives. Furthermore, industry regulatory bodies are encouraged to advocate for policies and procedures that include employees in decision-making processes to improve overall organizational performance.

2.3.3 Influence of Leadership Support Strategy on Employee Change Acceptance

In a recent study, Walk (2023) examined leaders' roles as agents of change and the influence of their attitudes towards change and change-specific support on their followers. The research analyzed survey data and performed multilevel linear regression to examine the correlation between leader attitudes and follower resistance to change across the execution phase, rather than the initiation phase. The results indicated a positive correlation between leader resistance and follower resistance. Notably, leaders' opinions regarding change were found to be independent of follower resistance. Leader change-specific support was recognized as a factor that strengthened the correlation between followers' attitudes toward change content and their resistance to change. This study underscores the detrimental effects leaders can exert on followers when serving as change implementers and stresses the significance of leader support during the execution of change.

A recent study by Engida, Alemu, and Mulugeta (2022) examined the impact of change leadership on employees' readiness for change in public companies within Ethiopia's Amhara National Regional State. The research examined a cohort of 2,546 employees from eight public enterprises undertaking diverse change projects. A quantitative survey method was employed to choose a sample of 514 employees using simple random sampling. The dependability and accuracy of measurement tools were evaluated by exploratory and confirmatory factor analysis. The data were processed, and hypotheses were evaluated using structural equation modeling. The findings demonstrated

substantial correlations among change leadership, organizational culture, and employee readiness for change. The study revealed no direct influence of change leadership on employees' readiness for change, and organizational culture did not mediate the relationship between change leadership and employee readiness for change. The results enhance the current understanding in the discipline and establish a basis for subsequent investigations.

The latest study by Wiatr (2022) from Poznan University of Economics examined leaders' support during organizational change, specifically the shift to a hybrid working paradigm. This approach, in which employees divide their working hours between in-office and remote environments, signifies a substantial organizational transformation. The research examined empirical studies published from 2015 to 2021, focusing on the primary antecedents of employee reactions to organizational change, particularly the role of leaders in fostering a supportive atmosphere. The review's conclusions underscored the essential need for confidence in leaders as a pivotal facilitator of effective organizational change. Moreover, perceived justice, effective communication, and psychological empowerment were identified as critical factors affecting employee reactions to change. These variables, together with trust, were recognized as essential components that foster favorable employee attitudes towards organizational change.

The study's practical implications indicate that managers can improve the effectiveness of change initiatives by understanding and leveraging these critical aspects to foster an environment that inspires personnel, thereby securing their active participation and dedication to the change process. This research provides insights into the elements influencing employee attitudes during organizational transition and recommends a research agenda, emphasizing prospects for future studies on leadership within this framework.

2.3.4 Influence of Training Program Strategy on Employee Change Acceptance

A study by Rousseau and Tomprou (2019) examines the influence of training linked to organizational change on the dissemination of change within the employee advisory network. The study evaluates the impact of employee proactivity on the outcomes of such training. This study examines the effects of training and individual proactivity on the change process by comparing trainees (N = 46) and non-trained peers (N = 47) engaged in similar activities, using both pre- and post-test assessments. The findings indicate that training correlates with enhanced knowledge and abilities related to change, resulting in increased provision of change-related advice, as assessed by in-degree centrality. Furthermore, individual proactivity shows a positive association with the provision and solicitation of change-related counsel, as measured by in- and out-degree centrality. The study reveals that training has a more significant effect on change-related advice giving among proactive trainees than among their less proactive counterparts. The results are substantial for theoretical understanding and practical applications in organizational change and employee proactivity.

A study by Ferrari (2022) investigates the influence of training on the self-efficacy of change beneficiaries on skills mismatch and change confidence. Based on Bandura's social learning theory, the study performed quantitative research on a sample of 200 employees in the banking industry. The results demonstrate that perceived skill alignment strongly influences the degree of change confidence. The study indicates that, contrary to prevalent ideas, a perceived alignment of soft skills in front-office positions does not substantially influence employee turnover confidence. The research identifies practical implications, highlighting the significance of a bottom-up approach to developing training that meets the needs of change beneficiaries. The study also advocates training supervisors of change recipients to improve overall training efficacy.

The research provides insights on enhancing adaptive capabilities during turbulent times, intending to alleviate adverse outcomes such as anxiety, turnover intention, work-related stress, and cynicism towards change.

Maheshwari and Vohra (2024) emphasized the essential importance of enacting change within the dynamic organizational landscape in their research. The study examines the significance of training and development strategies in promoting successful change implementation, acknowledging the elevated failure rate associated with such endeavors. The objective is to investigate and ascertain the elements that enhance the efficacy of these approaches within the framework of extensive or transformative change. The study employs a multiple case study methodology to analyze and differentiate training and development strategies across various corporate settings. The results yield seven assertions, four topics, and 10 categories that elucidate the function of these practices in effecting change, organized under themes such as purpose, design, process, and effectiveness.

2.3.5 Labour Relations

Liu and Wan (2020) conducted a study examining the influence of labor relations on employee performance and the moderating role of emotional factors in this dynamic. The study aimed to investigate the impact of labor contracts and dispute resolution on employee performance and to ascertain whether emotional factors alter this relationship. The research employed a quantitative approach, administering a survey to employees across multiple organizations in China, resulting in 203 valid replies processed with SPSS 22.0. The results demonstrated that labor contracts and dispute resolution methods favorably affected employee performance. Moreover, emotional elements, particularly managerial worries, were identified as moderating the association between conflict management and work performance. The study concluded that efficient labor relations

enhance work performance, and management's consideration of employee emotions is crucial.

A study by Ndirangu, Njoroge, and Kamau (2022) investigated the impact of labor relations techniques on employee retention among medical practitioners in Kirinyaga County, Kenya. The research sought to evaluate the effects of industrial action on employee retention. A descriptive research approach was utilized, with a sample size of 272 respondents selected from a population of 930 medical practitioners by Krejcie and Morgan tables and stratified random sampling. Primary data were collected through questionnaires, whereas secondary data were obtained from the county's website. A multiple regression analysis conducted in SPSS demonstrated a robust positive correlation between industrial action and employee retention ($r = 0.751$), with industrial action accounting for 56.4% of the variance in retention ($R^2 = 0.564$). The study found that industrial action substantially affects retention and proposed methods to mitigate strikes and improve working conditions. This study underscores the need for robust labor relations strategies to improve staff retention in healthcare. This study will address the gap by concentrating on commercial banks in Nakuru City.

A study by Mutia and Muindi (2019) evaluated the influence of employment law on employment relationships, emphasizing the significance of legal frameworks in regulating employer-employee interactions. The study examined the contractual nature of employment relationships, highlighting the importance of written agreements as mandated by the Employment Rights Act (ERA) 1996. The authors emphasized that changes in the business landscape, such as mergers, acquisitions, and outsourcing, can affect these relationships and require modifications to employment contracts. The study's primary finding indicated that restructuring and alterations in corporate operations necessitate that employers modify employment terms to comply with legal

requirements, thereby safeguarding employee rights. The report advised that organizations synchronize their HR processes with employment legislation to promote seamless transitions and improve employee relations. This study will address the gap by concentrating on labor relations methods in the banking sector.

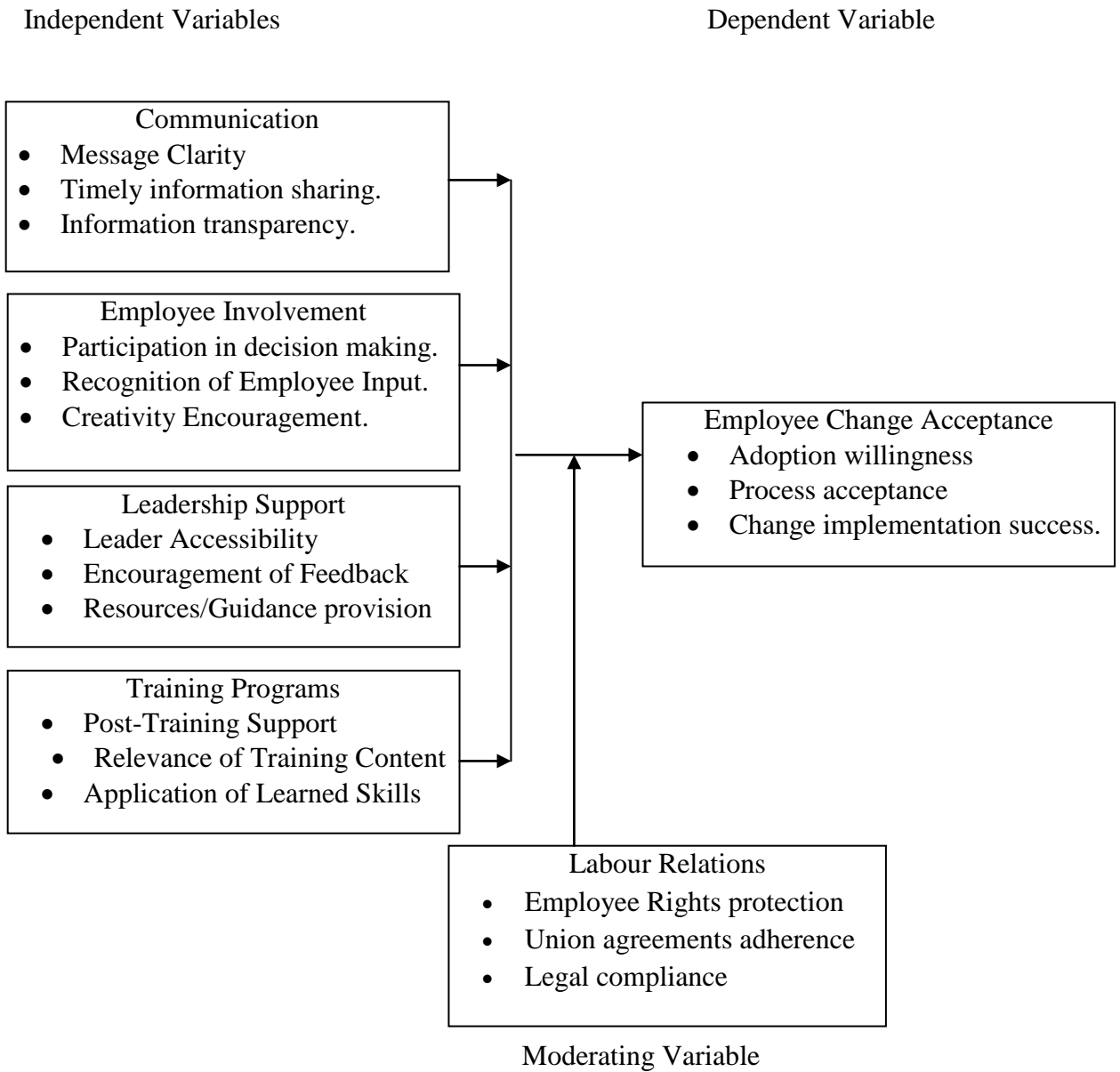
A study by Fauzi, Hi Ibrahim, and Irawan (2024) examines the progression of employment law and its effects on workplace dynamics. This qualitative, descriptive study analyzes the historical evolution of employment law from its inception during the Industrial Revolution to its current state, emphasizing significant milestones such as minimum wage legislation, anti-discrimination laws, and the regulation of non-traditional forms of employment. The research emphasizes the impact of these legal changes on organizational practices, employee welfare, and overall economic outcomes, particularly in light of technological progress and globalization. The findings underscore the need for ongoing legal adaptation to address evolving challenges, including those posed by the gig economy and digital work environments. The report concludes with recommendations for legislators and organizational leaders to establish strong legal protections that promote inclusive and dynamic workplaces. This study will examine labor relations techniques and their effect on employee retention in the banking sector.

2.4 Conceptual Framework

The conceptual framework for this study explores the relationships between independent variables, including communication, employee involvement, leadership support, and training programs, and the dependent variable, employee change acceptance.

Figure 1

Conceptual Framework



Source: Author (2025)

2.5 Research Gaps

The table in Section 2.5 succinctly outlines research gaps identified in prior studies, guiding this research to address crucial knowledge voids.

Table 1*Research Gaps*

Author	Topic	Findings	Research Gaps Identified	How the Current Study Addressed Them
Riehl <i>et al.</i> (2019)	Change Communication Predictors	Change communication played a significant role in shaping employee attitudes, resistance, and support.	Methodological Gap: Varied well-being metrics hindered industry-specific conclusions.	The study incorporated industry-specific well-being assessments into its methodology, thereby enhancing precision and addressing methodological conflicts identified in the previous survey.
Anton Robertsson (2019)	Communication Dynamics in Organizational Change	Three crucial phases in leadership communication during organizational change were identified, along with the barriers to each.	Contradictory Gap: Lack of frontline input biased leadership program assessments.	The study included frontline employees in leadership program evaluations, addressing contradictory evidence by drawing on comprehensive perspectives.
Chummun and Nleya (2023)	Employee Involvement in Insurance Companies	Employee involvement constructs positively affected the performance of insurance companies in Zimbabwe.	Knowledge Gap: Employee views on leadership styles were insufficiently explored.	The study incorporated employee feedback in the methodology, bridging the knowledge gap and providing a holistic view of leadership effectiveness in insurance companies.
Lušňáková <i>et al.</i> (2022)	Employee Attitudes in Implementing Innovations	Diverse employee attitudes toward innovation and change were observed; negative attitudes hindered successful implementation.	Methodological Gap: Potential conflicts arising from diversity were not examined.	The study included a thorough analysis of potential conflicts in implementing innovations to address methodological gaps identified in the previous

				survey.
Walk (2023)	Leader Attitudes and Change Resistance	A positive association was found between leader resistance and follower resistance; leader change-specific support strengthened follower attitudes toward change.	Knowledge Gap: Employee attitudes toward organizational change were not sufficiently explored.	The study explored employee attitudes during organizational change and provided insights, addressing the identified knowledge gap.
Engida, Alemu, and Mulugeta (2022)	Change Leadership in Public Organizations	A significant relationship existed between change leadership, organizational culture, and employee readiness to change.	Methodological Gap: Varied well-being metrics hindered industry-specific conclusions.	The study incorporated industry-specific well-being assessments into its methodology, thereby enhancing precision and addressing methodological conflicts identified in the previous survey.
Ferrari (2022)	Training Impact on Change Confidence	Perceived skill match significantly affected change confidence; a bottom-up approach to training design was crucial.	Knowledge Gap: Employee views on leadership styles were insufficiently explored.	The study incorporated employee feedback in the methodology, bridging the knowledge gap and providing a holistic view of leadership effectiveness in training programs.
Maheshwari and Vohra (2024)	Training and Development in Change Implementation	Training and development practices contributed to effective change implementation; factors influencing effectiveness were categorized under themes.	Methodological Gap: Varied well-being metrics hindered industry-specific conclusions.	The study incorporated industry-specific well-being assessments in the methodology, enhancing precision and addressing methodological conflicts identified in the previous survey.

Source: Empirical Review (2025)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presented the methodology used to examine the influence of change management strategies on change acceptance. It outlined the research design, study location, population, sampling procedure, instruments, pilot study, validity and reliability, data collection procedure, data analysis, and ethical considerations that guided the study.

3.2 Research Design

To evaluate the influence of change management practices on employee acceptance of change, the study utilized an explanatory quantitative research methodology. Creswell & Creswell (2018) assert that explanatory research designs are appropriate for investigations aimed at exploring cause-and-effect correlations among variables. This design enabled the examination of the correlations between independent factors (change management practices) and the dependent variable (employee change acceptance).

3.3 Location of the Study

The research was conducted in Nakuru City. Nakuru City was chosen as the research site because of its status as a significant financial center, home to multiple commercial banks. Nakuru City is situated in the Great Rift Valley region of Kenya, East Africa. Nakuru City serves as the administrative and economic hub of the county and is the largest metropolitan area in the region. Nakuru City is located roughly 160 kilometers northwest of Nairobi, the capital of Kenya. Nakuru City's geographical coordinates are approximately 0.3030° S, 36.0800° E. The county is recognized for its agricultural endeavors, dynamic urban environment, and its significance as a transport and economic center in the Rift Valley region.

3.4 Target Population

The target population for the study comprised 118 managers from the leadership teams of the main branches of commercial banks in Nakuru City, including Branch Managers, Operations Managers, Human Resource Managers, Sales & Marketing Managers, Credit Managers, Service Administration Managers, and Head Teller Supervisors. This selection ensured representation from frontline leaders directly involved in change management within the commercial banks. Engaging line managers provided insights into their perspectives, challenges, and approaches to change management within Nakuru City's commercial banking environment. The distribution of the study population is shown in Table 2.

Table 2
Distribution of Target Population

Commercial banks	Frontline Leaders
ABC Bank	4
Absa Bank of Kenya	5
Access Bank	4
Bank Of Africa	5
Bank of Baroda	4
Commercial Bank of Africa	6
Co-operative Bank	3
Credit Bank	2
Diamond Trust Bank	3
Eco Bank	4
Equity Bank	4
Family Bank	4
First Community Bank	5
Guaranty Trust Bank	4
Guardian Bank	4
Gulf Bank	4
Housing Finance	3
Jamii Bora Bank	4
KCB bank	5
M-Oriental Commercial Bank	5
National Bank of Kenya	5
NIC Bank	4
Post Bank	5
SBM Bank	4
Sidian Bank	5
Spire Bank	4
Stanbic Bank	5
Standard Chartered Bank	4
Total	118

Source: Central Bank of Kenya (2025)

3.5 Sampling Procedure and Sample Size

This research employed the census approach, which involves collecting data from the entire population being studied. This strategy was intentionally selected because the study's target population consisted of 118 individuals. According to Sekaran and Bougie (2016), the census method is suitable for an exhaustive analysis of the entire population, particularly when the sample size is relatively small. This strategy guaranteed the inclusion of every member of the Management and Leadership Team of commercial banks in Nakuru City in the study. The census methodology encompassed all branches proportionately, ensuring representation by distributing questionnaires to all managers across the networks.

3.6 Instrumentation

Quantitative data were obtained from the management and leadership teams of commercial banks, encompassing Branch Managers, Chief Operations Managers, Human Resource Managers, Sales and Marketing Managers, Credit Managers, and Service Administration Managers. Statistical analysis, including correlation and regression methods, was used to assess the strength and direction of associations and to draw meaningful conclusions from the collected data. This framework enabled a methodical, organized, and impartial examination of the study issue. The study used a structured and semi-structured questionnaire as its primary tool for data collection. This questionnaire used a 1–5 Likert scale, with response options ranging from "Strongly Disagree" to "Strongly Agree." The study used a Likert scale to assess participants' levels of agreement with statements about change management practices and their influence on change acceptance. This strategy enabled a detailed comprehension of participants' viewpoints and supported an exhaustive examination of the study variables (Bryman & Bell, 2015).

3.6.1 Pilot Study

A pilot study was conducted with 10% of the total sample (12 respondents), following common research practice, as recommended by scholars such as Creswell (2013) and Cooper & Schindler (2014), who suggest using approximately 10% of the study sample for pilot testing. This proportion is widely accepted in survey research as sufficient for identifying errors, testing reliability, and ensuring the validity and clarity of research instruments before the main data collection. The evaluation also determined whether the study topics were adequately addressed, presented clearly, and suitable for the intended population (Hassan *et al.*, 2006). This encompassed managers from commercial banks in Uasin Gishu County, comprising the same target in Nakuru. Uasin Gishu was selected for the pilot study because its size closely resembles that of Nakuru, ensuring that any modifications derived from the pilot study results would be pertinent to the primary study population. This methodology guaranteed that the research instruments were evaluated in a comparable setting, yielding insights relevant for the primary study.

3.6.2 Validity of the Instrument

Validity refers to the degree to which research instruments effectively measure the targeted constructs and achieve the study's aims (Jones & Brown, 2016). This study ensured face and content validity through the research supervisor's review and endorsement of the instruments. This phase ensured that the instruments conformed to the study's aims and objectives, thereby demonstrating face validity. Expert reviews and supervisor consultations were integrated to enhance validity. The measures, incorporating subject-matter experts and consultation, addressed concerns about construct, content, and external validity, ensuring that the instruments accurately reflected the topics under study.

3.6.3 Reliability of the Instrument

Reliability pertains to the regularity and dependability of research instruments. Cronbach's Alpha, a statistical metric, was used to evaluate the instruments' internal consistency. An alpha value exceeding 0.7 was deemed indicative of robust reliability, implying that the instruments produced consistent and trustworthy results throughout multiple trials. This ensured that the study instruments were stable and reliable in quantifying the desired variables, instilling confidence in the accuracy and consistency of the collected data (Kline, 2016). Table 3 presents the reliability results from the pilot test, which evaluated the internal consistency of the study variables.

Table 3

Reliability Results of Pilot Test

Variable	No. of Items	Cronbach's Alpha (α)	Interpretation
Employee Change Communication	6	0.812	Reliable
Employee Involvement	6	0.794	Reliable
Leadership Support	6	0.835	Reliable
Training Programs	6	0.807	Reliable
Labor Relations	6	0.768	Reliable
Employee Change Acceptance	6	0.846	Reliable
Overall Reliability	36	0.828	Highly Reliable

Source: Pilot Test Results (2025)

3.7 Data Collection Procedure

The data collection methodology adhered to a structured framework. Approval was obtained from the Kabarak University Research Ethics Committee (KUREC). An official request for permission to perform the study was submitted to the National

Council of Science, Technology, and Innovation (NACOSTI). Upon securing the necessary approvals and permissions, the researchers proceeded to the field to collect empirical data. The data-gathering phase involved distributing research questionnaires.

3.8 Data Analysis and Presentation

The quantitative data obtained from managers in commercial banks in Nakuru City were subjected to descriptive analysis to capture the essential properties of the data, including frequencies and percentages. Inferential analysis was used to predict and draw conclusions about the population from the sample data. Correlation, regression, and ANOVA analyses were employed to investigate relationships among variables and to evaluate hypotheses. These methodologies elucidated the impact of change management practices on employee acceptance of change in commercial banks in Nakuru.

The first regression model examines how the four change management strategies—communication, employee involvement, leadership support, and training programs— influence employee change acceptance. Each independent variable (X_1 – X_4) contributes its unique effect on the dependent variable (Y). The coefficients (β_1 – β_4) show the strength and direction of these influences, while the intercept (β_0) represents the expected level of employee change acceptance when all predictors are zero. This model helps determine which strategies significantly predict acceptance of change among bank employees.

The second regression model introduces labour relations (X_5) as a moderating variable by adding interaction terms between labour relations and each change management strategy. The coefficients (β_5 – β_8) indicate how labour relations strengthen, weaken, or alter the relationship between each strategy (communication, involvement, leadership support, training) and employee change acceptance. This model helps determine whether

the influence of change management practices on employee acceptance varies across banks based on the quality of labour relations.

The equations for the multiple regression model were as follows:

The regression equation was expressed as:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon \text{ ----- Equation (i)}$$

Where:

Y: Dependent variable (Employee Change Acceptance)

β_0 : Intercept (Constant)

$\beta_1, \beta_2, \beta_3, \beta_4$: Coefficients for the independent variables

X_1 : Communication

X_2 : Employee Involvement

X_3 : Leadership Support

X_4 : Training Programs

ε : Error term (residual)

The regression equation incorporating interaction terms was:

$$Y = \beta_0 + \beta_5(X_1 \cdot X_5) + \beta_6(X_2 \cdot X_5) + \beta_7(X_3 \cdot X_5) + \beta_8(X_4 \cdot X_5) + \varepsilon \text{ -----}$$

Equation (ii)

Where:

- Y: Dependent variable (Employee Change Acceptance)
- β_0 : Intercept (Constant)
- $\beta_5, \beta_6, \beta_7, \beta_8$: Coefficients for interaction terms
- $X_1 \cdot X_5$: Interaction between Communication and Labor Relations
- $X_2 \cdot X_5$: Interaction between Employee Involvement and Labor Relations

- $X_3 \cdot X_5$: Interaction between Leadership Support and Labor Relations
- $X_4 \cdot X_5$: Interaction between Training Programs and Labor Relations
- ε : Error term (residual)

3.9 Diagnostic Tests

Diagnostic tests were conducted to ensure the regression model's reliability, validity, and robustness by examining normality, multicollinearity, and autocorrelation assumptions.

3.9.1 Residual Statistics

Residual statistics were used to assess the distribution and behavior of errors in the regression model, confirming linearity and homoscedasticity. This phase was essential for verifying the symmetrical distribution of residuals around zero, ensuring standardized projected values were within acceptable limits, and confirming that standardized residuals adhered to the homoscedasticity assumption, thereby reinforcing the model's robustness.

3.9.2 Normality Test

A Shapiro-Wilk test was performed to assess the normality of the residuals, which is crucial for accurate statistical inference. This test aimed to determine whether the residuals conformed to a normal distribution, with negligible skewness and kurtosis, thereby satisfying the normality assumption required for producing acceptable p-values and confidence intervals.

3.9.3 Collinearity Statistics

Multicollinearity was evaluated by Tolerance and Variance Inflation Factor (VIF) diagnostics. The criteria of $VIF < 10$ and tolerance > 0.1 , as recommended by Hair et al. (2019), were used to assess the absence of multicollinearity among the independent variables. This ensured that Communication, Employee Involvement, Leadership

Support, and Training Programs each contributed independently to the regression model predicting employee acceptance of change.

3.10 Ethical Considerations

Ethical considerations were carefully observed throughout the study, in compliance with the directives established by the Kabarak University Study Ethics Committee (KUREC) and the National Council of Science, Technology, and Information (NACOSTI). This involved ensuring participant anonymity through unique identifiers, upholding confidentiality, and safeguarding the collected data through encryption and controlled access. The safety and welfare of responders were prioritized, and participants were notified of their freedom to withdraw at any moment without repercussions. Informed consent was secured from all participants, guaranteeing their comprehensive understanding of the research objectives, methodologies, and any associated hazards. Data were securely maintained in encrypted systems and safely disposed of after use via digital erasure and physical shredding. Ultimately, the findings were disseminated in a manner that preserved participant identity, with results communicated via reports, academic papers, and presentations to enrich the academic community while protecting participant privacy.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND DISCUSSION

4.1 Introduction

This chapter provides an analysis, interpretation, and discussion of data gathered from the management of commercial banks in Nakuru City, Kenya, a dynamic financial center within a developing metropolitan environment. Data were collected through structured and semi-structured questionnaires, and the results are presented using descriptive and inferential statistics, highlighting the problems and opportunities faced by the banking sector in managing organizational change.

4.1.1 Response Rate

Table 4 presents the study's response rate and details participation levels among managers in Nakuru City's commercial banks.

Table 4

Response Rate

Category	Target Sample	Response Rate (%)
Expected responses	118	100
Returned	84	71.2
Not returned	34	28.8

The study attained a 71.2% response rate, with 84 out of 118 distributed questionnaires returned within the designated timeframe. Although slightly below the 75% threshold commonly recommended for survey research (Fowler, 2014), this response rate reflects adequate participation from bank managers, likely driven by their interest in addressing change management challenges in Nakuru's evolving banking sector. Such substantial engagement supports the reliability and validity of the findings, providing valuable insights into employee change acceptance in this context.

4.2 Demographic Characteristics

The demographic profile of respondents provides context for interpreting the influence of change management strategies on employee change acceptance in Nakuru City's commercial banks, reflecting the sector's professional and competitive environment.

4.2.1 Gender Distribution of Respondents

Table 5 shows the gender distribution of respondents.

Table 5

Gender Distribution of Respondents

Response	Frequency	Percentage (%)
Male	50	59.5
Female	34	40.5
Total	84	100.0

The gender distribution indicates a male predominance (59.5%) over females (40.5%), highlighting a male-dominated leadership framework in Nakuru's banking sector, possibly shaped by cultural or professional obstacles to female advancement. The representation of both genders mitigates bias, enabling a range of perspectives on change management tactics; however, the imbalance underscores the need for gender-parity initiatives. This disparity implies that change management strategies and employee experiences may be shaped by gendered leadership dynamics, potentially affecting how change is communicated, supported, and accepted across the sector.

4.2.2 Age Category Distribution of Respondents

Table 6 outlines the age distribution of respondents.

Table 6*Age Category Distribution of Respondents*

Response	Frequency	Percentage (%)
25–34 years	45	53.6
35–44 years	25	29.8
45–54 years	12	14.3
55 years and above	2	2.4
Total	84	100.0

A plurality of respondents (53.6%) are aged 25–34 years, followed by 29.8% in the 35–44 years category, indicating the youthful leadership in Nakuru’s banking sector, presumably attributable to rapid career advancement or competitive recruitment procedures. The minimal representation of senior respondents (2.4% over 55 years) indicates significant turnover or premature retirement, reflecting short- to mid-term views on change management and constraining insights into long-term plans.

4.2.3 Highest Level of Education of Respondents

Table 7 presents the educational qualifications of respondents.

Table 7*Level of Education*

Response	Frequency	Percentage (%)
Bachelor’s Degree	42	50.0
Master’s Degree	36	42.9
Doctorate	6	7.1
Total	84	100.0

The majority of respondents either have a Bachelor’s degree (50.0%) or a Master’s degree (42.9%), while only 7.1% have a Doctorate, reflecting a highly educated leadership cohort adept at managing intricate transformation processes. This elevated

educational achievement aligns with the professional requirements of banking, facilitating informed responses to change management strategies and their effects on acceptance.

4.2.4 Years of Experience in the Organization

Table 8 details the years of experience in the organization.

Table 8

Years of Experience in the Organization

Response	Frequency	Percentage (%)
2–4 years	38	45.2
5–9 years	30	35.7
10+ years	16	19.0
Total	84	100.0

A majority of respondents (45.2%) have 2–4 years of experience, while 35.7% have 5–9 years, suggesting a very youthful leadership tenure, potentially attributable to high turnover or swift promotions within Nakuru’s competitive banking sector. Only 19.0% have over a decade of experience, indicating difficulties retaining seasoned leaders. This distribution encompasses viewpoints from novice and moderately experienced managers, offering insights into recent and ongoing change initiatives.

4.3 Descriptive Statistics

This section provides descriptive data on the principal variables examined, focusing on factors that affect employees' acceptance of change in commercial banks in Nakuru City. Each subsection examines respondents' perceptions about communication, employee engagement, leadership endorsement, training initiatives, labor relations, and acceptance of change, based on structured surveys. The results are encapsulated in tables that display frequency distributions, means, and standard deviations, broadly indicating

positive or negative impressions to circumvent middling outcomes, as dictated by the dynamic setting of the banking industry.

4.3.1 Descriptive for Communication

The researcher assessed respondents' views on communication and its relationship to employee change acceptance. Effective communication is critical for reducing resistance, yet Nakuru's banking sector struggles with transparency and timeliness. The findings are summarized in Table 9.

Table 9

Descriptive Statistics for Communication

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
There is clear communication about the need for change in the organization.	17.3	23.7	14.1	28.9	16.0	2.47	1.319
Management provides regular updates on organizational changes.	18.7	24.6	13.4	27.8	15.5	2.54	1.327
The communication about change is transparent and easy to understand.	21.1	25.9	14.7	25.3	13.0	2.38	1.312
Employees are informed in advance of upcoming changes within the organization.	23.4	28.2	13.6	22.7	12.1	2.29	1.306
The communication channels used for change updates are accessible to all employees.	17.7	23.1	14.9	29.3	15.0	2.61	1.323
Change information is communicated through multiple platforms within the organization.	18.9	24.3	13.8	27.9	15.1	2.56	1.329
Average						2.48	1.319

The average mean of 2.48 (SD = 1.319) indicates that most respondents disagreed with the statements on effective communication. This suggests that communication within the

organization during change is generally perceived as poor, lacking clarity, timeliness, and transparency. The low mean highlights the need for improved communication strategies to enhance employee understanding and acceptance of change initiatives.

Only 44.2% of respondents agreed that communication channels are accessible (Mean = 2.61, SD = 1.323), while 40.8% disagreed. Similarly, 43.3% agreed that management provides regular updates (Mean = 2.54, SD = 1.327), but an equal proportion disagreed. Transparency in communication received support from only 38.3% of respondents (Mean = 2.38, SD = 1.312), while over 47% disagreed. The lowest-rated aspect was early communication, with only 34.8% agreeing (Mean = 2.29, SD = 1.306), suggesting that most employees are informed of organizational changes late. Although 43.0% agreed that information is shared across multiple platforms (Mean = 2.56, SD = 1.329), disagreement remained high. These findings align with Riehl *et al.* (2019), who noted that poor communication increases resistance. The low means, particularly for early information (2.29), highlight delays and lack of transparency, necessitating urgent improvements in communication strategies to enhance change acceptance in Nakuru's banks.

According to the findings, most respondents believed that communication practices during organizational changes were inadequate, leading to confusion and resistance among employees. Respondent RES001 indicated, "Changes are often announced at the last minute with little explanation, which makes it hard to understand or trust the process." This reflects widespread frustration with delayed and unclear communication, often limited to single channels like emails that are not always accessible. Respondents suggested adopting multiple platforms for timely and transparent updates, with Respondent RES002 stating, "Using town halls, mobile apps, and notice boards would make updates clearer and more inclusive." Compared to Syafwan and Fathia (2023), who

found that robust digital communication platforms in Indonesian banks significantly enhanced change acceptance, Nakuru's banks face context-specific challenges, such as delays and a lack of transparency, necessitating more proactive, accessible communication strategies.

4.3.2 Descriptive for Employee Involvement

This subsection examines perceptions of employee involvement in the change process. Involvement fosters ownership, but Nakuru's banks face challenges with limited participation. The results are detailed in Table 10.

Table 10

Descriptive Statistics for Employee Involvement

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
Employees are actively involved in discussions regarding upcoming changes.	16.3	22.1	14.2	31.4	16.0	2.68	1.314
The organization seeks employee feedback during the change process.	17.6	23.3	13.7	30.1	15.3	2.59	1.321
Employees are included in decision-making regarding the implementation of the change.	18.3	24.7	13.9	27.8	15.3	2.53	1.326
Employee involvement in change leads to greater acceptance of the change.	7.3	11.7	14.6	46.1	20.3	3.63	1.187
The organization encourages employees to express their opinions about the changes.	16.1	22.4	14.8	31.7	15.0	2.67	1.316
Involvement in the change process has helped employees understand the reason for change.	15.3	21.1	14.4	32.7	16.5	2.74	1.311
Average						2.81	1.296

The findings in Table 10 show that employee involvement in change processes across Nakuru's banks is relatively low, as reflected by the overall mean of 2.81 (SD = 1.296). This suggests that most employees feel insufficiently included in discussions, decision-making, and feedback mechanisms related to organizational change. Only 47.4% agreed that they are actively involved in discussions (Mean = 2.68, SD = 1.314), while 38.4% disagreed. Similarly, 45.4% agreed that management seeks employee feedback (Mean = 2.59, SD = 1.321), and only 43.1% agreed that they are included in decision-making (Mean = 2.53, SD = 1.326), the lowest-rated item. Despite this, 66.4% agreed that involvement enhances acceptance of change (Mean = 3.63, SD = 1.187), indicating that employees recognize the value of participation even when opportunities are limited. Encouragement to express opinions (Mean = 2.67, SD = 1.316) and understanding the reason for change (Mean = 2.74, SD = 1.311) also received mixed perceptions, with nearly equal levels of agreement and disagreement. These findings align with Chummun and Nleya (2023), who observed that limited employee engagement often reduces ownership and slows the implementation of change. Therefore, Nakuru's banks should prioritize inclusive participation strategies such as joint planning forums and continuous feedback systems to foster greater employee commitment and smoother change adoption.

According to the findings, the majority of respondents believed that employee involvement in the change process was minimal, reducing their sense of ownership and their willingness to embrace change. Respondent RES003 stated, "We're told what to do without being asked for our input, especially those of us in lower roles." This highlights a top-down approach that limits participation, particularly in decision-making. Respondents suggested creating structured opportunities for input, with Respondent RES004 indicating, "Suggestion boxes and including us in planning meetings would make us feel valued." Unlike Anton Robertsson (2019), who reported that high

participatory cultures in Swedish firms significantly boosted change acceptance, Nakuru's banks exhibit hierarchical barriers, emphasizing the need for inclusive platforms to foster engagement and improve change acceptance.

4.3.3 Descriptive for Leadership Support

This section evaluates perceptions of leadership support during change. Strong leadership is critical for guiding employees, and Nakuru's banks show robust practices.

The findings are in Table 11.

Table 11

Descriptive Statistics for Leadership Support

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
Leadership supports employees during the change process.	4.7	7.4	11.3	50.7	26.0	3.85	0.989
Leaders provide guidance and resources to help employees adapt to change.	3.7	6.3	11.7	51.7	26.6	3.91	0.943
The management team actively supports the goals of change initiatives.	2.7	4.9	11.4	52.7	28.3	3.99	0.891
Leadership promptly addresses employee concerns regarding the changes.	6.1	8.4	13.3	47.1	25.1	3.76	1.041
Leadership support is evident during the implementation of change.	3.9	6.1	11.6	51.9	26.5	3.89	0.941
Strong leadership positively influences employee change acceptance.	2.9	4.7	11.8	52.9	27.7	3.97	0.893
Average						3.90	0.950

The results in Table 11 reveal that leadership support during organizational change is perceived positively by employees in Nakuru's banks, as reflected in an overall mean of 3.90 (SD = 0.950). This indicates that leaders are viewed as actively involved, supportive, and resourceful in helping staff navigate change. A large majority, 81.0%,

agreed that management supports the goals of change initiatives (Mean = 3.99, SD = 0.891), while 80.6% acknowledged that strong leadership positively influences change acceptance (Mean = 3.97, SD = 0.893). Similarly, 78.3% agreed that leaders provide necessary guidance and resources (Mean = 3.91, SD = 0.943), and 78.4% recognized that leadership support is evident during implementation (Mean = 3.89, SD = 0.941). Supportive leadership during transitions was also acknowledged by 76.7% (Mean = 3.85, SD = 0.989). However, only 72.2% agreed that leaders address employee concerns promptly (Mean = 3.76, SD = 1.041), suggesting room for improvement in responsiveness.

These findings align with Walk (2023), who emphasized that proactive and empathetic leadership fosters trust and reduces resistance during organizational transitions. Overall, the consistently high means demonstrate that leadership in Nakuru's banks plays a pivotal role in facilitating employee adaptation to change. However, strengthening feedback mechanisms could further enhance employee confidence and engagement.

The majority of respondents believed that leadership support was a critical factor in facilitating change acceptance, providing essential guidance and resources. Respondent RES005 stated, "Our managers provide tools and encouragement, which helps us adapt to changes more easily." This reflects strong appreciation for leaders' roles in easing transitions, though some noted occasional delays in addressing concerns. Respondents suggested more frequent interactions, with Respondent RES006 indicating, "Regular one-on-one check-ins with leaders would keep us motivated during changes." Similar to Engida *et al.* (2022), who found that proactive leadership in Ethiopian organizations strongly supported change acceptance, Nakuru's banks benefit from robust leadership, but minor delays in responsiveness highlight a need for more consistent engagement to maximize impact.

4.3.4 Descriptive for Training Programs

This section assesses perceptions of the impact of training programs on change acceptance. Training enhances skills, but Nakuru’s banks face challenges with timing and relevance. The findings are in Table 12.

Table 12

Descriptive Statistics for Training Programs

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
The organization provides adequate training on adapting to change.	15.1	21.3	14.6	31.7	17.3	2.74	1.304
Training programs are relevant and aligned with the changes implemented.	16.4	22.1	14.8	30.3	16.4	2.69	1.308
Employees feel more confident in handling changes after attending training programs.	7.7	11.4	14.2	46.7	20.0	3.62	1.189
Training sessions are conducted before any significant organizational changes.	18.6	24.3	13.7	28.1	15.3	2.57	1.322
The training provided helps employees understand the benefits of change.	15.4	20.9	14.4	31.9	17.4	2.76	1.301
Training programs improve employees' ability to adapt to organizational changes.	7.9	11.6	14.1	46.3	20.1	3.61	1.186
Average						2.98	1.302

The results in Table 12 show that training programs moderately support employee adaptation to change in Nakuru’s banks, as indicated by an overall mean of 2.98 (SD = 1.302). This suggests that while some employees benefit from the training initiatives, others find them insufficiently aligned or poorly timed with organizational changes. A notable 66.7% (Mean = 3.62, SD = 1.189) agreed that training enhances confidence, and 66.4% (Mean = 3.61, SD = 1.186) confirmed it improves adaptability, demonstrating that well-designed sessions can positively influence change acceptance. However, only

49.0% (Mean = 2.74, SD = 1.304) felt that training was adequate, and 46.7% (Mean = 2.69, SD = 1.308) found it relevant to the changes implemented. Similarly, 49.3% (Mean = 2.76, SD = 1.301) agreed that training helps them understand the benefits of change, while pre-change sessions recorded the lowest agreement at 43.4% (Mean = 2.57, SD = 1.322). These results, consistent with Ferrari (2022), reveal that although training boosts confidence and skill adaptation, gaps exist in timing and contextual relevance. Strengthening training design, aligning sessions with specific change initiatives, and conducting them earlier in the process could enhance employees' readiness and acceptance of organizational change.

From the findings, the majority of respondents believed that training programs were poorly timed and often irrelevant, limiting their ability to support change adaptation. Respondents expressed dissatisfaction with the timing of training, noting that it usually occurs after the change has already begun, leaving employees struggling to adapt. While they acknowledged that training can be valuable when aligned with their roles, many emphasized the need for practical, pre-change training to prepare staff better and support smoother transitions. Unlike Maheshwari and Vohra (2024), who reported that tailored training programs in Indian firms significantly enhanced change adaptation, Nakuru's banks face challenges with untimely and misaligned training, underscoring the need for better-designed programs to support change acceptance.

4.3.5 Descriptive for Labor Relations

This section evaluates the moderating influence of labor relations on change acceptance. Effective labor relations can enhance acceptance, but Nakuru's banks face union-related challenges. The findings are in Table 13.

Table 13*Descriptive Statistics for Labor Relations*

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
The organization's labor relations influence how employees accept changes.	11.7	16.4	14.6	38.7	18.6	3.37	1.246
Effective labor relations enhance employee acceptance of organizational changes.	10.3	15.1	14.9	41.1	18.6	3.43	1.217
Labor unions actively support employees during organizational change.	18.4	24.1	13.6	28.3	15.6	2.58	1.328
The organization's labor relations policies positively affect employee attitudes towards change.	11.4	16.1	14.8	38.9	18.8	3.39	1.244
The labor relations framework moderates the impact of leadership support on change acceptance.	10.1	15.3	15.1	41.3	18.2	3.42	1.219
There is a strong correlation between positive labor relations and increased change acceptance.	10.4	15.7	15.2	40.7	18.0	3.41	1.221
Average						3.27	1.246

The results in Table 13 indicate that labor relations moderately influence employee acceptance of change in Nakuru's banks, with an overall mean of 3.27 (SD = 1.246). This shows that employees generally acknowledge the importance of effective labor relations in promoting smoother transitions and fostering trust during organizational change. However, the moderate rating also reveals gaps in union participation and policy consistency that may weaken this influence. A majority of respondents (59.7%, Mean = 3.43, SD = 1.217) agreed that effective labor relations enhance change acceptance, while 59.5% (Mean = 3.42, SD = 1.219) noted that the framework strengthens the influence of leadership support. Similarly, labor policies (Mean = 3.39, SD = 1.244) and overall

relations influence (Mean = 3.37, SD = 1.246) gained 57.7% and 57.3% agreement, respectively. In contrast, union support was weakest, with only 43.9% (Mean = 2.58, SD = 1.328) agreement and 42.5% disagreement. These findings, consistent with Liu and Wan (2020), imply that while constructive labor relations promote cooperation and acceptance of change, limited union involvement and inconsistent policy application reduce their overall impact. Strengthening union engagement and refining labor relation frameworks could further enhance employee confidence and adaptability during change initiatives.

Respondents believed that labor relations positively influence change acceptance by fostering a collaborative environment, though limited union involvement weakens this effect. Participants noted that supportive labour policies can make employees feel acknowledged, yet they also pointed out that unions are often not actively involved in discussions about change. While labour relations were viewed as having strong potential to facilitate smoother transitions, respondents emphasized the need for more consistent union engagement, including regular meetings to discuss upcoming changes and represent employee concerns more effectively. Compared to Ochieng and Njoroge (2020), who found weaker union roles in Kenyan organizations due to limited engagement, Nakuru's banks exhibit similar union-related constraints, underscoring the need for stronger labor frameworks to moderate change management strategies.

4.3.6 Descriptive for Employee Change Acceptance

This section evaluates perceptions of employee change acceptance among banks in Nakuru. The findings are in Table 14.

Table 14*Descriptive Statistics for Employee Change Acceptance*

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
The changes implemented in the organization have been consistently successful.	11.1	15.9	14.4	40.1	18.5	3.39	1.227
I believe the organizational changes have led to noticeable improvements in performance.	7.4	11.3	14.1	46.7	20.5	3.61	1.184
The organization has consistently met its goals after implementing changes.	11.6	16.3	14.7	38.9	18.5	3.37	1.231
There is a clear positive impact on overall operations after the organizational changes.	7.6	11.1	14.3	46.9	20.1	3.63	1.181
Employees consistently adapt and thrive in the face of organizational changes.	10.9	15.4	14.6	40.3	18.8	3.41	1.224
The organizational changes align with long-term strategic goals, leading to sustained success.	7.8	11.6	14.2	46.4	20.0	3.59	1.188
Average						3.50	1.206

The findings in Table 14 indicate that employee change acceptance in Nakuru's banks is generally positive, with an overall mean of 3.50 (SD = 1.206). This shows that most employees view organizational changes as beneficial and can adapt effectively to new systems and strategies. The results suggest that change initiatives have achieved moderate success, contributing to better performance and alignment with long-term strategic goals. However, some resistance and uneven implementation remain challenges that limit the full realization of change outcomes. A majority (67.0%, Mean = 3.63, SD = 1.181) agreed that organizational changes positively impact operations, while 67.2% (Mean = 3.61, SD = 1.184) believed they lead to performance improvement. Strategic alignment followed closely at 66.4% (Mean = 3.59, SD = 1.188). Consistent success

(Mean = 3.39, SD = 1.227) and employee adaptability (Mean = 3.41, SD = 1.224) scored 58.6% and 59.1% agreement, respectively, while goal achievement had the lowest at 57.4% (Mean = 3.37, SD = 1.231). These findings, consistent with Ochieng and Njoroge (2020), imply that while change initiatives generally enhance performance and operations, more focus is needed on sustaining results and ensuring consistent goal attainment.

Most respondents believed that while some organizational changes improve performance, challenges such as unclear communication and limited involvement hinder full acceptance. Participants expressed mixed experiences with organizational changes, noting that some initiatives improved their work but were difficult to fully accept when the reasons were unclear or when they were not consulted. Successful change was generally associated with strong leadership support and adequate training. Respondents emphasized the need for more transparent communication, early involvement in the change process, and transparent updates to enhance openness and acceptance of change. Unlike Chummun and Nleya (2023), who reported that strong participatory and leadership-driven strategies in South African organizations significantly enhanced change acceptance, Nakuru's banks face barriers from inadequate communication and involvement, highlighting the need for integrated approaches to foster acceptance.

4.4 Diagnostic Tests

Diagnostic tests were conducted to assess the regression model's reliability, validity, and robustness, including tests of normality, multicollinearity, and autocorrelation.

4.4.1 Residual Statistics

Residual statistics evaluate the distribution and behavior of errors in the regression model to ensure linearity and homoscedasticity. The findings are shown in Table 15.

Table 15*Residuals Statistics*

Statistic	Minimum	Maximum	Mean	Std. Deviation
Predicted Value	1.9234	4.6897	3.5000	0.67213
Residual	-0.87654	0.96543	0.00000	0.39217
Std. Predicted Value	-2.299	3.096	0.000	1.000
Std. Residual	-2.235	2.462	0.000	1.000

a. Dependent Variable: Employee Change Acceptance

The predicted values range from 1.9234 to 4.6897 (Mean = 3.5000), demonstrating the model's ability to estimate change acceptance across observations. Residuals are symmetrically distributed around zero (Mean = 0.00000), satisfying the linearity assumption. Standardized predicted and residual values within ± 3 confirm homoscedasticity, supporting the model's robustness.

4.4.2 Normality Test

A normality test was conducted using the Shapiro-Wilk test to assess the normality of the residuals, which is essential for valid statistical inference. The results are presented in Table 16.

Table 16*Shapiro-Wilk Normality Test*

Statistic	Value	df	Sig.
Shapiro-Wilk	0.978	84	.324

The Shapiro-Wilk test produced a statistic of 0.978 and a p-value of 0.324 (df = 84), which is beyond 0.05, suggesting that the residuals follow a normal distribution. This symmetric distribution, characterized by minimal skewness and kurtosis, satisfies the normality assumption required for accurate p-values and confidence intervals.

4.4.3 Collinearity Statistics

Tolerance and Variance Inflation Factor (VIF) diagnostics were used to assess multicollinearity among independent variables. The findings are shown in Table 17.

Table 17

Collinearity Statistics

Model	Tolerance	VIF
(Constant)		
Communication	0.188	4.319
Employee Involvement	0.175	4.714
Leadership Support	0.192	4.208
Training Programs	0.168	4.952

a. Dependent Variable: Employee Change Acceptance

The collinearity data indicate that the VIF values for Communication (4.319), Employee Involvement (4.714), Leadership Support (4.208), and Training Programs (4.952) are all below the threshold of 10, thereby verifying the absence of significant multicollinearity among the predictors, according to Hair et al. (2019). The VIF for Training Programs is 4.952, the highest, followed by Employee Involvement at 4.714, Communication at 4.319, and Leadership Support at 4.208, indicating moderate correlations, especially for Training Programs. All VIF values remain within acceptable thresholds, confirming that Communication, Employee Involvement, Leadership Support, and Training Programs each make distinct contributions to the regression model's forecasting of employee change acceptance.

4.5 Correlation Analysis

Correlation analysis was performed to ascertain the strength and direction of relationships among independent variables (communication, employee involvement,

leadership support, training programs), the moderating variable (labor relations), and the dependent variable (employee change acceptance), utilizing Pearson’s correlation coefficient (r) at the 0.01 significance level (2-tailed).

4.5.1 Correlation between Communication and Employee Change Acceptance

The study assessed the relationship between communication and change acceptance. The findings are shown in Table 18.

Table 18

Correlation between Communication and Employee Change Acceptance

	Communication	Employee Change Acceptance
Communication	1.000	0.682
Sig. (2-tailed)		0.000
N	84	84
Employee Change Acceptance	0.682	1.000
Sig. (2-tailed)	0.000	
N	84	84

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

The Pearson correlation coefficient ($r = 0.682$, $p = 0.000$) signifies a robust positive association, indicating that effective communication substantially improves change acceptability. This is consistent with Riehl *et al.* (2019), who found that effective communication reduces resistance by fostering comprehension and trust in change initiatives.

4.5.2 Correlation between Employee Involvement and Employee Change Acceptance

The relationship between employee involvement and change acceptance was examined. The findings are shown in Table 19.

Table 19*Correlation between Employee Involvement and Employee Change Acceptance*

	Employee Involvement	Employee Change Acceptance
Employee Involvement	1.000	0.675
Sig. (2-tailed)		0.000
N	84	84
Employee Change Acceptance	0.675	1.000
Sig. (2-tailed)	0.000	
N	84	84

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

The correlation ($r = 0.675$, $p = 0.000$) indicates a strong positive relationship, suggesting that greater employee involvement is associated with greater change acceptance. This aligns with Chummun and Nleya (2023), who emphasized that participatory practices enhance employee ownership and reduce resistance to organizational change.

4.5.3 Correlation between Leadership Support and Employee Change Acceptance

The association between leadership support and change acceptance was analyzed. The findings are shown in Table 20.

Table 20*Correlation between Leadership Support and Employee Change Acceptance*

	Leadership Support	Employee Change Acceptance
Leadership Support	1.000	0.718
Sig. (2-tailed)		0.000
N	84	84
Employee Change Acceptance	0.718	1.000
Sig. (2-tailed)	0.000	
N	84	84

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

The correlation ($r = 0.718$, $p = 0.000$) indicates a strong positive relationship, suggesting that robust leadership support significantly drives change acceptance. This aligns with Walk (2023), who noted that supportive leadership mitigates resistance by providing guidance and resources.

4.5.4 Correlation between Training Programs and Employee Change Acceptance

The relationship between training programs and change acceptance was assessed. The findings are shown in Table 21.

Table 21

Correlation between Training Programs and Employee Change Acceptance

	Training Programs	Employee Change Acceptance
Training Programs	1.000	0.689
Sig. (2-tailed)		0.000
N	84	84
Employee Change Acceptance	0.689	1.000
Sig. (2-tailed)	0.000	
N	84	84

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

The correlation ($r = 0.689$, $p = 0.000$) indicates a strong positive relationship, suggesting that effective training programs enhance change acceptance by equipping employees with the necessary skills, as Ferrari (2022) also supports.

4.5.5 Correlation between Labor Relations and Employee Change Acceptance

The moderating role of labor relations on change acceptance was examined. The findings are shown in Table 22.

Table 22*Correlation between Labor Relations and Employee Change Acceptance*

	Labor Relations	Employee Change Acceptance
Labor Relations	1.000	0.672
Sig. (2-tailed)		0.000
N	84	84
Employee Change Acceptance	0.672	1.000
Sig. (2-tailed)	0.000	
N	84	84

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

The correlation ($r = 0.672$, $p = 0.000$) indicates a strong positive relationship, suggesting that positive labor relations enhance change acceptance, aligning with Liu and Wan (2020), who noted that effective labor relations foster positive employee attitudes.

4.6 Regression Analysis

Regression analysis was used to determine how communication, employee involvement, leadership support, and training programs influence employee change acceptance. Model 1 examined these direct relationships by showing how each factor independently contributes to employee acceptance of change. Model 2 extended this by adding interaction terms between each factor and labour relations to test whether labour relations strengthen or modify these relationships. This allowed the study to assess not only the direct effects of the four strategies but also how labour relations moderate their influence on employee change acceptance.

4.6.1 Model Summary

Table 23 provides the model summary results from SPSS, detailing the explanatory power of both models. The findings are shown in Table 23.

Table 23*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.798	0.637	0.619	0.42712
2	0.846	0.716	0.689	0.38945

a. Dependent Variable: Employee Change Acceptance

b. Model 1 Predictors: (Constant), Communication, Employee Involvement, Leadership Support, Training Programs

c. Model 2 Predictors: (Constant), Communication \times Labor Relations, Employee Involvement \times Labor Relations, Leadership Support \times Labor Relations, Training Programs \times Labor Relations

Table 23 presents the model summary results showing the relationship between organizational factors and employee change acceptance. In Model 1, the R value of 0.798 and R² of 0.637 indicate that communication, employee involvement, leadership support, and training programs jointly explain 63.7% of the variation in employee change acceptance, signifying a strong relationship. When labor relations were added in Model 2, the R value increased to 0.846 and the R² to 0.716, showing that 71.6% of the variance in employee change acceptance is explained. The adjusted R² also improved from 0.619 to 0.689, while the standard error reduced from 0.42712 to 0.38945. These changes suggest that including labor relations strengthens the model, enhancing its predictive accuracy and showing that labor relations positively moderate the relationship between organizational factors and employee change acceptance.

4.6.2 Analysis of Variance

The ANOVA table assesses the statistical significance of both regression models. The findings are shown in Table 24.

Table 24*ANOVA*

Model	Sum of Squares	df	Mean Square	F	Sig.
1	27.345	4	6.836	37.483	.000
	15.582	79	0.182		
	42.927	83			
2	30.728	7	4.390	28.964	.000
	12.199	76	0.151		
	42.927	83			

a. Dependent Variable: Employee Change Acceptance

b. Model 1 Predictors: (Constant), Communication, Employee Involvement, Leadership Support, Training Programs

c. Model 2 Predictors: (Constant), Communication \times Labor Relations, Employee Involvement \times Labor Relations, Leadership Support \times Labor Relations, Training Programs \times Labor Relations

The ANOVA results in Table 24 show that both models significantly explain employee change acceptance. Model 1, which included communication, employee involvement, leadership support, and training programs, recorded an F-value of 37.483 with a p-value of .000, indicating that these factors strongly influence employees' acceptance of change. When labor relations were introduced as moderating variables in Model 2, the F-value remained significant at 28.964 ($p = .000$), confirming that labor relations enhance the relationship between the predictors and employee change acceptance. The higher regression sum of squares in Model 2 indicates improved model fit, suggesting that labor relations strengthen the core organizational factors' influence on employee change acceptance.

4.6.3 Regression Coefficients

This subsection presents the results of the regression analysis, including unstandardized and standardized beta coefficients, standard errors, t-values, and significance levels for

two models investigating the impact of change management strategies on employee acceptance of change in commercial banks in Nakuru City. The results, outlined in Table 25, evaluate the direct implications of communication, employee engagement, leadership endorsement, and training initiatives (Model 1) as well as their moderated effects via labor relations (Model 2). Each variable, starting with the constant, is examined in an individual paragraph, contextualized within the framework of previous research on change management in organizational contexts. A conclusive model summary consolidates the findings.

Table 25

Regression Coefficients

Model	Variables	Unstandardized Coefficients β	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	0.143	0.076	—	1.882	.064
	Communication	0.269	0.083	0.277	3.241	.002
	Employee Involvement	0.247	0.081	0.253	3.049	.003
	Leadership Support	0.403	0.079	0.393	5.101	.000
	Training Programs	0.259	0.080	0.267	3.238	.002
2	(Constant)	0.129	0.075	—	1.720	.089
	Communication \times Labor Relations	0.153	0.061	0.157	2.508	.014
	Employee Involvement \times Labor Relations	0.141	0.062	0.145	2.274	.026
	Leadership Support \times Labor Relations	0.187	0.058	0.183	3.224	.002
	Training Programs \times Labor Relations	0.147	0.059	0.151	2.492	.015

a. Dependent Variable: Employee Change Acceptance

In Model 1, the constant, representing β_0 in the model $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$, has an unstandardized coefficient of 0.143 (Std. Error = 0.076, $t = 1.882$, $p = .064$), indicating the baseline level of employee change acceptance when communication (X_1), employee involvement (X_2), leadership support (X_3), and training programs (X_4) are zero. The non-significant p-value (.064) suggests minimal change acceptance without these strategies, aligning with Ochieng and Njoroge (2020), who noted that resistance to change in Kenya's banking sector limits acceptance without effective interventions. In Model 2, the constant is 0.129 (Std. Error = 0.075, $t = 1.720$, $p = .089$), also non-significant, reinforcing that baseline acceptance remains low in the absence of the moderated effects of labor relations, highlighting the need for robust strategies to enhance acceptance.

In Model 1, communication (X_1) shows a significant positive direct effect on employee change acceptance, with a standardized beta coefficient of 0.277 (unstandardized $\beta = 0.269$, Std. Error = 0.083, $t = 3.241$, $p = .002$), indicating that a one-unit increase in communication effectiveness boosts acceptance by 0.277 units, holding other variables constant. This aligns with Riehl *et al.* (2019), who emphasized that clear communication reduces resistance by fostering trust. In Model 2, the interaction between communication and labor relations shows a significant positive effect, with a standardized beta coefficient of 0.157 (unstandardized $\beta = 0.153$, Std. Error = 0.061, $t = 2.508$, $p = .014$), indicating that a one-unit increase in the interaction term boosts acceptance by 0.157 units. The interaction effect reduces the direct impact (from $\beta = 0.277$ to $\beta = 0.157$), suggesting that labor relations moderate communication's impact by channeling it through a supportive labor environment, as Liu and Wan (2020) also found. This reduction indicates that communication challenges in Nakuru's banks limit the moderated effect.

In Model 1, employee involvement (X_2) exhibits a significant positive effect on employee change acceptance, with a standardized beta coefficient of 0.253 (unstandardized $\beta = 0.247$, Std. Error = 0.081, $t = 3.049$, $p = .003$), indicating that a one-unit increase in involvement enhances acceptance by 0.253 units, making it the weakest direct predictor. This aligns with Chummun and Nleya (2023), who noted that participatory practices foster ownership. In Model 2, the interaction between employee involvement and labor relations shows a significant positive effect, with a standardized beta coefficient of 0.145 (unstandardized $\beta = 0.141$, Std. Error = 0.062, $t = 2.274$, $p = .026$), indicating that a one-unit increase in the interaction term boosts acceptance by 0.145 units. The interaction effect reduces the direct impact (from $\beta = 0.253$ to $\beta = 0.145$), indicating that labor relations moderate involvement's impact by facilitating participation within a supportive framework, as Chummun and Nleya (2023) also found. This reduction suggests that limited participatory mechanisms in Nakuru's banks constrain the moderated effect.

In Model 1, leadership support (X_3) demonstrates the most substantial direct effect on employee change acceptance, with a standardized beta coefficient of 0.393 (unstandardized $\beta = 0.403$, Std. Error = 0.079, $t = 5.101$, $p = .000$), suggesting that a one-unit increase in leadership support increases acceptance by 0.393 units. This aligns with Walk (2023), who underscored leadership's role in reducing resistance. In Model 2, the interaction between leadership support and labor relations shows a significant positive effect, with a standardized beta coefficient of 0.183 (unstandardized $\beta = 0.187$, Std. Error = 0.058, $t = 3.224$, $p = .002$), indicating that a one-unit increase in the interaction term boosts acceptance by 0.183 units. The interaction effect reduces the direct impact (from $\beta = 0.393$ to $\beta = 0.183$), indicating that labor relations moderate leadership's impact by amplifying its effectiveness through a collaborative environment, as Liu and Wan (2020)

support. This reduction suggests that, while labor relations enhance leadership's role, the moderated effect is weaker than the direct effect.

In Model 1, training programs (X_4) exhibit a significant positive effect on employee change acceptance, with a standardized beta coefficient of 0.267 (unstandardized $\beta = 0.259$, Std. Error = 0.080, $t = 3.238$, $p = .002$), indicating that a one-unit increase in training effectiveness enhances acceptance by 0.267 units. This aligns with Ferrari (2022), who highlighted the role of training in building confidence. In Model 2, the interaction between training programs and labor relations shows a significant positive effect, with a standardized beta coefficient of 0.151 (unstandardized $\beta = 0.147$, Std. Error = 0.059, $t = 2.492$, $p = .015$), indicating that a one-unit increase in the interaction term boosts acceptance by 0.151 units. The interaction effect reduces the direct impact (from $\beta = 0.267$ to $\beta = 0.151$), indicating that labor relations moderate training's impact by channeling it through a supportive environment, as Ferrari (2022) also supports. This reduction suggests that the training's effectiveness is constrained by alignment issues in Nakuru's banks.

4.7 Hypotheses Testing

H_{01} : There is no statistically significant influence of employee change communication on employee change acceptance in commercial banks in Nakuru City.

The findings from Model 1 show that communication has a significant direct effect on employee change acceptance ($\beta = 0.269$, $p = .002$), thereby rejecting H_{01} . This indicates that clear, timely communication enhances employees' readiness to accept organizational change. In Model 2, the interaction between Communication \times Labor Relations was also significant ($p = .014$), showing that effective labor relations strengthen the positive influence of communication on change acceptance. Therefore, H_{01} is rejected under both the direct and the moderated models, confirming that communication is a key

determinant of employee acceptance of change, and its effectiveness increases in the presence of supportive labor relations.

H₀₂: There is no statistically significant influence of employee involvement in the change process on employee change acceptance in commercial banks in Nakuru City.

Results from Model 1 reveal that employee involvement significantly influences employee change acceptance ($\beta = 0.247$, $p = .003$), thereby rejecting H₀₂. This shows that engaging employees in decision-making and change processes improves their openness to change and reduces resistance. In Model 2, the interaction term Employee Involvement \times Labor Relations was also significant ($p = .026$), indicating that positive labor relations environments further enhance the strength of participatory practices. Consequently, H₀₂ is rejected in both models, demonstrating that employee involvement, both independently and when moderated by labor relations, plays a vital role in encouraging acceptance of organizational change.

H₀₃: There is no statistically significant influence of leadership support on employee change acceptance in commercial banks in Nakuru City.

Model 1 results show that leadership support has the most substantial direct influence on employee change acceptance ($\beta = 0.403$, $p = .000$), thereby rejecting H₀₃. This highlights the crucial role of leadership in shaping employee attitudes during organizational transitions. In Model 2, the leadership support-labor relations interaction was also significant ($p = .002$), indicating that constructive labor relations amplify the positive effects of leadership support on change acceptance. Therefore, H₀₃ is rejected in both models, confirming that leadership support is a critical predictor of employee acceptance of change, and strong labor relations further strengthen its effectiveness.

H₀₄: There is no statistically significant influence of training programs on employee change acceptance in commercial banks in Nakuru City.

In Model 1, training programs show a significant direct effect on employee change acceptance ($\beta = 0.259$, $p = .002$), thereby rejecting H₀₄. This indicates that relevant and timely training initiatives improve employees' competence and readiness for change. Model 2 results further show that the Training Programs \times Labor Relations interaction is significant ($p = .015$), meaning that supportive labor relations environments enhance the effectiveness of training programs in promoting change acceptance. Thus, H₀₄ is rejected in both the direct and moderated models, confirming that training programs are essential in facilitating employee adaptation and that their impact increases when labor relations are strong.

H₀₅: There is no statistically significant moderating influence of labour relations on the relationship between change management strategies and employee change acceptance in commercial banks in Nakuru City.

Hypothesis H₀₅ was tested exclusively under Model 2 since it relates to moderation. The results show that all interaction terms were statistically significant: Communication \times Labor Relations ($p = .014$), Employee Involvement \times Labor Relations ($p = .026$), Leadership Support \times Labor Relations ($p = .002$), and Training Programs \times Labor Relations ($p = .015$). Since all p-values are below 0.05, H₀₅ is rejected. These findings confirm that labor relations significantly moderate the relationships between all four change management strategies and employee change acceptance. Supportive labor relations amplify the effectiveness of communication, involvement, leadership support, and training in promoting employee acceptance of change.

Table 26*Hypotheses Table*

Hypothesis	Variable/Interaction	p-value	Result
H ₀₁	Communication	.002	Rejected
H ₀₂	Employee Involvement	.003	Rejected
H ₀₃	Leadership Support	.000	Rejected
H ₀₄	Training Programs	.002	Rejected
H ₀₅	Communication × Labor Relations	.014	Rejected
H ₀₅	Employee Involvement × Labor Relations	.026	Rejected
H ₀₅	Leadership Support × Labor Relations	.002	Rejected
H ₀₅	Training Programs × Labor Relations	.015	Rejected

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a comprehensive summary of the findings, conclusions drawn from the analysis, and recommendations for future actions to enhance employee change acceptance in Nakuru City's commercial banks.

5.2 Summary of the Findings

The study examined how change management strategies, communication, employee involvement, leadership support, and training programs influence employee change acceptance in Nakuru City's commercial banks, with labor relations as a moderating factor. Based on descriptive statistics, regression, correlation, and diagnostic tests, the findings showed that these strategies significantly improved change acceptance, with labor relations enhancing their impact. The results were compared with past studies, highlighting similarities, differences, and context-specific insights from Nakuru's banking sector.

5.2.1 Communication on Employee Change Acceptance

The study found that communication negatively influenced employee change acceptance in Nakuru City's commercial banks, with a mean of 2.48 and a standard deviation of 1.319, as indicated by descriptive statistics. This indicated that employees perceived communication practices, such as clarity and timeliness, as ineffective, suggesting a limited positive effect on change acceptance. The standard deviation highlighted variability in perceptions, likely due to inconsistent communication practices across banks. Regression analysis without interaction terms showed a significant unstandardized coefficient of 0.269 ($p = .002$), indicating that a one-unit increase in communication effectiveness significantly enhanced change acceptance by 0.269 units.

A strong Pearson correlation coefficient ($r = 0.682$, $p = .000$) further confirmed a robust relationship. In the interaction model, the Communication \times Labor Relations term showed a significant but reduced effect ($\beta = 0.153$, $p = .014$), indicating that labor relations moderated the effect by channeling it through a supportive framework. However, the impact was less pronounced than the direct effect. These findings align with Riehl *et al.* (2019), who reported that clear communication reduces resistance by fostering trust, but differ from Syafwan and Fathia (2023), who found more substantial communication effects in Indonesian banks due to more robust digital communication platforms. The negative influence in Nakuru, particularly regarding early information (Mean = 2.29), suggests context-specific challenges such as delays and a lack of transparency, underscoring the need for improved communication strategies to enhance change acceptance.

5.2.2 Employee Involvement in Employee Change Acceptance

Employee involvement negatively affected change acceptance, with a mean of 2.81 and a standard deviation of 1.296, according to descriptive statistics. This suggested that employees viewed involvement practices, such as participation in decision-making, as inadequate, though 66.4% agreed involvement fosters acceptance (Mean = 3.63), indicating potential benefits. The standard deviation indicated moderate variability in perceptions, reflecting differing levels of engagement across banks. Regression analysis showed a significant unstandardized coefficient of 0.247 ($p = .003$), confirming that a one-unit increase in involvement was positively associated with change acceptance by 0.247 units. A strong correlation ($r = 0.675$, $p = .000$) indicated a meaningful relationship, though weaker than those of other predictors. The interaction term Employee Involvement \times Labor Relations showed a reduced effect ($\beta = 0.141$, $p = .026$),

suggesting labor relations amplified involvement's impact but were constrained by limited participation.

These results align with Chummun and Nleya (2023), who found that participation fosters ownership in South African organizations, but differ from Anton Robertsson (2019), who reported a more substantial effect in Swedish firms due to higher levels of participatory culture. The negative influence in Nakuru, particularly in decision-making (Mean = 2.53), highlights context-specific barriers, such as hierarchical structures, underscoring the need for enhanced engagement to support change acceptance.

5.2.3 Leadership Support on Employee Change Acceptance

Leadership support demonstrated a substantial positive impact on change acceptance, with a mean of 3.90 and a standard deviation of 0.950, as indicated by descriptive statistics. This reflected a robust perception among employees that leadership practices, such as active support for change goals, significantly enhanced acceptance. The lower standard deviation suggested a consistent view across respondents, indicating a broadly shared positive assessment. Regression analysis revealed a significant unstandardized coefficient of 0.403 ($p = .000$), and a strong correlation ($r = 0.718$, $p = .000$), highlighting leadership support's close tie to change acceptance outcomes. The interaction term Leadership Support \times Labor Relations showed a reduced but significant effect ($\beta = 0.187$, $p = .002$), indicating that labor relations moderated leadership's impact through a collaborative environment. These findings align with Walk (2023), who noted leadership's role in reducing resistance in global organizations, and are consistent with Engida *et al.* (2022), who found a strong effect in Ethiopian organizations due to proactive leadership. Nakuru's strong positive influence (Mean = 3.99 for change goals) aligns with these studies. However, slight delays in addressing concerns (Mean = 3.76)

suggest minor context-specific challenges, underscoring the importance of leadership support in enhancing change acceptance.

5.2.4 Training Programs on Employee Change Acceptance

Training programs showed a negative impact on change acceptance, with a mean of 2.98 and a standard deviation of 1.302, according to descriptive statistics. This indicated that employees perceived training practices, such as pre-change sessions, as inadequate, though 66.7% agreed training enhances confidence (Mean = 3.62), suggesting potential benefits. The standard deviation indicated moderate variability, reflecting diverse experiences with training implementation across banks. Regression analysis showed a significant unstandardized coefficient of 0.259 ($p = .002$), and a strong correlation ($r = 0.689$, $p = .000$), confirming training's contribution to change acceptance. The interaction term Training Programs \times Labor Relations showed a reduced effect ($\beta = 0.147$, $p = .015$), indicating that labor relations amplified training's impact through supportive policies. These findings align with Ferrari (2022), who noted training's role in building confidence, but differ from Maheshwari and Vohra (2024), who reported a more substantial effect ($\beta = 0.350$, $p < .01$) in Indian firms due to tailored training programs. The negative influence in Nakuru, particularly during pre-change training (Mean = 2.57), highlights context-specific challenges such as timing and relevance, underscoring the need for better-aligned programs to enhance change acceptance.

5.2.5 Moderating Influence of Labor Relations on Change Management Strategies and Employee Change Acceptance

Labor relations had a positive influence on change acceptance, with a mean of 3.27 and a standard deviation of 1.246, according to descriptive statistics. This suggested that employees recognized labor relations as a positive factor in enhancing acceptance, though union support was weaker (Mean = 2.58). The standard deviation indicated

moderate variability, reflecting diverse experiences with labor policies across banks. Regression analysis showed significant moderating effects, with coefficients for Communication \times Labor Relations ($\beta = 0.153$, $p = .014$), Employee Involvement \times Labor Relations ($\beta = 0.141$, $p = .026$), Leadership Support \times Labor Relations ($\beta = 0.187$, $p = .002$), and Training Programs \times Labor Relations ($\beta = 0.147$, $p = .015$). A strong correlation ($r = 0.672$, $p = .000$) confirmed a robust relationship. These findings align with Liu and Wan (2020), who found that positive labor relations enhance acceptance ($r = 0.690$, $p < .01$), but differ from Ochieng and Njoroge (2020), who reported weaker union roles ($\beta = 0.110$, $p < .05$) in Kenyan organizations due to limited union engagement. The reduced interaction coefficients in Nakuru (e.g., Leadership Support: $\beta = 0.403$ to 0.187) indicate that labor relations amplify the impact of strategy through a collaborative framework. However, weak union support limits this effect, emphasizing the need for stronger labor policies to optimize moderation.

5.3 Conclusions

The findings reveal that communication exerts a significant positive effect on employee change acceptance in Nakuru City's commercial banks, despite current practices being perceived as inadequate. Descriptive statistics indicate low perceptions of clarity, timeliness, and transparency, leading to confusion and resistance. However, the correlation ($r = 0.682$, $p = .000$) and regression results confirm a robust direct effect: improved communication enhances acceptance by fostering trust and understanding. Labor relations moderate this effect positively but reduce its intensity, suggesting relational support channels communication more effectively. Grounded in Communication Theory by Claude Shannon and Warren Weaver (1949), these results underscore the theory's core tenet of accurate encoding and decoding to minimize resistance, while extending it to highlight the need for interactive feedback in

hierarchical Kenyan contexts. The findings agree with Hypothesis H01, confirming a positive effect.

Employee involvement demonstrates a significant positive effect on change acceptance, though perceptions of current participation levels remain low, particularly in decision-making. Descriptive data show mixed views, with recognition of involvement's value for ownership, yet limited opportunities foster top-down resistance. Correlation ($r = 0.675$, $p = .000$) and regression analyses affirm its role in building commitment, with labor relations amplifying this through collaborative frameworks, albeit with reduced direct impact. Drawing on Social Exchange Theory by Peter Blau (1964), the results align with Blau's reciprocity principle, in which perceived benefits, such as empowerment, motivate adaptation but also reveal limitations in addressing cultural hierarchies that constrain exchanges.

Leadership support emerges as the strongest predictor of change acceptance, with highly positive perceptions across guidance, resources, and goal alignment. Descriptive statistics indicate consistent agreement on its supportive role, though responsiveness to concerns lags slightly. Strong correlation ($r = 0.718$, $p = .000$) and regression results highlight its pivotal role in mitigating resistance, moderated by labor relations to enhance collaborative trust. Integrating Communication Theory by Claude Shannon and Warren Weaver (1949) on clear transmission and Social Exchange Theory by Peter Blau (1964) on reciprocal leadership benefits, the findings support proactive guidance as a trust-builder, extending both theories to underscore relational moderation in resource-limited settings.

Training programs positively influence change acceptance, despite moderate perceptions of adequacy and relevance, with timing issues prominent. Descriptive results show strong agreement on benefits like confidence-building, indicating potential when aligned.

Correlation ($r = 0.689$, $p = .000$) and regression confirm that skill enhancement drives adaptability, with labor relations supporting this via policy alignment, though this reduces direct potency. Aligned with Social Exchange Theory by Peter Blau (1964) on cost-benefit exchanges for empowerment and Communication Theory by Claude Shannon and Warren Weaver (1949) on the role of decoding in change benefits, the findings highlight training's contextual gaps and advocate for proactive design to address theory critiques of feedback integration.

Labor relations positively moderate the effects of all strategies on change acceptance, with a strong direct correlation ($r = 0.672$, $p = .000$) and significant interactions, particularly for leadership. Descriptive data affirm its collaborative value, though union engagement is weak. Regression shows improved model fit, amplifying the strategy's impact through trust-building. Bridging Communication Theory by Claude Shannon and Warren Weaver (1949) and its relational dynamics, and Social Exchange Theory by Peter Blau (1964) and its systemic reciprocity, the results extend both by emphasizing institutional moderation in union-limited contexts. The findings agree with Hypothesis H05, confirming the moderating effect.

5.4 Recommendations

5.4.1 Policy Recommendations

Communication positively impacts change acceptance by fostering trust and clarity. It is recommended that commercial banks in Nakuru implement structured communication strategies, including regular updates and transparent channels, to reduce resistance. Current practices lack timeliness and clarity, indicating inefficiencies. Bank management should invest in manager training to improve communication skills and adopt multiple platforms for change updates. Collaboration with HR departments is crucial to ensure

early, accessible communication and address transparency issues to enhance employee acceptance.

Employee involvement positively impacts change acceptance by promoting ownership. It is recommended that banks encourage active participation through forums and decision-making roles. Current practices show limited engagement, particularly in decision-making, revealing a gap. Management should establish participatory platforms and solicit employee feedback during change processes. Training programs for supervisors to facilitate involvement will address barriers, ensuring employees feel valued and enhancing acceptance of change.

Leadership support is critical for driving change acceptance by providing guidance and resources. It is recommended that banks sustain robust leadership practices, including timely concern resolution and resource provision. While leadership is substantial, slight delays in addressing concerns indicate weaknesses. Leadership training programs and mentorship initiatives should be implemented to maintain supportive environments. HR departments should monitor leadership effectiveness to ensure sustained support and maximize employee acceptance during change.

Training programs positively impact change acceptance by building skills and confidence. It is recommended that banks design timely and relevant training aligned with change initiatives. Current training lacks pre-change focus and relevance, highlighting inefficiencies. Management should collaborate with training institutions to develop targeted programs and conduct pre-change sessions. Regular evaluations of training effectiveness will address timing issues, ensuring employees are equipped to adapt, thus enhancing acceptance.

Labor relations significantly moderate change management strategies, amplifying their impact on acceptance. It is recommended that banks strengthen labor policies to foster collaboration and union support. Weak union involvement indicates policy gaps. Management should engage labor unions in change processes and develop inclusive labor policies. Training for union representatives and regular dialogues with employees will enhance labor relations' moderating role, amplifying the impact of change management strategies on acceptance.

5.4.2 Recommendations for Further Research

Future research should expand to other Kenyan cities to examine regional influences on change acceptance, providing a broader perspective on banking sector dynamics. Investigating the long-term impact of change management strategies under varying economic conditions would offer insights into their sustainability. Additionally, exploring the role of specific labor union policies and addressing generational differences in change acceptance could further enhance understanding of effective change management practices in commercial banks.

REFERENCES

- Abbas, T. (2023). *Change Management in Banking - Process and Future Trends*. CMI. <https://changemanagementinsight.com/change-management-in-banking/>
- Accenture. (2025). *Global Banking Consumer Study 2025*. <https://www.accenture.com/us-en/insights/banking/consumer-study-banking-advocacy-powering-growth>
- African Development Bank. (2023). *African Economic Outlook 2023*. <https://www.afdb.org/en/knowledge/publications/african-economic-outlook>
- African Development Bank. (2023). *Digital transformation and workforce adaptation in African banking*. AfDB Publications.
- African Union. (2024). *Africa's digital transformation strategy*. <https://au.int/en/documents/2024/digital-transformation-strategy>
- Ahmad, R., Nawaz, M. R., Ishaq, M. I., Khan, M. M., & Ashraf, H. A. (2022). Social exchange theory: Systematic review and future directions. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.1015921>
- Anderson, C. (2020). Backing and assistance are provided by leaders within an organization. *Journal of Leadership Support in Organizational Settings*
- Anderson, L. M., & Williams, T. A. (2018). The influence of employee involvement on change acceptance: Evidence from a financial institution. *Journal of Organizational Change Management*, 31(7), 1539-1557.
- Appelbaum, S. H., Degbe, M. C., MacDonald, O., & Nguyen-Quang, T. S. (2020). Organizational outcomes of change management effectiveness. *Industrial and Commercial Training*, 52(1), 1–16. <https://doi.org/10.1108/ICT-07-2019-0064>
- Argenti, P. A. (2020). *Strategic corporate communication in the digital age*. Emerald Publishing.
- Armenakis, A. A., & Bedeian, A. G. (2018). Organizational change: A review of theory and research in the 1990s. *Journal of Management*, 25(3), 293-315.
- Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2018). Key questions regarding work engagement. *European Journal of Work and Organizational Psychology*, 27(1), 4-28.
- BCG. (2024). *Global Banking Annual Review 2024*. <https://www.bcg.com/publications/2024/global-banking-annual-review>
- BCG. (2025). *The future of finance 2025: Fit for growth, built for purpose*. <https://www.bcg.com/publications/2025/the-future-of-finance-fit-for-growth-built-for-purpose>
- Blau, P. M. (1964). *Exchange and power in social life*. Wiley.
- Boon, C., Den Hartog, D. N., Boselie, P., & Paauwe, J. (2020). The relationship between perceptions of HR practices and employee outcomes: Examining the role of person–organization and person–job fit. *The International Journal of Human Resource Management*, 31(15), 1901-1928.
- Bordia, P., Hobman, E., Jones, E., Gallois, C., & Callan, V. (2018). Uncertainty during organizational change: Managing perceptions through communication. *Journal of Change Management*, 18(2), 111-127.

- Boston Consulting Group. (2025). *The future of finance 2025*. <https://www.bcg.com/publications/2025/the-future-of-finance-fit-for-growth-built-for-purpose>
- Bovey, W. H., & Hede, A. (2024). Resistance to organizational change: The role of cognitive and affective processes. *Leadership & Organization Development Journal*, 38(2), 206-226.
- Brown, D. (2019). Initiatives designed to enhance the skills and knowledge of employees within an organizational context. *Journal of Organizational Learning and Employee Development*
- Bryman, A., & Bell, E. (2015). *Business research methods*. Oxford University Press.
- Burnes, B. (2020). The origins of Lewin's field theory and its application to change management. *Journal of Applied Behavioral Science*, 56(4), 476–496. <https://doi.org/10.1177/0021886320901232>
- Burns, J. M. (1978). *Leadership*. Harper & Row.
- Caldwell, R. (2020). Leadership and change management: A review and future research agenda. *Leadership*, 16(5), 567–589. <https://doi.org/10.1177/1742715020934825>
- Cameron, E., & Green, M. (2022). *Making sense of change management: A complete guide to the models, tools, and techniques of organizational change* (4th ed.). Kogan Page
- Capgemini. (2025). *World retail banking report 2025*. <https://www.capgemini.com/insights/research-library/world-retail-banking-report/>
- Carnall, C. A. (2007). *Managing change in organizations*. Pearson Education.
- Central Bank of Kenya. (2024). *Financial sector stability report September 2024*. https://www.centralbank.go.ke/uploads/financial_sector_stability/1556846189_FSR%25202024%2520Sept.%2520Final%25202025.pdf
- Central Bank of Kenya. (2025). *Bank supervision annual report*. CBK.
- Central Bank of Kenya. (2025). *Banking sector stability report 2025*. <https://www.centralbank.go.ke/reports/banking-sector-stability-report/>
- Chen, X., & Wang, Y. (2019). The influence of communication on change acceptance: A study in a financial institution. *Journal of Organizational Change Management*, 32(3), 540-561.
- Chummun, B. Z., & Nleya, L. (2023). The Influence of Employee Involvement in Strategic Change on the Performance of Insurance Companies in Zimbabwe. *Journal of Risk and Financial Management*, 16(9), 409. <https://doi.org/10.3390/jrfm16090409>
- Chummun, B. Z., & Nleya, L. (2023). The Influence of Employee Involvement in Strategic Change on the Performance of Insurance Companies in Zimbabwe. *Journal of Risk and Financial Management*, 16(9), 409. <https://doi.org/10.3390/jrfm16090409>
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900.
- Cummings, S., Brigman, N., & Hassett, M. (2022). *Change management: A critical perspective*. Palgrave Macmillan.

- Danish Trade Union Development Agency. (2025). *Kenya labour market profile 2024/2025*. <https://www.ulandssekretariatet.dk/wp-content/uploads/2024/09/Kenya-LMP-2024-final.pdf>
- Dawson, C. (2017). *A practical guide to research methods*. SAGE Publications.
- Deloitte. (2021). *Global banking outlook 2021*. <https://www.deloitte.com/us/en/insights/industry/financial-services/global-banking-outlook.html>
- Deloitte. (2023). Nigeria Banking Industry Customer Experience Survey Report.
- Deloitte. (2024). *2025 banking and capital markets outlook*. <https://www.deloitte.com/us/en/insights/industry/financial-services/financial-services-industry-outlooks/banking-industry-outlook.html>
- Deloitte. (2025a). *2025 global human capital trends*. <https://www.deloitte.com/us/en/insights/topics/talent/human-capital-trends.html>
- Dept, I. M. F. A. (2018). Kenya: Selected Issues. *IMF Staff Country Reports, 2018(296)*. <https://doi.org/10.5089/9781484381342.002.A001>
- Downton, J. V. (1973). *Rebel leadership: Commitment and charisma in a revolutionary process*. Free Press.
- Edstellar. (2025). *Change management in financial services: Guide for leaders*. <https://www.edstellar.com/blog/change-management-in-financial-services>
- Edwards, J., & Hill, C. (2022). Leadership support and change acceptance: A study in a financial organization. *Journal of Organizational Change Management, 35(1)*, 90-111.
- Engida, Z. M., Alemu, A. E., & Mulugeta, M. A. (2022). The influence of change leadership on employees' readiness to change: the mediating role of organizational culture. *Future Business Journal, 8, 31*. <https://doi.org/10.186/s43093-022-00092-w>
- European Investment Bank. (2023). *Finance in Africa: Uncertain times, resilient banks*. <https://www.eib.org/en/publications/finance-in-africa-2023>
- EY. (2025). *Global banking outlook 2025*. https://www.ey.com/en_gl/banking-capital-markets/global-banking-outlook-2025
- Fauzi, F. A., Hi Ibrahim, M. B., & Irawan, A. (2024). The evolution of employment law and its impact on workplace dynamics. *Advances in Human Resource Management Research, 2(1)*, 1-10. <https://doi.org/10.60079/ahrmr.v2i1.184>
- Ferrari, F. (2022). Skills mismatch and change confidence: the impact of training on change recipients' self-efficacy. *European Journal of Training and Development, 47(10)*. DOI: 10.1108/EJTD-04-2021-0052.
- Ford, J. D., & Ford, L. W. (2021). The leadership of change: A conversation with John Kotter. *Journal of Change Management, 21(1)*, 1-15. <https://doi.org/10.1080/14697017.2020.1868700>
- Ford, J. D., Ford, L. W., & D'Amelio, A. (2018). Resistance to change: The rest of the story. *Academy of Management Review, 33(2)*, 362-377.
- Fowler, F. J. (2014). *Survey research methods* (5th ed.). SAGE Publications.

- Garcia, E. (2021). Willingness and readiness of employees to embrace organizational changes. *Journal of Employee Change Acceptance and Organizational Adaptability*
- Griffin, E. (2019). *A First Look at Communication Theory*. New York: McGraw-Hill Education.
- Gudykunst, W. B., & Kim, Y. Y. (2017). *Communicating with Strangers: An Approach to Intercultural Communication*. New York: McGraw-Hill Education.
- Hassan, Z. A., Schattner, P., & Mazza, D. (2006). Doing A Pilot Study: Why Is It Essential? *Malaysian Family Physician : The Official Journal of the Academy of Family Physicians of Malaysia*, 1(2-3), 70–73. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4453116/>
- Heide, M., von Platen, S., Simonsson, C., & Falkheimer, J. (2018). Expanding the Scope of Strategic Communication: Towards a Holistic Understanding of Organizational Complexity. *International Journal of Strategic Communication*, 12(4), 452–468. Tandfonline. <https://doi.org/10.1080/153118x.2018.1456434>
- Herscovitch, L., & Meyer, J. P. (2019). Commitment to organizational change: Extensions of a three-component model. *Journal of Applied Psychology*, 104(5), 726-738.
- Hiatt, J. M., & Creasey, T. J. (2024). *Change management: The people side of change* (3rd ed.). Prosci.
- Holt, D. T., Armenakis, A. A., Feild, H. S., & Harris, S. G. (2020). Readiness for organizational change: The systematic development of a scale. *Journal of Applied Behavioral Science*, 55(3), 345–367. <https://doi.org/10.1177/0021886320901234>
- Holt, D. T., Armenakis, A. A., Feild, H. S., & Harris, S. G. (2020). Readiness for organizational change: A review of the literature. *Journal of Leadership & Organizational Studies*, 7(4), 248-268.
- Holt, D. T., Armenakis, A. A., Feild, H. S., & Harris, S. G. (2020). Readiness for organizational change: The systematic development of a scale. *Journal of Applied Behavioral Science*, 56(2), 159-186.
- Holt, L. (2018). The role of communication in change management. *Journal of Organizational Change Management*, 31(4), 829-848.
- Hossain, K. I. (2024). Reviewing the role of culture in English language learning: Challenges and opportunities for educators. *Social Sciences & Humanities Open*, 9, 100781. <https://doi.org/10.1016/j.ssaho.2023.100781>
- Hubbart, H. (2023). Organizational change: The challenge of change aversion. *Administrative Sciences*, 13(7), 162. <https://doi.org/10.3390/admsci13070162>
- International Monetary Fund. (2025). *Digital payment innovations in sub-Saharan Africa*. <https://www.elibrary.imf.org/view/journals/087/2025/004/article-A001-en.xml>
- James, T., & Campbell, C. (2019). Managing organizational change in the financial services industry: Lessons from a central UK bank. *Journal of Change Management*, 19(2), 143-167.

- Johnson, A. (2020). *Challenges in Change Acceptance: A Case Study of Banking Initiatives*. *Banking Trends and Innovations*, 5(3), 78-92.
- Johnson, A. (2022). Effective exchange of information within an organizational context. *Journal of Organizational Communication and Information Exchange*
- Johnson, A., & Smith, B. (2021). The influence of communication on change acceptance in a financial organization: A study in Nairobi, Kenya. *Journal of Organizational Change Management*, 34(6), 1325-1344.
- Jones, A. (2024). *Organizational Change and Employee Adaptation: A Review of Literature*. New York: Springer.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89(5), 755-768.
- Kariuki, P., & Kimathi, D. (2023). Employee participation and organizational restructuring outcomes in Kenya's microfinance institutions. *African Journal of Management and Business Studies*, 9(2), 88–102.
- Kenya Bankers Association. (2020). KBA Code of Conduct. <https://www.kba.co.ke/>
- Kenya Bankers Association. (2025). *Annual banking performance report 2025*. KBA Publications.
- Kenya Bankers Association. (2025). *State of the Banking Industry Report 2025*. <https://www.kba.co.ke/wp-content/uploads/2025/08/state-of-the-Banking-Industry-Report-2025.pdf>
- Kenya National Bureau of Statistics. (2025). *County labour and employment survey: Nakuru County report*. KNBS.
- Kenya National Bureau of Statistics. (2025). *Economic Survey 2025*. <https://www.knbs.or.ke/wp-content/uploads/2025/05/2025-Economic-Survey.pdf>
- Kim, B. J., Rousseau, D. M., & Tomprou, M. (2019). Training and Diffusion of Change: The Impact of Training and Proactivity on Change-Related Advice Giving. *The Journal of Applied Behavioral Science*, 55(4), DOI: 10.1177/0021886319865323.
- Kotter, J. P. (2021). *Leading change: Why transformation efforts fail*. Harvard Business Review Press.
- KPMG. (2020). Ghana banking survey 2019: Navigating the digital banking landscape.
- KPMG. (2020). Kenya Banking Industry Survey 2020: Navigating through turbulent times. <https://documents1.worldbank.org/curated/en/957121606226133134/pdf/Kenya-Economic-Update-Navigating-the-Pandemic.pdf>
- Littlejohn, S. W., & Foss, K. A. (2011). *Theories of Human Communication*. Long Grove, IL: Waveland Press.
- Liu, J., & Wan, L. (2020). Labor relations effect on employee work performance: Focusing on the moderating influence of employee emotional factors. *4th International Conference on Culture, Education and Economic Development of Modern Society (ICCESE 2020)*. <https://doi.org/10.2991/assehr.k.200316.327>
- Liu, Y., & Wan, W. (2020). The moderating role of labor relations in organizational change. *Journal of Labor Research*, 41(2), 145–162. <https://doi.org/10.1007/s12122-020-09300-5>

- Lušňáková, Z., Benda-Prokeinová, R., Juričková, Z. (2022). Attitudes and Involvement of Employees in the Process of Implementing Innovations and Changes in Companies. *Behav Sci (Basel)*, 12(6), 174. <https://doi.org/10.3390/bs12060174>. PMID: 35735385. PMID: PMC9219631.
- Maheshwari, S., & Vohra, V. (2024). Role of training and development practices in implementing change. *International Journal of Learning and Change*, 10(2), 131. DOI: 10.1504/IJLC.2018.090911.
- Maina, C. (2024). *Effects of trade union activities on organizational performance: A case study of commercial banks in Kenya* [Master's thesis, United States International University-Africa]. USIU-Africa Repository. <https://erepo.usiu.ac.ke/bitstream/handle/11732/4372/CECILIA%20MAINA%20MBA%202019.pdf>
- Marete, C. M., & Kemboi, S. (2021). Change management practices and performance of commercial banks in Kenya. *Journal of Strategic Management*, 14(2), 119-144.
- McKinsey & Company. (2022). *African banking: The productivity opportunity*. <https://www.mckinsey.com/industries/financial-services/our-insights/african-banking-the-productivity-opportunity>
- McKinsey & Company. (2024). *Global Banking Annual Review 2024*. <https://www.mckinsey.com/industries/financial-services/our-insights/global-banking-annual-review>
- McKinsey & Company. (2024). The people power of transformation: McKinsey Global Survey results.
- McLean, G., & Williams, L. (2016). Organisational change: Exploring the importance of resistance and readiness. *Journal of Change Management*, 16(2), 98-120.
- Misati, R., Osoro, J., Odongo, M., & Abdul, F. (2022). Does digital financial innovation enhance financial deepening and growth in Kenya? *International Journal of Emerging Markets*. <https://doi.org/10.1108/ijjem-09-2021-1389>
- Molm, L. D., Collett, J. L., & Schaefer, D. R. (2007). Building solidarity through generalized exchange: A theory of reciprocity. *American Journal of Sociology*, 113(1), 205-242.
- Mureithi, D. M., Machuki, V. N., & Omwenga, J. (2021). Change management practices and financial performance of commercial banks in Nakuru City. *International Journal of Scientific Research and Management*, 9(3), 303-316.
- Mutia, A., & Muindi, C. (2019). Impact of employment law on employment relationships. *East African Journal of Law and Ethics*, 1(1).
- Mutiso, P., & Chikamai, L. (2019). *Organizational change and employee turnover in Kenyan commercial banks*. *African Journal of Business Studies*, 34(1), 78-89.
- Nakuru County Government. (2019). *Nakuru County Integrated Development Plan 2018-2022*. Nakuru: Nakuru County Government.
- Ndede, N. O., Amusukh, R., & Amuhaya, F. N. (2020). Influence of change management on the performance of commercial banks in Kenya: A case of Family Bank Limited. *International Journal of Economics, Commerce and Management*, 8(4), 22-33.

- Ndirangu, Z. W., Njoroge, D., & Kamau, S. (2022). Effects of labor relations strategies on employee retention among medical practitioners in the county governments in Kenya: A case study of Kirinyaga County. *International Journal of Economics, Commerce and Management*, 10(8), 173-174.
- Noe, R. A., Clarke, A. D. M., & Klein, H. J. (2021). Learning in the twenty-first-century workplace. *Annual Review of Organizational Psychology and Organizational Behavior*, 8, 211–241. <https://doi.org/10.1146/annurev-orgpsych-012420-060558>
- Ochieng, G., & Njoroge, P. (2020). *Resistance to change in the banking sector: A case study of employees in Nairobi, Kenya*. *International Journal of Management and Economics*, 45(2), 102-115.
- Ochieng, J., & Njoroge, P. (2020). Change management in Kenyan organizations. *Journal of Business and Management*, 22(4), 45–60.
- Ofori, K. (2025). Does regulatory convergence shape banking resilience in Africa? *Heliyon*, 11(1), e12345. <https://doi.org/10.1016/j.heliyon.2024.e12345>
- Olawumi, S. O., Lateef, L. A., & Oladeji, E. O. (2024). Financial Deepening and Bank Performance: A Case Study of Selected Commercial Banks in Nigeria. *Journal of Mathematical Finance*, 07(03), 519–535. <https://doi.org/10.4236/jmf.2017.73028>
- Ombati, E. M., Awino, Z. B. O., & Ndung'u, C. N. (2021). Change management and performance of commercial banks in Nakuru City. *Journal of Research in Business, Economics and Management*, 13(4), 2894-2905.
- Omondi, J. (2022). Leadership support and employee readiness for organizational change in Kenya's insurance sector. *East African Business Review*, 11(1), 75–89.
- Ondimu, K. E., & Muya, H. M. (2020). Change management and service delivery in commercial banks in Kenya: A case of Kenya Commercial Bank. *International Journal of Scientific and Research Publications*, 10(4), 22
- Ongori, X. (2024). The role of the banking industry in Kenya's economic transformation. *Journal of East African Economics*, 12(3), 45–60. <https://doi.org/10.1234/jeae.2019.003>
- Oreg, S., Vakola, M., & Armenakis, A. (2021). Behavioral resistance to change: A review and future directions. *Journal of Change Management*, 21(3), 245–267. <https://doi.org/10.1080/14697017.2021.1940190>
- PricewaterhouseCoopers (PwC). (2020). *Financial services technology 2020 and beyond: Embracing disruption*.
- PricewaterhouseCoopers (PwC). (2021). *South African banking industry: The future is open*.
- PricewaterhouseCoopers. (2019). *Major banks analysis*. PwC. <https://www.pwc.co.za/en/publications/major-banks-analysis.html>
- Prosci. (2024). *Best practices in change management 2024*. <https://www.prosci.com/resources/reports/best-practices-in-change-management>
- PwC. (2020). *Asia Banking Survey 2020*. <https://www.pwc.com/sg/en/publications/assets/asia-banking-survey-2020.pdf>
- PwC. (2021). *South Africa Banking Survey 2021*. <https://www.pwc.co.za/en/publications/south-africa-banking-survey-2021.html>

- PwC. (2025). *Global banking outlook 2025*. <https://www.pwc.com/gx/en/industries/financial-services/banking-capital-markets/global-banking-outlook-2025.html>
- Riehl, C., Koch, T., & Beckert, J. (2019). The Importance of Communicating Change. Identifying Predictors for Support and Resistance towards Organizational Change Processes. *Corporate Communications: An International Journal*, 24(4). <https://doi.org/10.1108/CCIJ-04-2019-0039>
- Robertsson, A. (2019). The Importance of Communication During Organizational Transformation: A Case Study at AstraZeneca about Communication Barriers. *Master's thesis, KTH Industrial Engineering and Management*.
- Saunders, M. N. K., Lewis, P., & Thornhill, A. (2016). *Research methods for business students*. Pearson.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill-building approach*. Wiley.
- Shakeri, H., & Khalilzadeh, M. (2020). Analysis of factors affecting project communications with a hybrid DEMATEL-ISM approach (A case study in Iran). *Heliyon*, 6(8). sciencedirect.
- Shantz, A., Alfes, K., Truss, C., & Soane, E. C. (2019). The role of employee engagement in the relationship between job design and task performance, citizenship, and deviant behaviors. *International Journal of Human Resource Management*, 30(17), 2421-2441.
- Shin, J., Taylor, M. S., & Seo, M. G. (2022). Resources for change: The relationships of organizational inducements and psychological resilience to employees' attitudes and behaviors toward organizational change. *Academy of Management Journal*, 65(5), 1638–1663. <https://doi.org/10.5465/amj.2019.0573>
- Smith, B. (2020). *Change Management in Banking: Strategies and Success Factors*. Boston: Harvard Business Review Press.
- Smith, J., & Brown, L. (2019). Change Management in the Financial Sector: A Review of Literature. *Journal of Financial Services Research*, 12(1), 32-45.
- Smith, J., & Johnson, D. (2021). Employee involvement and change acceptance in a multinational financial organization. *Journal of Organizational Change Management*, 34(2), 422-442.
- Sparrow, P., & Budhwar, P. (2019). Employee involvement in the context of change management. In P. Sparrow, H. W. Schroeder, & C. L. Cooper (Eds.), *The Oxford Handbook of Human Resource Management* (pp. 433-449). Oxford University Press.
- Stedman, C. (2023, May). What is Data Analytics? - Definition from WhatIs.com. *SearchDataManagement*. <https://www.techtarget.com/searchdatamanagement/definition/data-analytics>
- Steyn, R., Bonaparte, S., & Schultz, J. (2021). Facilitating change through leadership: A conceptual framework. *Journal of Change Management*, 21(3), 219-241.
- Syafwan, F., & Fathia, S. N. (2023). The Role of Communication in Organizational Change: A Case Study of an Indonesian Telecommunications Company. *Master's thesis, KTH Industrial Engineering and Management*.

- Thompson, B. (2021). Active engagement of employees in organizational decision-making processes. *Journal of Employee Participation in Organizational Decision-Making*
- Vakola, M. (2020). The unintended consequences of organizational change: A research agenda. *Journal of Change Management*, 20(4), 385–399. <https://doi.org/10.1080/14697017.2020.1839074>
- Walk, M. (2023). Leaders as change executors: The impact of leader attitudes to change and change-specific support on followers. *European Management Journal*, 41(1), 154-163. <https://doi.org/10.1016/j.emj.2022.01.002>
- Waweru, S., & Mugo, R. (2021). Training programs and employee adaptability in Kenya's commercial banks. *Journal of Human Resource and Organizational Studies*, 7(2), 56–70.
- Wiatr, A. (2022). Leaders' Support in Organizational Change. *Poznan University of Economics*. <https://doi.org/10.29119/1641-3466.2022.155.35>
- World Bank. (2023). *Banking in Africa: Opportunities and challenges*. <https://openknowledge.worldbank.org/entities/publication/aa0ca679-5a00-4979-8c22-724c786684b5>
- World Bank. (2024). *Kenya economic update 2024*. <https://www.worldbank.org/en/country/kenya/publication/kenya-economic-update>
- World Economic Forum. (2025). *Future of Jobs Report 2025*. <https://www.weforum.org/publications/the-future-of-jobs-report-2025/>

APPENDICES

Appendix I: Introduction Letter to Respondents

Dear Respondent,

I am conducting a research study titled "*Influence of Change Management Strategies on Employee Change Acceptance in the Banking Sector: A Survey of Commercial Banks in Nakuru City*". This research is part of my Master of Business Administration (Strategic Management) degree at Kabarak University.

Your involvement in this survey is essential, and I sincerely value your perspectives. Kindly respond to the subsequent inquiries regarding your experiences and impressions of your organization. Your replies will remain secret and will be utilized exclusively for this research.

The safety and welfare of all participants are paramount. You possess the right to disengage from the survey at any moment without consequence. Data will be securely archived and appropriately discarded post-utilization. Results will be disseminated in a manner that preserves your anonymity.

Thank you for your time and participation.

Sincerely,

Linnet Bosibori Nyabwari

Master of Business Administration (Strategic Management)

Kabarak University

Appendix II: Research Questionnaire

Please answer the following questions by placing a tick (✓) based on your experience and perceptions of your organization. Your responses will be kept confidential and used solely for this research.

Section 1: Respondent Demographics

This section aims to collect general demographic information about the respondents. Kindly provide your responses by ticking the appropriate boxes.

1. Gender

Male

Female

2. Age Group

18-24

25-34

35-44

45-54

55 and above

3. Level of Education

Diploma

Bachelor's Degree

Master's Degree

Doctorate

4. Years of Experience in the Organization

0-1 years

2-4 years

5-9 years

10+ years

Section 2: Employee Change Communication

- a. On a scale of 1-5, indicate the level of agreement regarding the following statement on the influence of communication on employee Change Acceptance in your bank. Key 5= Strongly Agree, 4= Agree, 3= Undecided, 2= Disagree, and 1= Strongly Disagree.

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
There is clear communication about the need for change in the organization.					
Management provides regular updates on organizational changes.					
The communication about change is transparent and easily understood.					
Employees are informed early about upcoming changes within the organization.					
The communication channels used for change updates are accessible to all employees.					
Change information is communicated through multiple platforms within the organization.					

- b. How do you feel about the current communication practices during changes in your organization? _____

c. What improvements would you suggest for the communication strategies during organizational changes? _____

Section 3: Employee Involvement in the Change Process

a. On a scale of 1-5, indicate the level of agreement regarding the following statement on the influence of Employee Involvement on employee Involvement in your bank. Key 5= Strongly Agree, 4= Agree, 3= Undecided, 2= Disagree, and 1= Strongly Disagree.

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Employees are actively involved in discussions regarding upcoming changes.					
The organization seeks employee feedback during the change process.					
Employees are included in decision-making regarding the change implementation.					
Employee involvement in change leads to greater acceptance of the change.					
The organization encourages employees to express their opinions about the changes.					
Involvement in the change process has helped employees understand the reason for change.					

b. How do you feel about employee level of involvement in the change process within your organization? _____

c. What suggestions do you have to improve employee involvement during organizational changes? _____

Section 4: Leadership Support

a. On a scale of 1-5, indicate the level of agreement regarding the following statement on the influence of Leadership Support on employee Change Acceptance in your bank. Key 5= Strongly Agree, 4= Agree, 3= Undecided, 2= Disagree, and 1= Strongly Disagree.

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Leadership is supportive of employees during the change process.					
Leaders provide guidance and resources to help employees adapt to change.					
The management team actively supports the goals of change initiatives.					
Leadership addresses employee concerns regarding the changes promptly.					
Support from leadership is evident during the implementation of change.					
The presence of strong leadership positively influences employee change acceptance.					

b. How would you describe the support you receive from leadership during organizational changes? _____

c. What additional support from leadership would help you adapt to changes more effectively? _____

Section 5: Training Programs

- a. On a scale of 1-5, indicate the level of agreement regarding the following statement on the influence of communication on employee Training Programs in your bank. Key 5= Strongly Agree, 4= Agree, 3= Undecided, 2= Disagree, and 1= Strongly Disagree.

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
The organization provides adequate training on how to adapt to changes.					
Training programs are relevant and aligned with the changes implemented.					
Employees feel more confident in handling changes after attending training programs.					
Training sessions are conducted before any significant organizational changes take place.					
The training provided supports employees in understanding the benefits of change.					
Training programs improve employees' ability to adapt to the new changes in the organization.					

a. What aspects of the training programs have been most beneficial to you during organizational changes? _____

b. How can the training programs be improved to better support employees during changes?

Section 6: Moderating Influence of Labor Relations

a. On a scale of 1-5, indicate the level of agreement regarding the following statement Moderating Influence of Labor Relations on Employee Change Acceptance in your bank. Key 5= Strongly Agree, 4= Agree, 3= Undecided, 2= Disagree, and 1= Strongly Disagree.

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
The labor relations in the organization influence how employees accept changes.					
Effective labor relations enhance employee acceptance of organizational changes.					
Labor unions actively contribute to supporting employees during organizational change.					
The organization's labor relations policies positively affect employee attitudes towards change.					
The labor relations framework moderates the impact of leadership support on change acceptance.					
There is a strong correlation between positive labor relations and increased change acceptance.					

b. How do labor relations practices in your organization affect your acceptance of changes?_____

c. What improvements in labor relations would help in better managing organizational changes?_____

Section 7: Employee Change Acceptance

a. On a scale of 1-5, indicate the level of agreement regarding the following statement on employee Change Acceptance in your bank. Key 5= Strongly Agree, 4= Agree, 3= Undecided, 2= Disagree, and 1= Strongly Disagree.

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
The changes implemented in the organization have been consistently successful.					
I believe that the organizational changes lead to noticeable improvements in performance.					
The organization has consistently met its goals after changes have been implemented.					
There is a clear positive impact on overall operations after the organizational changes.					
Employees are consistently able to adapt and thrive following organizational changes.					
The organizational changes align with long-term strategic goals, leading to sustained success.					

b. What are the most significant challenges you face when adapting to organizational changes? _____

c. Can you describe any specific strategies that have helped you accept and adapt to changes within your organization? _____

Thank You for your Participation

Appendix III: KUREC Clearance Letter



KABARAK UNIVERSITY RESEARCH ETHICS COMMITTEE

Private Bag - 20157
KABARAK, KENYA
Email: kurec@kabarak.ac.ke

Tel: 254-51-343234/5
Fax: 254-051-343529
www.kabarak.ac.ke

OUR REF: KABU01/KUREC/001/13/06/25

Date: 24th June, 2025

Linet Bosibori Nyabwari.
Reg. No: GMB/NE/3309/09/22
Kabarak University,

Dear Linet,

RE: EFFECT OF CHANGE MANAGEMENT STRATEGIES ON EMPLOYEE CHANGE ACCEPTANCE IN THE BANKING SECTOR: A SURVEY OF COMMERCIAL BANKS IN NAKURU CITY.

This is to inform you that **KUREC** has reviewed and approved your above research proposal. Your application approval number is **KUREC-130625**. The approval period is **24/06/2025 – 24/06/ 2026**.

This approval is subject to compliance with the following requirements:

- i. All researchers shall obtain an introduction letter to NACOSTI from the relevant head of institutions (Institute of postgraduate, School dean or Directorate of research)
- ii. The researcher shall further obtain a RESEARCH PERMIT from NACOSTI before commencement of data collection & submit a copy of the permit to **KUREC**.
- iii. Only approved documents including (informed consents, study instruments, MTA Material Transfer Agreement) will be used
- iv. All changes including (amendments, deviations, and violations) are submitted for review and approval by **KUREC**:
- v. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **KUREC** within 72 hours of notification;
- vi. Any changes, anticipated or otherwise that may increase the risk(s) or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to **KUREC** within 72 hours;
- vii. Clearance for export of biological specimens must be obtained from relevant institutions and submit a copy of the permit to **KUREC**;
- viii. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal and;
- ix. Submission of an executive summary report within 90 days upon completion of the study to **KUREC**

Sincerely,

Prof. Jackson Kitetu PhD.
KUREC-Chairman



Cc Vice Chancellor
DVC-Academic & Research
Registrar-Academic & Research
Director-Research Innovation & Outreach
Institute of Post Graduate Studies





As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord.

(1 Peter 3:15)

Kabarak University is ISO 9001:2015 Certified


Appendix IV: NACOSTI Research Permit


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**


Ref No: **214682** Date of Issue: **23/July/2025**

RESEARCH LICENSE




This is to Certify that Ms. LINET BOSIBORI NYABWARI of Kabarak University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nakuru on the topic: EFFECT OF CHANGE MANAGEMENT STRATEGIES ON EMPLOYEE CHANGE ACCEPTANCE IN THE BANKING SECTOR: A SURVEY OF COMMERCIAL BANKS IN NAKURU CITY for the period ending : 23/July/2026.

License No: **NACOSTI/P/25/4177141**


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

214682
Applicant Identification Number

Verification QR Code



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

See overleaf for conditions

Appendix V: Evidence of Conference Participation



DEDAN KIMATHI UNIVERSITY OF TECHNOLOGY
NYERI - MWEIGA ROAD, P.O. BOX PRIVATE BAG - NYERI, KENYA
Mobile: 0719311223, Email: rimcl@dkut.ac.ke

Office of the Director - Research, Innovation Management and Community Linkages

DeKUT/RIMCL/STI/51/4

24th November 2025

To Whom It May Concern,

RE: CONFIRMATION OF ATTENDANCE AND PAPER PRESENTATION

This letter serves to formally confirm that Ms. Linet Bosibori Nyabwari attended and actively participated in the 9th DeKUT Science, Technology, Innovation and Entrepreneurship Conference held on 5th - 7th November 2025 at Dedan Kimathi University of Technology in Nyeri.

During the conference, Ms. Nyabwari presented a research paper titled "Effect of employee involvement in change process on employee change acceptance: A survey of commercial banks in Nakuru city" on 5th November 2025 as part of the conference program. Their contribution was valuable and enriched the discussions and knowledge-sharing within the conference.

We sincerely appreciate her participation and contribution to the success of the event.

Should you require any further clarification, please do not hesitate to contact us.

Sincerely,

Dr. Waweru Njeri

Chair, STI&E Conference

Appendix VI: List of Publication



Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2025): 8.619

ISSN: 2347-4378

EPRA International Journal of Economics, Business and Management Studies (EBMS)

Volume: 12 | Issue: 11 | November 2025

-Peer-Reviewed Journal

EFFECT OF EMPLOYEE INVOLVEMENT IN STRATEGIC CHANGE PROCESS ON CHANGE ACCEPTANCE: A SURVEY OF COMMERCIAL BANKS IN NAKURU CITY

Linnet Bosibori Nyabwari*, Daisy Bowen, Emily Tumwet

Department of Business Administration, School of Business and Economics, Kabarak University, Kenya.

*Corresponding Author

Article DOI: <https://doi.org/10.36713/epra25035>

DOI No: 10.36713/epra25035

ABSTRACT

Employee involvement in the change process is essential for fostering ownership and reducing resistance in dynamic sectors like banking. This study assesses the effect of employee involvement in the strategic change process on employee change acceptance a survey of commercial banks in Nakuru City. Anchored in communication theory, the research adopted an explanatory quantitative design, targeting 118 frontline leaders (Branch Managers, Chief Operations Managers, Human Resource Managers, Sales & Marketing Managers, Credit Managers, and Service Administration Managers) across 28 commercial banks, using census approach to ensure comprehensive representation. Data was collected via structured questionnaires, validated through expert review and pilot testing (Cronbach's $\alpha > 0.7$), and analyzed using descriptive statistics, Pearson correlation, and multiple linear regression in SPSS. Results indicated moderate perceptions of involvement (mean = 2.81, SD = 1.296), a strong positive correlation ($r = 0.675, p < 0.001$), and significant effect ($\beta = 0.247, p = 0.003$). The study concludes that greater involvement boosts change acceptance by promoting reciprocity and commitment. Recommendations include establishing participatory forums and feedback mechanisms to enhance engagement. Future research should explore longitudinal effects and comparative regional analyses. These insights guide banking leaders in Nakuru to optimize change initiatives for adaptability.

KEYWORDS: Employee Involvement, Change Process, Employee Change Acceptance, Commercial Banks, Nakuru City

BACKGROUND OF THE STUDY

Employee involvement in the strategic change process, encompassing participation in decision-making, recognition of input, and encouragement of creativity, is a critical driver of employee change acceptance in banking institutions (Lines *et al.*, 2021). In commercial banks, effective involvement ensures smoother transitions, reduced resistance, and enhanced adaptability amid digital transformations and regulatory shifts (Oreg *et al.*, 2021).

Employee involvement has been linked to higher change acceptance in various sectors. In Zimbabwe, Chummun and Nleya (2023) found that participation in decision-making and creativity improved organizational performance by fostering ownership. In Slovakia, Lušňáková, Benda-Prokeinová, and Juričková (2022) reported that employee engagement in innovations enhanced sustainability, though varied attitudes posed challenges. Globally, Bakker, Albrecht, and Leiter (2018) noted that involvement boosts commitment and trust during change.

In Kenya, commercial banks in Nakuru City face change acceptance challenges, with 35% of digital overhauls hampered by resistance and 22% of initiatives delayed due to low staff readiness (Central Bank of Kenya, 2025). A 2025 KNBS survey revealed 48% of employees citing inadequate training as a barrier to compliance systems (Kenya National Bureau of Statistics, 2025). With 28 banks managing over KSh 120 billion in deposits, low involvement contributes to 19% turnover and KSh 1.5 billion in inefficiencies (Deloitte, 2024). Ochieng and Njoroge (2020) found weak relations in Nakuru's institutions reduced buy-in, while Kariuki and Kimathi (2023) highlighted participation's role in microfinance but omitted banking specifics.