

**Adaptive Change Strategy and Performance of Catholic Economic Self-Help Projects in  
Kiambu County, Kenya**

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**Abstract**

In order for firms to enhance their adaptive capacity to come up with flexible solutions to the challenges that impede creativity for integrating ICT, leaders must work with their followers and stakeholders in a supportive environment. However, firms encounter a plethora of bottlenecks when faced with varying technological, structural, operational changes, raw materials shortages and other socio-economic or political changes. These changes might affect organizational performance of firms, and therefore, they need to incorporate the effect of adaptive change strategy in their operations. The drive of this study is therefore to examine the effect of adaptive change strategy on organizational performance in the Catholic Economic Self-Help Project based in Kiambu County, Kenya, and the specific objectives are to determine the influence of stakeholder involvement on organization performance and to establish the influence of communication on organization performance. The stakeholder theory and communication theory functioned as the study's guiding theories. The population of the study comprised 125 Catholic economic self-help projects in Kiambu County. It was through structured questionnaires that primary data was gathered. Data was analyzed using SPSS version 27. Data analysis was done through the use of descriptive statistics and inferential statistics. Descriptive statistics included mean and standard deviation. On the other hand, inferential statistics comprised correlation analysis and regression analysis. Data was presented in tables. The study concludes that stakeholders' involvement has a positive and significant effect on organizational performance in the Catholic economic self-help projects in Kiambu County, Kenya. In addition, the study concludes that communication has a positive and significant effect on organizational performance in the Catholic economic self-help projects in Kiambu County, Kenya. From the findings, the study recommends that the management of the Catholic economic self-help project in Kenya should adopt a participatory and values-driven vision-setting process that actively involves project leaders, members, and key stakeholders to ensure shared understanding and commitment to organizational goals.

**Keywords:** *Adaptive Change Strategy, Stakeholder Involvement, Communication, Catholic Economic Self-Help Project*

**INTRODUCTION**

In order to effectively manage change, leaders must be flexible. When putting the effect of adaptive change strategy into practice, leaders must be able to involve stakeholders, manage conflict and opposition, balance viewpoints, and create plans. Examples from real-world situations show how adaptive transformation may make organizations more inventive,

flexible, and responsive (Mizrak, 2024). It is a flexible method of managing organizational changes. The effect of an adaptive change strategy places a strong emphasis on an organization's capacity to adapt and react to changing conditions and situations. The effect of adaptive change strategy is predicated on the knowledge that change is a complicated, dynamic process that frequently entails uncertainty and ambiguity rather than being linear or predictable (Obolensky, 2017).

In lay man, an organization's ability to adapt and react to changing situations and circumstances is emphasized by Effect of adaptive change strategy, a flexible approach to change management. Organizations can address difficult problems, encourage creativity, and maintain an advantage over rivals through adaptive change. Organizational performance and resilience can be significantly enhanced by a well-executed change project (Girotra, 2024).

Putting adaptive changes into practice frequently necessitates negotiating uncertainty and dealing with outside dangers. However, executives face a huge difficulty when it comes to managing employee stress during a major organizational shift. Implementing adaptive change requires lowering resistance, which may be achieved through encouraging a growth attitude, open communication, and employee participation in decision-making (Mizrak, 2024).

Adaptive change programs also depend heavily on effective conflict management. Adaptive transformation leadership is not a simple task. It takes a unique kind of person to rise to the challenges of leadership and positively influence other people's lives (Kouzes & Posner, 2023). To propel organizational progress and effectively negotiate the challenges of change, adaptive leaders need to have a special combination of mental, physical, and emotional skills. The capacity to balance viewpoints and keep an overview of the issue while still participating in the action is a critical component of adaptive leadership (Obolensky, 2017). This ability helps leaders see trends and address issues more skilfully, which guarantees a seamless transition throughout the process of change.

Leaders must adhere to a disciplined, principle-based process that includes evaluating the present state of affairs, involving stakeholders, and creating and carrying out a plan in order to successfully conduct an adaptive change strategy (De Bakker et al., 2019). This procedure guarantees a smooth transition and that the organization is adequately equipped to handle the change. The success of Effect of adaptive change strategy depends on involving all pertinent stakeholders in the change process (Wiącek, 2021). By involving stakeholders, leaders make sure that all pertinent viewpoints are taken into account and get a more thorough grasp of the change process.

Organizational performance is the effectiveness and efficiency with which an organization achieves its goals and objectives. It encompasses multiple dimensions—including financial results, operational efficiency, stakeholder satisfaction, employee engagement, and adaptability to change. At its core, organizational performance is shaped by how well an entity aligns its strategy, structure, processes, and resources with its internal goals and external environment (Arshad et al., 2024)

Globally, Catholic Economic self-help Projects have grown to be influential instruments in rural and urban development. In Africa, Kenya has over 500,000 registered Self Help Projects, while Nigeria records over 120,000 such groups (UNDP, 2022). However, despite their widespread presence, the long-term performance and sustainability of Self Help Projects remain inconsistent, often influenced by how effectively they navigate change within dynamic environments (Wiącek, 2021).

The Catholic economic Self-Help projects were started by The Servant of God, Maurice Cardinal Otunga, in 1966, and slowly, the program has grown to be among the key units in the church and in Kiambu County. According to the Kenya News Agency (2019), the

Catholic economic Self-Help Projects have tremendously grown, with some groups, such as the Basilica Self-Help Group, having more than 3,000 members by 2019. In his vision, Cardinal Otunga was disturbed that he could witness some church congregants wait for him at church doors to borrow some of the donated offerings. Father Cardinal Michael Otunga viewed the Self Help Project as a sustainable response to the high poverty rates among its members.

As noted by Hussain, (2024) while the primary mission was to uplift the socio-economic status of its members through the provision of affordable, it gradually diversified into financial services, including loans and savings. Operating under the larger umbrella of the national Catholic leadership and Catholic social teachings, the Self Help Project have now diversified into organizations offering business, agribusiness, development, education, church, and emergency loans, all of which can be customized based on the emerging needs of members (Ndichu, 2021). The loans are accessed through a group-guarantorship model, enabling both individuals and groups to benefit from financial support. With increasing capital turnovers and growing memberships, the SHG's have mutated into organizations that require professional management. There is 1 multi-million Catholic faith-based dairy plant in Kiambu County, located in Limuru. The plant benefits over 5,000 smallholder dairy farmers. The plant was inaugurated by Archbishop Philip Anyolo in September 2023 (Caritas, 2024). The plant aims at addressing food security and malnutrition in Kiambu County.

### **Statement of the Problem**

Organizational performance is the effectiveness and efficiency with which an organization achieves its goals and objectives. It encompasses multiple dimensions—including financial results, operational efficiency, stakeholder satisfaction, employee engagement, and adaptability to change. At its core, organizational performance is shaped by how well an entity aligns its strategy, structure, processes, and resources with its internal goals and external environment (Arshad et al., 2024)

Catholic economic self-help projects in Kiambu County have been instrumental in promoting socio-economic development through community-driven initiatives grounded in Christian values (Mbuuri, 2020). However, these programs have been declining, largely due to limited capacity to adapt to changing operational environments (Kahunyo & Waithaka, 2019).

Statistical evidence highlights these concerns. According to the Caritas Kiambu Annual Report (2023), only 31% of Catholic-affiliated economic self-help project introduced any form of innovation in their operations over the last three years, such as adopting digital platforms or new income-generating activities. Furthermore, a survey by the Kiambu County Social Development Office (2022) found that less than 40% of these programs were rated as delivering consistent quality services, with beneficiaries citing inefficiencies, delays, and poor responsiveness. In terms of management practices, over 60% of group leaders lacked formal training in governance, planning, and monitoring, significantly weakening institutional performance and accountability.

Sahal and Bett (2022) posit that stakeholder involvement enhance decision-making processes leading to adaptive change. Effective feedback mechanisms, such as surveys, performance reviews, and open-door policies as proposed by Mulya et al. (2022), create a culture where communication flows freely and productively. According to Shanmugathan and Thirunavukkarasu (2024), organizations should ensure that all employees are equally equipped with essential competencies. (Mungania et al., 2018) anticipated for organizational flexibility as it strengthens overall competitiveness and employee retention leading to adaptive change. In light of the above issues, this study sought to determine the effect of the

adaptive change strategy on the organizational performance of the Catholic economic self-help project in Kiambu County.

### **General Objective**

To assess the effect of adaptive Change Strategies on organizational performance in the Catholic economic self-help project, Kiambu County, Kenya

### **Specific Objectives**

- i. To determine the influence of stakeholder involvement on organizational performance in Catholic economic self-help projects in Kiambu County, Kenya
- ii. To establish the impact of communication on organizational performance in Catholic economic self-help projects in Kiambu County, Kenya

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **Stakeholder Theory**

The stakeholder theory was originally detailed by R. Edward Freeman in 1984. A business's relationships with its customers, suppliers, employees, investors, communities, and other stakeholders are interrelated, according to the stakeholder theory. According to this theory, a company should generate value not only for its owners but also for other stakeholders (Mızrak, 2024). The goal of stakeholder management was to try and create a framework that would address the worries of managers who were being thrown around by previously unheard-of levels of environmental change and volatility. In order to create goals that stakeholders would support, the idea contends that managers must comprehend the interests of shareholders, workers, customers, suppliers, lenders, and society at large. Long-term success required this assistance (Kouzes & Posner, 2023).

The first objective seeks to determine the influence of stakeholder involvement on organization performance in the Catholic economic Self-help projects in Kiambu County, Kenya. In order to create company plans, management needs to actively investigate its interactions with all stakeholders to meet the organization's goal. The stakeholder approach assisted to achieve this objective by combining relevant stakeholder concepts from corporate planning, systems theory, corporate social responsibility, and organizational theory.

#### **Communication Theory**

Communication Theory was developed by Claude Shannon and Warren Weaver in 1949. The Shannon-Weaver Model is often referred to as the "mother of all communication models" (Mulya et al., 2022). Originally designed for telecommunication, it has since been widely applied in organizational and interpersonal communication (Mwalle & Shaju, 2022). The model outlines communication as a linear process involving a sender, a message, a transmission channel, noise, and a receiver. Feedback was later integrated to acknowledge the two-way nature of human communication (Hussain, 2020).

This theory supports the idea that for communication to be effective—especially in organizational settings—messages must be clearly encoded, transmitted through appropriate channels, and accurately decoded by the receiver (Mwalle & Shaju, 2022). It also emphasizes the importance of feedback to confirm understanding and minimize misinterpretation (Hussain, 2020). In a practical setting, such as within an organization or team, this model underpins the critical role of clear messaging, minimizing noise (distractions or barriers), and encouraging feedback—all of which contribute to teamwork, customer loyalty, and overall organizational effectiveness (Jerab, 2024).

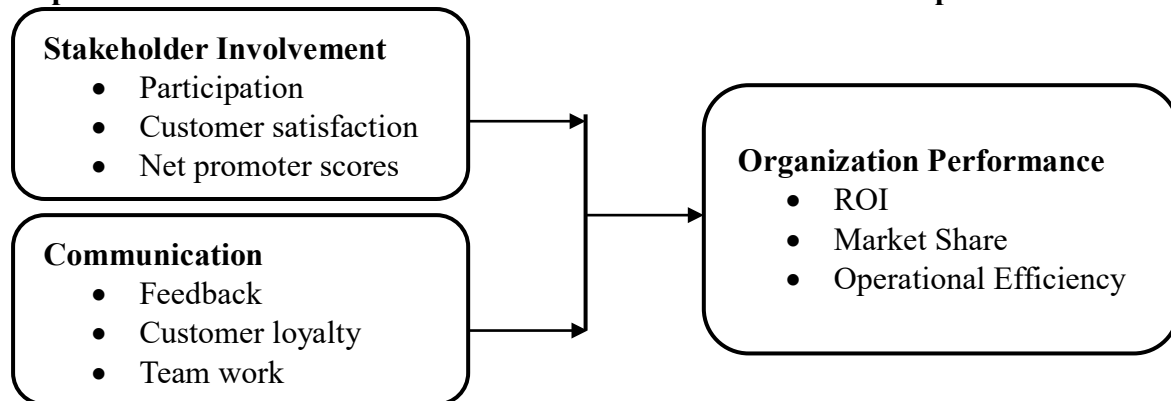
#### **Conceptual Framework**

A schematic chart that illustrates the relationship between the independent and dependent variables is called a conceptual framework. A conceptual framework, according to Cooper

and Schindler (2019), is a diagrammatic presentation of the theory that shows the relationships between independent, unrelated, and dependent variables. Organization performance is the dependent variable, whereas stakeholder involvement and communication. The link between the dependent and independent variables is seen in Figure 1.

**Independent Variables**

**Dependent Variable**



**Figure 1: Conceptual Framework**

**Source: Researcher (2025)**

**Stakeholder Involvement**

Stakeholder involvement refers to the systematic inclusion of all individuals or groups who have a vested interest in the outcomes of a project, policy, or organizational process (Ogachi & Kariuki, 2020). Effective participation ensures that stakeholders—such as customers, employees, suppliers, regulators, and community members—are meaningfully engaged in decision-making processes. Participation goes beyond mere consultation; it includes collaboration, shared responsibility, and mutual accountability (Sahal & Bett, 2022). Through participatory approaches such as feedback mechanisms, focus groups, surveys, and co-creation workshops, organizations can align their strategies with stakeholder needs and build trust, legitimacy, and social license to operate (Musyoka et al., 2023).

A key outcome of robust stakeholder engagement is customer satisfaction, which reflects how well a product or service meets or exceeds customer expectations. When stakeholders, particularly customers, feel heard and valued, their satisfaction levels increase, leading to enhanced loyalty and brand reputation (Ogachi & Kariuki, 2020). This is often quantitatively measured through Net Promoter Scores (NPS), which assess the likelihood of customers recommending the company to others. NPS serves as a critical performance indicator, linking stakeholder perception with business outcomes (Sahal & Bett, 2022). High NPS typically indicates strong stakeholder relationships, suggesting that an organization’s engagement strategies are effective, while low scores signal the need for improvement in meeting stakeholder expectations (Githinji et al., 2020).

**Communication**

Communication is a foundational element in any organization, encompassing the exchange of information, ideas, and emotions to facilitate understanding and coordinated action. One vital dimension of communication is feedback, which serves as a two-way process that enables continuous improvement (Mulya et al., 2022). Feedback allows individuals and teams to understand performance expectations, identify gaps, and make adjustments (Mwalle & Shaju, 2022). Constructive feedback—whether upward, downward, or lateral—fosters transparency, accountability, and responsiveness, all of which are crucial for organizational learning and innovation. Effective feedback mechanisms, such as surveys, performance reviews, and open-

door policies, create a culture where communication flows freely and productively (Mulya et al., 2022).

Strong communication practices are also directly linked to customer loyalty and teamwork. Clear, consistent, and empathetic communication helps in building trust with customers, ensuring that their needs are understood and addressed promptly (Mwalle & Shaju, 2022). When customers feel informed and valued, they are more likely to remain loyal and advocate for the brand. Internally, good communication enhances teamwork by promoting collaboration, aligning goals, and reducing misunderstandings (Hussain, 2020). Teams that communicate effectively are better equipped to solve problems, make decisions collectively, and achieve shared objectives. Thus, communication not only supports operational efficiency but also strengthens relationships both inside and outside the organization (Jerab, 2024).

### **Empirical Review**

#### **Stakeholder Involvement and Organizational Performance**

Musyoka et al. (2023) conducted a study on the effect of stakeholder participation in planning on performance of Kenyan alcohol manufacturing firms. The study used stratified and random sampling to sample 241 respondents from various departments. The study findings established that stakeholder involvement had a significant effect on organizational performance in selected alcohol manufacturing firms. However, the study used random sampling while the present study will use stratified random sampling thereby bridging the methodological gap.

Ogachi and Kariuki (2020) conducted a study on the influence of stakeholder engagement on performance of commercial banks in Kenya. With the use of SPSS software version 23, the study converted the data into a descriptive statistic and computed measures of central tendencies like mean and standard deviation. The involvement of stakeholders was the cause of the variances in the banks' financial performance, and it was discovered that this involvement had an impact on how Kenyan commercial banks operated. However, the study used descriptive statistics while the present study will use both descriptive and inferential statistics thereby bridging the methodological gap.

Sahal and Bett (2022) studied influence of stakeholder involvement on performance of Kenyan parliamentary service commission. Inferential statistics like correlation analysis and multiple regressions were employed to ascertain the relationships between the variables. The study's conclusions indicated that stakeholder involvement significantly and favourably affects the Kenyan Parliamentary Service Commission's performance. Thus, the study used linear regression while the present study will use multiple regression to bridge the methodological gap.

Githinji et al. (2020) studied the influence of stakeholder's involvement on project performance. a case study of Kenya ferry services. The data was analyzed using linear regression, and the results showed a significant and positive relationship between project performance and stakeholder involvement in project identification. Thus, the study used linear regression while the present study will use multiple regression to bridge the methodological gap.

#### **Communication and Organizational Performance**

Jerab (2024) conducted a study on the impact of communication on organizational performance: a comprehensive analysis. The study established that organizational effectiveness depends on effective communication because it fosters decision-making, clarity, alignment, teamwork, employee engagement, feedback, conflict resolution, and customer satisfaction. Thus, the study was conducted in Istanbul and used descriptive statistics while

the present study will be conducted in Kenya and will use both descriptive and inferential statistics thereby bridging both geographical and methodological gaps.

The impact of effective communication on organizational performance with moderating role of organizational culture was assessed by Hussain (2020) in Islamabad. The data used was gathered from 64 individuals employed by telecom and IT companies in Islamabad. The findings of the study indicate that while good communication has a favourable effect on organizational performance, an unsupportive organizational culture has a negative impact. However, the study was conducted in Islamabad and used organizational culture as a moderating variable while the present study will be conducted in Kenya and will not make use of any moderating variable thereby bridging both geographical and conceptual gaps.

Mwalle & Shaju (2022) studied the effects of communication on an organizational performance. The findings were analyzed using Pearson's correlation and descriptive analysis. Effective communication results in effective organizational performance, according to the study. However, the study used Pearson's correlation and descriptive analysis while the present study will use descriptive and inferential statistics thereby bridging the methodological gap.

The effect of organizational communication on organizational performance through motivation as intervening variable (Study at PT Kaltim Prima Coal in Samarinda, India) was conducted by Mulya et al. (2022). Using IBM SPSS Statistics software version 27, a descriptive methodology and path analysis were employed as the analytical methods. The findings revealed that organizational communication has a good and significant impact on motivation and organizational performance. Thus, the study was conducted in India while the present study will be conducted in Kenya. The study also used path analysis while the present study will use multiple regression thereby bridging both geographical and methodological gaps.

## **METHODOLOGY**

### **Research Design**

The strategy or structure utilized to carry out a research study is known as a research design (Tashakkori & Teddlie, 2019). In order to address research questions or test hypotheses, it entails describing the general strategy and procedures that are applied to data collection and analysis (Creswell, 2019). The study used a cross-sectional research design. A cross-sectional study is a kind of research design where data is gathered from numerous individuals at one time, allowing the researcher to analyze a variety of variables and characteristics by looking at a large population based on various factors like age, income, and sex (Saunders et al., 2019).

### **Target Population**

Population is the entire group of individuals, items, or elements that share at least one common characteristics. The population is the source from which a sample is drawn, and findings from the sample. A target population is specific group of people, objects or elements that the researcher intends to study and generalize the results to. The target population was clearly defined, relevant to the study and homogeneous (Patton, 2019).

The study population involved all functional managers, this involved finance Manager, procurement manager, Human resource manager, business development manager totalling to 125. Due to the number of population, the study employed Census. Census is a method of collecting data where information is gathered from every member of the entire population being studied. It covers the whole population, its comprehensive and accurate. This is good for small population and where accuracy is required. Census is time consuming and costly (Cooper & Schindler, 2019).

### **Data Collection Instruments**

Data collection instruments are the tools, methods, or devices used by researchers to gather data from the respondents. This helps to answer the research questions or test the hypothesis. This can be either qualitative or quantitative or a mix of both (Tashakkori & Teddlie, 2019). The study used questionnaires to collect primary data. This involves open and closed-ended questions.

### **Data Collection**

Primary data was collected through structured questionnaires. Primary data, especially for research purposes, is information that is first gathered from first-hand accounts or supporting documentation. It can also be referred to as first-hand information or raw data. Observations, physical examinations, surveys, questionnaires, phone interviews, in-person interviews, case studies, and focus groups are the main methods used to gather the data (Sekaran & Bougie, 2019).

### **Pilot test**

A pilot survey is a test questionnaire that enables you to determine whether your questions yield valuable findings and how respondents react to your survey design. Scholars (Punch, 2019; Patton, 2019; Neuman, 2018) recommend a sample size of 10% of the population for a pilot test. The pilot test was done with 13 respondents from Kiambu County. These 13 respondents were randomly selected from the entire region covered by the County. The researcher informed the selected samples and administered questionnaires to the sampling units (Cronbach, 2019).

### **Data Analysis and Presentation**

Data was analyzed using SPSS version 27. This collected quantitative data. Data analysis was done through use of descriptive and inferential statistics. Descriptive statistics included mean and standard deviation. On the other hand, inferential statistics comprised of correlation analysis and regression analysis. Data was presented in the form of tables. The study was guided by a multiple regression model;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where; -

Y= Organization performance

$\beta_0$ = Constant

$\beta_1$ -  $\beta_2$ = Beta coefficients

$X_1$ = Stakeholder involvement

$X_2$ = Communication

$\varepsilon_i$ = Error Term

## **FINDINGS AND DISCUSSIONS**

### **Descriptive Statistics**

A 5-point Likert scale was applied, where 1 represented strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree. The analysis utilized mean scores and standard deviations to interpret the results. Specifically, mean values were categorized as follows: 1.0–1.4 (strongly disagree), 1.5–2.4 (disagree), 2.5–3.4 (neutral), 3.5–4.4 (agree), and 4.5–5.0 (strongly agree). Additionally, a standard deviation greater than 2 indicated a high level of dispersion, suggesting that responses were widely spread and reflected varying opinions or differing interpretations among respondents.

### **Stakeholder Involvement and Organizational Performance**

The first specific objective of the study was to determine the influence of stakeholder involvement on organizational performance in Catholic economic self-help projects in Kiambu County, Kenya. The respondents were requested to indicate their level of agreement

on statements relating to stakeholder involvement and organizational performance in Catholic economic self-help projects in Kiambu County, Kenya. The results were as presented in Table 1.

From the results, the respondents agreed that stakeholders are actively involved in decision-making processes within the project (M=3.861, SD= 0.832). In addition, the respondents agreed that the project provides adequate opportunities for stakeholders to share their views and feedback (M=3.854, SD= 0.641). Further, the respondents agreed that beneficiaries are satisfied with the services and outcomes delivered by the project (M=3.841, SD=0.713).

From the results, the respondents agreed that feedback from customers is regularly collected and used to improve project performance (M=3.837, SD= 0.560). In addition, the respondents agreed that stakeholders express a high level of loyalty and trust toward the project (M=3.822, SD= 0.814). Further, the respondents agreed that the project's reputation among stakeholders is strong and positive (M=3.814, SD=0.777).

**Table 1: Stakeholder Involvement and Organizational Performance**

	<b>Mean</b>	<b>Std. Deviation</b>
Stakeholders are actively involved in decision-making processes within the project.	3.861	0.832
The project provides adequate opportunities for stakeholders to share their views and feedback.	3.854	0.641
Beneficiaries are satisfied with the services and outcomes delivered by the project.	3.841	0.713
Feedback from customers is regularly collected and used to improve project performance	3.837	0.560
Stakeholders express a high level of loyalty and trust toward the project.	3.822	0.814
The project's reputation among stakeholders is strong and positive.	3.814	0.777
<b>Aggregate</b>	<b>3.838</b>	<b>0.723</b>

### **Communication and Organizational Performance**

The second specific objective of the study was to establish the influence of communication on organizational performance in Catholic economic self-help projects in Kiambu County, Kenya. The respondents were requested to indicate their level of agreement on communication and organizational performance in Catholic economic self-help projects in Kiambu County, Kenya. The results were as shown in Table 2.

From the results, the respondents agreed that feedback mechanisms are clear and accessible to all stakeholders (M=3.847, SD= 0.631). In addition, the respondents agreed that feedback received from stakeholders is effectively used to improve project operations (M=3.830, SD= 0.507). Further, the respondents agreed that effective communication from the project enhances customer loyalty and trust (M=3.821, SD=0.711).

From the results, the respondents agreed that customers feel valued because their opinions and concerns are acknowledged promptly (M=3.811, SD= 0.809). In addition, the respondents agreed that open communication among team members improves collaboration and project outcomes (M=3.804, SD= 0.678). Further, the respondents agreed that team members regularly share information and updates to support each other's tasks (M=3.791, SD=0.669).

**Table 2: Communication and Organizational Performance**

	<b>Mean</b>	<b>Std. Deviation</b>
Feedback mechanisms are clear and accessible to all stakeholders.	3.847	0.631
Feedback received from stakeholders is effectively used to improve project operations	3.830	0.507
Effective communication from the project enhances customer loyalty and trust.	3.821	0.711
Customers feel valued because their opinions and concerns are acknowledged promptly.	3.811	0.809
Open communication among team members improves collaboration and project outcomes.	3.804	0.678
Team members regularly share information and updates to support each other's tasks.	3.791	0.669
<b>Aggregate</b>	<b>3.817</b>	<b>0.668</b>

**Qualitative Analysis**

The qualitative analysis of this study was conducted to gain in-depth insights into how the effect of adaptive change strategy practices influence organizational performance in the Catholic economic self-help projects in Kiambu County, Kenya. Open-ended questions were included in the questionnaire to capture participants' perceptions, experiences, and suggestions regarding stakeholder involvement and communication. The responses from 83 participants who returned the questionnaires were carefully reviewed, coded, and categorized into emerging themes relevant to the study objectives. Thematic analysis was employed to identify patterns, similarities, and differences in participants' responses, allowing the study to explore the nuanced ways in which the effect of adaptive change strategy practices impact project outcomes. This qualitative approach complemented the quantitative analysis by providing rich, descriptive evidence that helped explain the underlying dynamics behind the observed organizational performance.

**Stakeholder Involvement**

Stakeholder involvement was reported by participants as a critical factor influencing organizational performance in the Catholic economic self-help projects in Kiambu County. Respondents highlighted that active participation of stakeholders including project members, local leaders, and beneficiaries in decision-making processes enhances transparency, accountability, and ownership of project activities. Many participants indicated that when stakeholders are engaged in planning and implementation, the project is better able to align activities with the needs and priorities of the community. This involvement also fosters a sense of commitment among members, resulting in higher motivation to contribute to project success, improved resource utilization, and timely completion of activities.

In addition, participants noted that stakeholder involvement facilitates effective problem-solving and innovation within the project. By incorporating diverse perspectives, the project can identify potential risks early and develop context-specific solutions that enhance operational efficiency. Several respondents emphasized that regular consultations, feedback sessions, and inclusion of members in monitoring and evaluation processes help build trust, reduce conflicts, and strengthen collaboration among participants.

**Communication**

Participants emphasized that effective communication plays a vital role in enhancing organizational performance in the Catholic economic self-help projects in Kiambu County. Many respondents indicated that clear, timely, and consistent communication ensures that all

project members are aware of their roles, responsibilities, and upcoming activities. This reduces misunderstandings and misalignment of tasks, enabling smoother coordination and efficient implementation of project initiatives. Respondents also noted that communication channels such as regular meetings, notice boards, and mobile messaging groups help disseminate important information, ensuring that members remain informed and engaged throughout the project cycle.

In addition, participants highlighted that communication fosters collaboration, trust, and problem-solving within the project. Open communication allows members to share challenges, provide feedback, and suggest innovative ideas, which helps the project adapt to changing circumstances and community needs. Several respondents observed that when communication is participatory, it strengthens relationships among stakeholders, reduces conflicts, and improves decision-making processes.

### Inferential Statistics

Inferential statistics such as correlation analysis and regression analysis were used to assess the relationships between the independent variables (stakeholder involvement and communication) and the dependent variable (organizational performance in Catholic economic self-help projects in Kiambu County, Kenya).

### Correlation Analysis

This research adopted Pearson correlation analysis to determine how the dependent variable (organizational performance in Catholic economic self-help projects in Kiambu County, Kenya) relates with the independent variables (stakeholder involvement and communication).

**Table 3: Correlation Coefficients**

		Organizational Performance	Stakeholder Involvement	Communication
Organizational Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	83		
Stakeholder Involvement	Pearson Correlation	.864**	1	
	Sig. (2-tailed)	.000		
	N	83	83	
Communication	Pearson Correlation	.850**	.165	1
	Sig. (2-tailed)	.001	.053	
	N	83	83	83

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

From the results, there was a very strong relationship between stakeholder involvement and organizational performance in Catholic economic self-help projects in Kiambu County, Kenya ( $r = 0.864$ ,  $p$  value =0.000). The relationship was significant since the  $p$  value 0.000 was less than 0.05 (significant level). The findings are in line with the findings of Ogachi and Kariuki (2020) who indicated that there is a very strong relationship between stakeholder involvement and organizational performance.

Moreover, there was a very strong relationship between communication and organizational performance in Catholic economic self-help projects in Kiambu County, Kenya ( $r = 0.850$ ,  $p$  value =0.001). The relationship was significant since the  $p$  value 0.001 was less than 0.05 (significant level). The findings are in line with the findings of Jerab (2024) who indicated

that there is a very strong relationship between communication and organizational performance.

### Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (stakeholder involvement and communication) and the dependent variable (organizational performance in Catholic economic self-help projects in Kiambu County, Kenya).

**Table 4: Model Summary**

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.821	.674	.673	.10428

a. Predictors: (Constant), stakeholder involvement and communication

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The R-squared for the relationship between the independent variables and the dependent variable was 0.674. This implied that 67.4% of the variation in the dependent variable (organizational performance in Catholic economic self-help projects in Kiambu County, Kenya) could be explained by independent variables (stakeholder involvement and communication).

**Table 5: Analysis of Variance**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	76.307	2	38.154	82.584	.002 <sup>b</sup>
Residual	36.964	80	.462		
Total	113.271	82			

a. Dependent Variable: organizational performance in Catholic economic self-help projects in Kiambu County, Kenya

b. Predictors: (Constant), stakeholder involvement and communication

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 82.584 while the F critical was 3.111. The p value was 0.002. Since the F-calculated was greater than the F-critical and the p value 0.002 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of stakeholder involvement and communication on organizational performance in Catholic economic self-help projects in Kiambu County, Kenya.

**Table 6: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	0.231	0.060		3.850	0.000
	Stakeholder involvement	0.354	0.092	0.353	3.848	0.000
	Communication	0.340	0.089	0.341	3.820	0.001

a. Dependent Variable: organizational performance in Catholic economic self-help projects in Kiambu County, Kenya

The regression model was as follows:

$$Y = 0.231 + 0.354X_1 + 0.340X_2 + \varepsilon$$

According to the results, stakeholder involvement has a significant effect on organizational performance in Catholic economic self-help projects in Kiambu County, Kenya ( $\beta_1=0.354$ , p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings are in line with the findings of Ogachi and

Kariuki (2020) who indicated that there is a very strong relationship between stakeholder involvement and organizational performance.

The results also revealed that communication has a significant effect on organizational performance in Catholic economic self-help projects in Kiambu County, Kenya ( $\beta_1=0.340$ ,  $p$  value= 0.001). The relationship was considered significant since the  $p$  value 0.001 was less than the significant level of 0.05. The findings are in line with the findings of Jerab (2024) who indicated that there is a very strong relationship between communication and organizational performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions**

The study concludes that stakeholders' involvement has a positive and significant effect on organizational performance in Catholic economic self-help projects in Kiambu County, Kenya. Findings revealed that participation, customer satisfaction and net promoter scores influence organizational performance in Catholic economic self-help projects in Kiambu County, Kenya.

In addition, the study concludes that communication has a positive and significant effect on organizational performance in Catholic economic self-help projects in Kiambu County, Kenya. Findings revealed that feedback, customer loyalty and teamwork influence organizational performance in Catholic economic self-help projects in Kiambu County, Kenya.

### **Recommendations**

The study recommends that the management of Catholic economic self-help projects in Kenya should adopt a participatory and values-driven vision-setting process that actively involves project leaders, members, and key stakeholders to ensure shared understanding and commitment to organizational goals.

In addition, the study recommends that the management of Catholic economic self-help projects in Kenya should strengthen structured and transparent communication systems by ensuring timely, clear, and consistent information flow between project leaders, members, and relevant stakeholders. Effective communication enhances coordination of activities, minimizes misunderstandings, and promotes trust and collective responsibility among members.

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