MASTER'S THESIS

CHANGE COMMUNICATION STRATEGIES AND DIGITAL TRANSFORMATION IMPLEMENTATION: A CASE OF EMPLOYEES AT NATION MEDIA GROUP, KENYA

CALEB OIRA RATEMO

SCHOOL OF BUSINESS & ECONOMICS

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DECLARATION

I hereby declare that this research project is my original work and has not been submitted for the award of a degree in any other university.

Candidate:

Caleb Oira Ratemo Signature:…..  …..Date: 13th November, 2026

This research project has been submitted with my approval as the university supervisor.

Supervisor:

Name: Dr Susan Ngatia, PhD Signature:  Date: 13th November, 2026

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ABSTRACT

Media organizations in Kenya are constantly under the pressure to go through the process of digital transformation because of changes in audience behaviour, technological disruption, and declining revenue sources. In response to such challenges, media organizations have been embracing digital platforms, newsroom convergence, and new digital production positions. However, the process of digital transformation of media organizations in Kenya is still incomplete owing to the lack of skills, resources, and communication gaps between strategy and operations. Therefore, the study sought to examine the relationship between change communication strategies and digital transformation implementation among employees at Nation Media Group, Kenya, Specifically the study sought to assess the relationship between communication channel selection, strategic feedback optimization, stakeholder engagement, and capacity building on digital transformation implementation among employees at Nation Media Group, Kenya. The study was anchored on Media Richness Theory, Feedback Intervention Theory, Stakeholder Theory, and Organizational Learning Theory. A descriptive correlational research design within a quantitative approach was employed. The target population for this study comprised 1142 employees at Nation Media Group's offices in Nairobi County. Slovin's formula was adopted to get a sample of 223 employees. Primary data was collected through structured questionnaires. Validity was ensured through expert and supervisor review. Reliability was confirmed through a pilot study, with a Cronbach's alpha coefficient greater than 0.7 used to assess internal consistency. Data were analyzed using descriptive statistics and inferential statistics. The findings revealed that capacity building had the strongest positive predictor of digital transformation implementation ($B = 0.686$, $p < .001$). Further, strategic feedback optimization demonstrated a positive and statistically significant association with digital transformation implementation ($B = 0.282$, $p < .001$). Communication channel selection also exerted a positive and significant association ($B = 0.266$, $p = .001$). Stakeholder engagement showed a positive and statistically significant relationship with digital transformation implementation ($B = 0.091$, $p = .003$). The study concluded that capacity building, strategic feedback optimization, communication channel selection, and stakeholder engagement are critical in supporting technology integration, process redesign, employee digital productivity, and overall progress in digital transformation. The study recommends that Nation Media Group management should institutionalize an integrated change-communication framework that prioritizes multi-channel communication standards, systematic feedback loops, structured stakeholder participation, continuous digital skills development, knowledge transfer mechanisms, and clear coordination across departments to support sustainable digital transformation implementation.

Keywords: *Change Communication Strategies, Digital Transformation Implementation, Communication Channel Selection, Strategic Feedback Optimization, Stakeholder Engagement and Capacity Building*

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DEDICATION

I dedicate this research project to my lovely wife Precious Mbabazi and son Razon -Isaac Ratemo Oira for their unwavering support and understanding throughout my study.

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LIST OF ABBREVIATIONS AND ACRONYMS

AI	Artificial Intelligence
ANOVA	Analysis of Variance
COVID-19	Coronavirus Disease 2019
HR	Human Resources
HRD	Human Resource Development
IT	Information Technology
IT-BPM	Information Technology–Business Process Management
NACOSTI	National Commission for Science, Technology and Innovation
SPSS	Statistical Package for the Social Sciences
VIF	Variance Inflation Factor
SME	Small and Medium Enterprise

TERMS AND DEFINITIONS

Capacity Building	Refers to the planned development, sharing, and application of knowledge and skills required for effective performance in changing work environments (Crossan, Lane & White, 2021). In the current study, capacity building is assessed through skills upgrading, knowledge transfer, competency enhancement, and learning opportunities.
Change Communication Strategies	These are the deliberate, structured approaches organizations use to convey information, solicit input, build understanding, and foster alignment during periods of organizational change (Errida & Lotfi, 2021). In the present study, they comprise four interrelated dimensions: communication channel selection, strategic feedback optimization, stakeholder engagement, and capacity building.
Communication Channel Selection	Refers to the deliberate choice and combination of communication media to match the complexity and purpose of messages during organizational change, consistent with Media Richness Theory (Daft & Lengel, 2023). In this study, the construct is operationalized through channel diversity, channel reliability, audience targeting, and communication reach.
Digital Transformation Implementation	Describes the extent to which digital technologies, data-driven processes, and digitally enabled work practices are successfully integrated into an organization's operations, producing measurable changes in how work is performed and value is created (AlNuaimi et al., 2022; Chang & Chen, 2025). In this study, digital transformation implementation is operationalized through four dimensions: technology integration, digitally enabled process adoption, employee digital productivity, and quality of digitally enabled work.

Stakeholder Engagement	Stakeholder engagement involves identifying relevant parties, understanding their interests, coordinating their contributions, securing commitment, and enabling meaningful participation in organizational decisions. In this study, the construct is operationalized as stakeholder mapping, stakeholder coordination, stakeholder commitment, and stakeholder empowerment.
Strategic Feedback Optimization	Describes the systematic processes of collecting, interpreting, and acting upon information about implementation progress and challenges to support continuous improvement (Kluger & DeNisi, 2021). In the present study, the construct is measured by feedback frequency, feedback accuracy, response effectiveness, and decision responsiveness.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Change communication strategies refer to the deliberate, structured approaches organizations use to convey information, solicit input, build understanding, and foster alignment during periods of organizational change (Errida & Lotfi, 2021). In the context of digital transformation, these strategies encompass the selection of appropriate communication channels, the optimization of feedback mechanisms, the meaningful engagement of stakeholders, and the systematic building of employee capacity (McKinsey & Company, 2021). They enable employees to translate high-level digital strategies into everyday work practices by reducing uncertainty, clarifying new roles and technologies, and supporting the integration of digital tools into operational routines. (Malik et al., 2024).

In the media sector, change communication strategies are increasingly recognized as critical enablers of digital transformation because technology investments alone do not guarantee successful adoption (Makananise, 2022). Research consistently identifies communication, stakeholder involvement, feedback loops, and capability development as determinants of whether digital initiatives move from strategy documents into sustained operational practice (Errida & Lotfi, 2021). When communication channels are appropriately selected, feedback is systematically optimized, stakeholders are engaged, and capacity is built, employees are better positioned to support employees through the uncertainty and skill demands of digital change. Conversely, weaknesses in these areas contribute to resistance, uneven adoption, skills gaps, and ultimately suboptimal realization of digital investments (Ojo, 2025).

In the United States, media organizations frequently combine interpersonal and mediated channels to support planned digital change, with interpersonal communication showing particularly strong links to perceived transparency and commitment (Men et al., 2026). Digital platforms are used extensively for routine updates, while richer channels address complex or ambiguous aspects of transformation. Feedback mechanisms and developmental conversations help employees identify implementation barriers, while targeted capacity-building initiatives address skill gaps associated with new production and distribution technologies (Ojo, 2025).

In Europe and other advanced markets, internal communication satisfaction and engagement have been linked to broader organizational attractiveness and change readiness (Špoljarić & Tkalac Verčič, 2022). Experiments comparing face-to-face and digital channels demonstrate

that channel effectiveness is situational: face-to-face formats often perform better for emotionally neutral messages, while video can support retention of more challenging content (Tkalac Verčič, Verčič & Gerdina, 2025). Stakeholder involvement and continuous learning feature prominently in successful digital transitions across industries, underscoring the relevance of engagement and capacity-building practices.

In emerging markets, including parts of Asia and Africa, digital transformation in media and related sectors often contends with resource constraints, technical skills gaps, and the need for stronger internal coordination (Omwoha & Mwangi, 2023. Studies highlight that developmental feedback, knowledge transfer, and structured learning opportunities support employee adaptation, while limited communication and collaboration hinder the contribution of specialized digital units (Adam, 2024). These contexts illustrate that technology investment must be accompanied by deliberate communication and people-focused strategies if implementation is to succeed (Kerongo, 2025).

In the Kenyan context, the media sector has undergone rapid digitalization driven by mobile penetration, changing audience preferences, and commercial pressures on traditional revenue models. Nation Media Group and peer organizations have adopted digital-first production approaches, integrated newsrooms, new professional roles, and revised business models (Aduda, Oriaso & Gichobi, 2026). Digital revenue has shown growth rising by 5 percent in recent reporting yet overall group revenue has faced continued pressure, declining by 3.1 percent to approximately KSh 6.04 billion (Nation Media Group, 2026). These outcomes underscore both the progress and the remaining challenges of digital transition. Internal studies point to resource constraints, limited cross-departmental support, technical skills gaps, and concerns around artificial-intelligence tools, while recommending enhanced internal communication, collaboration, and comprehensive training (Kerongo, 2025).

Nation Media Group's Nairobi operations provide a focused setting in which employees play a pivotal role: they translate organizational digital strategies into operational practice, communicate changes to teams, interpret feedback from the front line, coordinate across functions, and support the development of digital competencies (NMG Annual Report, 2022). The effectiveness of communication channel selection (diversity, reliability, audience targeting, and reach), strategic feedback optimization (frequency, accuracy, response effectiveness, and decision responsiveness), stakeholder engagement (mapping, coordination, commitment, and empowerment), and capacity building (skills upgrading, knowledge transfer,

competency enhancement, and learning opportunities) therefore has direct implications for how successfully digital technologies and processes are embedded in daily work (NMG Annual Report, 2022).

1.1.1 Digital Transformation Implementation

Digital transformation implementation refers to the extent to which digital technologies, data-driven processes, and digitally enabled work practices are successfully integrated into an organization's operations, producing measurable changes in how work is performed and value is created (AlNuaimi et al., 2022). In media organizations it encompasses the adoption of digital production tools, multi-platform distribution systems, analytics platforms, and AI-assisted workflows, together with the organizational routines that support their sustained use (Chang & Chen, 2025). In the present study, digital transformation implementation is operationalized through four indicators that align with Likert-scale measurement items suitable for employees: technology integration, digitally enabled process adoption, employee digital productivity, and quality of digitally enabled work.

Technology integration captures the degree to which digital tools and platforms have been embedded into core workflows and are routinely available and used by employees (Ojo, 2025). Digitally enabled process adoption reflects the extent to which traditional work processes have been redesigned or replaced by digital alternatives, such as integrated newsroom systems, automated content workflows, or digital collaboration platforms. Employee digital productivity concerns employees' perceptions of improvements in output volume, speed, or efficiency attributable to digital tools and processes (Ageyo, 2025).

These four indicators are theoretically and practically relevant. Technology integration and process adoption speak directly to the core of digital transformation moving beyond isolated pilot projects to systemic embedding of digital capabilities (Gyamerah, Afshari & Asante, 2025). Employee digital productivity and quality of work link technological change to tangible performance outcomes that employees observe and are accountable for. Together they provide a balanced perceptual measure of implementation success that avoids relying solely on financial metrics (which may lag or be influenced by external market factors) while remaining grounded in the everyday realities of managerial experience (Piepponen et al., 2022).

Globally, successful digital transformation is associated with higher levels of technology embedding, process redesign, productivity gains, and quality improvements (Blanka, Krumay & Rueckel, 2022;). In media contexts, iterative sense-making between providers and audiences,

continuous learning, and adaptive processes have been shown to reshape value propositions and operational models (Piepponen et al., 2022). In Kenya, Nation Media Group's adoption of digital-first strategies and integrated newsrooms illustrates progress on these dimensions, yet persistent commercial pressures and internal constraints suggest that implementation remains uneven and that communication-supported capacity and coordination continue to matter (Aduda, Oriaso & Gichobi, 2026). Assessing the four indicators among employees therefore offers a focused lens on whether change communication strategies are associated with the practical realization of digital transformation at Nation Media Group.

1.2 Statement of the Problem

Media organizations in Kenya are increasingly under pressure to undertake digital transformation due to changing audience behaviour, technological disruption, competition from digital-native platforms and declining traditional revenue streams (Media Council of Kenya, 2023). In response, media organizations have increasingly invested in digital platforms, newsroom convergence, digital content production and new technology-driven business models. However, the implementation of digital transformation initiatives remains challenging due to inadequate employee digital competencies, resource constraints, organizational resistance and communication gaps between strategic intentions and operational practices (Omwoha & Mwangi, 2023).

At Nation Media Group (NMG), Kenya, the transition towards a digital-first operating model requires employees to continuously acquire new competencies, adapt to changing workflows and integrate digital technologies into their daily responsibilities. The Group's 2021 Annual Report identified digital skills gaps and organizational barriers through a talent-mapping and upskilling survey, prompting targeted training and change-management initiatives (Nation Media Group PLC, 2022). The magnitude of this challenge is further demonstrated by the Group's employee development initiatives, which resulted in 745 employees receiving training by December 2021 to support its transition towards becoming a mobile-first media organization (Nation Media Group PLC, 2022).

Similarly, its 2023 Annual Report documented targeted training for 30 employees in data journalism, 26 in innovation and intrapreneurship, and 120 commercial employees in digital products (Nation Media Group PLC, 2024). Furthermore, NMG's digital transformation agenda continues to operate within a challenging commercial environment. The Group's 2024 financial results indicated that turnover declined by 12.5% to approximately KSh 6.2 billion,

despite an 11% increase in digital business (Nation Media Group PLC, 2025). Additionally, the Group reported that approximately 83% of its content distribution was undertaken through digital channels by the end of 2024 (Nation Media Group PLC, 2024).

Despite the growing importance of change communication in organizational transformation, existing digital transformation literature has predominantly emphasized technological investments, organizational capabilities, leadership and innovation in business models, with comparatively limited attention to the contribution of employee-oriented change communication strategies (Taneja et al., 2022). The gap is particularly important in African media organizations, where organizational and institutional environments may differ from those in Europe and North America (Mkhize & Mkhize, 2021). At NMG, empirical evidence also points to continuing organizational culture and innovation challenges associated with digital transformation (Waiswa, 2024). Although the Group has invested in digital distribution, employee training and digital business development, there is insufficient organization-specific empirical evidence therefore, the study sought to establish the relationship between change communication strategies and digital transformation implementation among employees at Nation Media Group, Kenya.

1.3 General Objective

The general objective of the study is to establish the relationship between change communication strategies and digital transformation implementation among employees at Nation Media Group, Kenya.

1.3.1 Specific Objectives

i. To determine the relationship between communication channel selection and digital transformation implementation among employees at Nation Media Group, Kenya.
ii. To assess the relationship between strategic feedback optimization and digital transformation implementation among employees at Nation Media Group, Kenya
iii. To examine the relationship between stakeholder engagement and digital transformation implementation among employees at Nation Media Group, Kenya
iv. To examine the relationship between capacity building and digital transformation implementation among employees at Nation Media Group, Kenya

1.4 Research Hypothesis

H_{01}: Communication channel selection has no statistically significant relationship with digital transformation implementation among employees at Nation Media Group, Kenya.

H_{02}: Strategic feedback optimization has no statistically significant relationship with digital transformation implementation among employees at Nation Media Group, Kenya

H_{03}: Stakeholder engagement has no statistically significant relationship with digital transformation implementation among employees at Nation Media Group, Kenya

H_{04}: Capacity building has no statistically significant relationship with digital transformation implementation among employees at Nation Media Group, Kenya

1.5 Significance of the Study

This study is significant as it contributes to the growing body of knowledge on change communication strategies and digital transformation implementation in the media sector. The study underscores the importance of adopting a broader approach to digital transformation by recognizing the role of communication and employee support alongside investment in technology. By examining communication channel selection, strategic feedback optimization, stakeholder engagement and capacity building, the study can provide valuable insights for employees and senior decision-makers at Nation Media Group, Kenya.

Findings from this study can inform recommendations that could strengthen communication practices and support digital transformation implementation at Nation Media Group. For employees, understanding channel diversity, channel reliability, audience targeting and communication reach would assist in selecting appropriate channels for communicating organizational changes. Similarly, insights into feedback frequency, feedback accuracy, response effectiveness and decision responsiveness can help employees identify implementation challenges and respond to employee concerns. For employees, the recommendations can promote access to clear and timely information, more responsive feedback mechanisms and greater participation in digital transformation initiatives.

The findings shall provide useful insights for policymakers, media regulators and industry associations concerned with digital transformation in Kenya's media sector. Understanding the relationship between stakeholder engagement and digital transformation implementation may inform initiatives that encourage stakeholder mapping, coordination, commitment and

empowerment during organizational change. Such insights could support the development of policies and industry guidelines that promote participatory change processes and workforce preparedness. Encouraging meaningful involvement among employees and other relevant stakeholders may help media organizations address implementation challenges while responding to changing technological demands.

For Nation Media Group and other media organizations operating in comparable contexts, the findings highlight the importance of supporting employees beyond the provision of digital tools and infrastructure. Examining skills upgrading, knowledge transfer, competency enhancement and learning opportunities may assist decision-makers in identifying capacity-building priorities that support digital transformation implementation. This understanding could inform the allocation of training resources, the development of workplace learning programmes and the establishment of mechanisms for sharing knowledge. Such interventions may strengthen employees' readiness to adopt digital technologies and support employees in translating organizational transformation strategies into everyday work practices.

Additionally, researchers in organizational communication, change management and media management could use the study as a reference for further exploration of digital transformation in media organizations. The study could also identify areas requiring additional investigation, including how communication practices and employee development relate to the implementation of technological change. Finally, the study contributes to the existing body of knowledge by providing context-specific evidence on the relationships between change communication strategies and digital transformation implementation among employees at Nation Media Group, Kenya.

1.6 Scope of the Study

This study focused geographically on Nation Media Group's offices in Nairobi County, Kenya. These offices provided an appropriate setting for examining the relationship between change communication strategies and digital transformation implementation within a media organization. Focusing on Nairobi County enabled the study to examine the experiences of employees within a defined organizational setting, particularly how communication practices support the implementation of digital technologies and changes in work processes.

The contextual scope of this study was limited to Nation Media Group's operations in Nairobi County, and targeted employees serving in Nation Media Group Headquarters, Nairobi. It considered their experiences in communicating organizational change, obtaining and

responding to feedback, engaging stakeholders and supporting employee learning during digital transformation. Focusing on these employees enabled the study to examine how change communication strategies relate to digital transformation implementation. The findings also provide useful insights for other media organizations operating in comparable contexts.

The study was conceptually limited to examining the relationships between communication channel selection, strategic feedback optimization, stakeholder engagement, capacity building and digital transformation implementation. Communication channel selection was assessed through channel diversity, channel reliability, audience targeting and communication reach. Strategic feedback optimization was examined through feedback frequency, feedback accuracy, response effectiveness and decision responsiveness. Stakeholder engagement focused on stakeholder mapping, stakeholder coordination, stakeholder commitment and stakeholder empowerment. Capacity building was assessed through skills upgrading, knowledge transfer, competency enhancement and learning opportunities. Digital transformation implementation constituted the dependent variable, with attention given to the integration of digital technologies and digitally enabled processes into organizational operations. This conceptual focus provided a basis for examining how the four change communication strategies relate to digital transformation implementation at Nation Media Group.

The time scope of this study was between January 2026 and October 2026. This period covered research preparation, data collection, data analysis and report writing. The study employed a descriptive correlational research design within a quantitative research approach. Data was collected using structured questionnaires administered to employees at Nation Media Group's Nairobi offices. The data was analyzed using statistical methods to examine the relationships between communication channel selection, strategic feedback optimization, stakeholder engagement, capacity building and digital transformation implementation. The findings therefore reflected the information obtained from the respondents during the study period.

1.7 Limitations and Delimitations of the Study

Data was collected in a media setting where employees may work under demanding schedules and competing operational responsibilities. The study sorted this by allowing sufficient time for questionnaire completion and arranging data collection at convenient times helped reduce this limitation. Another anticipated limitation was the reliance on self-reported data to assess both change communication strategies and digital transformation implementation. Although

this approach provided direct access to employees' perceptions and experiences, responses could have been influenced by social desirability or concerns about how the organization is portrayed. Some participants provided answers they considered acceptable rather than responses that accurately reflected their experiences. Furthermore, the descriptive correlational research design identified associations but did not establish cause-and-effect relationships between change communication strategies and digital transformation implementation.

The study was delimited to four change communication strategies: communication channel selection, strategic feedback optimization, stakeholder engagement and capacity building. These strategies were examined using their specified indicators to maintain a focused investigation of their relationships with digital transformation implementation. Other factors, such as financial investment, technological infrastructure, organizational culture and leadership style, were not examined as separate independent variables. Although these factors may also relate to digital transformation implementation, examining them fell outside the conceptual scope of this study.

The scope of the study was limited to employees at Nation Media Group's offices in Nairobi County, Kenya. This delimitation enabled the study to examine change communication strategies within a specific organizational setting. Consequently, the findings should be applied cautiously to other employee categories and media organizations, as differences in organizational structures, communication practices and digital readiness may influence employee experiences and digital transformation implementation outcomes.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter presents a comprehensive review of relevant literature, encompassing both theoretical and empirical studies on the research topic. The literature review aims to explore existing knowledge, identify key concepts, and highlight research gaps that inform the development of the study's conceptual framework. Through this review, the study builds a foundation for understanding the variables under investigation and situating the research within the broader academic discourse.

2.2 Theoretical Literature Review

This study was anchored on Media Richness Theory, Feedback Intervention Theory, Stakeholder Theory and Organizational Learning Theory. These theories provide complementary perspectives for examining the relationship between change communication strategies and digital transformation implementation among employees at Nation Media Group, Kenya.

2.2.1 Media Richness Theory

Media Richness Theory was developed through the work of Richard Daft and Robert Lengel during the 1980s, with their 1986 publication providing an influential foundation. The theory explains how organizations select communication media to address uncertainty and equivocality. Uncertainty concerns insufficient information, while equivocality involves ambiguity or competing interpretations of information. The theory proposes that communication effectiveness depends on matching the characteristics of a medium with the information-processing requirements of a task. Media richness concerns the capacity to support immediate feedback, convey multiple cues, accommodate varied language and provide a personal focus (Daft & Lengel, 1986).

The theory suggests that complex or ambiguous messages require communication channels that allow explanation, interaction and clarification. Conversely, straightforward information may be communicated effectively through less interactive channels. In digital transformation, discussions about changing responsibilities or unfamiliar work processes may benefit from interactive meetings, while routine implementation schedules and procedural updates may be communicated through written notices. The theoretical emphasis is therefore on the suitability

of a channel for a particular communication purpose rather than the assumption that one channel is appropriate for every situation.

A strength of Media Richness Theory is its explanation of why providing information does not necessarily produce shared understanding. However, its application to contemporary digital communication requires attention to the different functions that a medium can perform. Dennis, Fuller and Valacich (2008), through Media Synchronicity Theory, distinguish between conveying information and developing agreement about its meaning. Their work indicates that communication processes may require different media capabilities, challenging reliance on a single hierarchy of richer and leaner channels. Channel diversity should consequently not be equated with media richness: using several channels may still produce inconsistent or poorly targeted communication.

Media Richness Theory is relevant to the present study because employees must communicate digital transformation requirements to employees with different responsibilities and information needs. Channel diversity concerns the availability of complementary communication options. Channel reliability examined whether these options provide dependable access to information. Audience targeting addressed the suitability of messages and channels for particular employee groups, while communication reach concerns whether intended recipients receive the information. Reliability and reach extend the practical assessment beyond the theory's classical richness criteria.

2.2.2 Feedback Intervention Theory

Feedback Intervention Theory was proposed by Avraham Kluger and Angelo DeNisi in 1996 to explain why feedback does not consistently improve performance. The theory argues that feedback changes the recipient's focus of attention across three levels: task learning, task motivation and self-related processes. Feedback that directs attention towards task requirements may support improvement, while feedback that shifts attention towards personal judgments may distract recipients from the work itself. Kluger and DeNisi's (1996) meta-analysis found that feedback improved performance on average, but more than one-third of the feedback interventions examined decreased performance.

The theory provides a useful basis for distinguishing between feedback availability and feedback usefulness. Information about implementation difficulties needs to identify relevant problems and support appropriate action rather than merely communicate approval or criticism. Applied to digital transformation, feedback about difficulties in using a digital system could

help employees identify whether employees require clarification, additional training or adjustments to work procedures. Its potential contribution depends on how the information is interpreted and used.

An important strength of Feedback Intervention Theory is its recognition that feedback outcomes depend on attention, message characteristics and task conditions. Nevertheless, it was developed primarily to explain feedback effects on task performance rather than provide a complete account of organizational feedback governance. Anseel and Sherf (2025) further observe that organizational feedback research contains divergent definitions and assumptions, making simple, universal prescriptions inadequate. Applying the theory to strategic feedback optimization therefore requires distinguishing performance-oriented feedback from employee input about wider implementation challenges.

The theory is relevant to the present study because employees receive, interpret and respond to information about digital transformation activities. Feedback frequency examined how regularly this information is obtained and communicated. Feedback accuracy concerns whether it reflects implementation experiences and difficulties reliably. Response effectiveness examined whether feedback leads to appropriate action, while decision responsiveness addressed how promptly relevant information informs managerial decisions. The theory suggested that frequent feedback alone may be insufficient if it is inaccurate, poorly focused or not acted upon.

Feedback Intervention Theory therefore supports investigating the relationship between strategic feedback optimization and digital transformation implementation at Nation Media Group. Its application focused on whether feedback helps employees attend to implementation requirements and address identified difficulties, rather than assuming that increasing feedback frequency automatically improves implementation.

2.2.3 Stakeholder Theory

Stakeholder Theory was developed by Edward Freeman. The theory proposes that organizational decisions should consider the relationships and interests connecting the organization with employees, customers, suppliers, investors and other relevant parties (Freeman, 1984). This perspective is useful for understanding digital transformation as a process involving different interests, expectations and contributions. The theory emphasizes identifying relevant stakeholders and understanding their claims rather than treating organizational change as a purely technical exercise. Mitchell, Agle and Wood (1997) extended

this perspective through their stakeholder identification and salience framework. They proposed that managerial attention to stakeholders can be understood through three attributes: power, legitimacy and urgency. These attributes help explain why particular stakeholder claims receive priority and provide a basis for examining stakeholder mapping during organizational change.

A strength of stakeholder Theory is its recognition that implementation involves relationships among groups whose responsibilities and interests may differ. Applied to digital transformation, this perspective encourages consideration of how employees, employees, technical teams and other affected parties participate in change processes. It provides a basis for examining coordination and commitment rather than assuming that announcing a transformation strategy secures the support required for implementation. However, the theory has attracted criticism concerning the prioritization of competing interests. Jensen (2001) argues that multiple stakeholder objectives can create difficulties when employees lack clear criteria for making trade-offs and evaluating organizational decisions. Although stakeholder salience offers a prioritization framework, managerial attention and stakeholder empowerment are not necessarily equivalent. For this study, it was therefore important to distinguish between identifying stakeholders, consulting them and enabling meaningful participation.

Stakeholder Theory is relevant to the present study because employees can connect organizational transformation priorities with the concerns of employees and other affected groups. Stakeholder mapping examined the identification of relevant parties and their interests. Stakeholder coordination concerned the alignment of responsibilities and communication across these groups. Stakeholder commitment addressed their willingness to support implementation, while stakeholder empowerment examined opportunities to contribute ideas and participate in decisions affecting their work. The theory therefore supports examining the relationship between stakeholder engagement and digital transformation implementation at Nation Media Group. Engagement was assessed through employees' reports, consistent with the study's population, rather than through independent surveys of every stakeholder category.

2.2.4 Organizational Learning Theory

Organizational Learning Theory developed through contributions from several scholars, with Chris Argyris and Donald Schön's 1978 work providing an influential foundation. Their approach explains how organizations identify and correct errors in the assumptions and practices guiding organizational action. It distinguishes between single-loop learning, which

corrects problems without changing underlying objectives or assumptions, and double-loop learning, which questions and revises those underlying objectives or assumptions (Argyris & Schön, 1978). This distinction remains central to contemporary reviews of organizational learning (Auqui-Caceres & Furlan, 2023).

The distinction is useful for understanding digital transformation because learning to operate a new technology may not be sufficient when existing work practices also require reconsideration. Employees may learn to use a digital tool while continuing to follow procedures that limit its organizational usefulness. From an organizational learning perspective, capacity building should therefore consider both the development of individual skills and the incorporation of learning into shared work practices.

Crossan, Lane and White (1999) further developed organizational learning through the four processes of intuiting, interpreting, integrating and institutionalizing. Their framework connects learning at individual, group and organizational levels. Interpreting involves explaining ideas and developing meaning, integrating concerns shared understanding and coordinated action, and institutionalizing embeds learning in organizational routines, systems and procedures. The framework therefore explains how individual knowledge can become part of organizational practice rather than remain isolated within particular employees.

A strength of Organizational Learning Theory is its ability to connect employee development with organizational adaptation. However, its concepts can be difficult to define and apply consistently. Auqui-Caceres and Furlan (2023) identify the complexity of defining double-loop learning and the difficulty of implementing it as important limitations. They also emphasize the role of context in designing learning interventions. Consequently, participation in training should not automatically be interpreted as evidence that learning has changed organizational practices.

Organizational Learning Theory is relevant to the present study because capacity building concerns the development, sharing and application of knowledge required for digital work processes. Skills upgrading examines opportunities to update employees' expertise. Knowledge transfer concerned the sharing of experience and practical knowledge across employees and departments. Competency enhancement address employees' ability to apply knowledge to relevant tasks, while learning opportunities concern access to formal and informal development activities. Employees provide an important perspective for examining how these activities connect with everyday implementation requirements.

The theory therefore supports investigating the relationship between capacity building and digital transformation implementation at Nation Media Group. It provides a basis for examining whether employee development is associated with the integration of digital technologies and processes into organizational operations, rather than treating the provision of training as an implementation outcome in itself.

2.3 Conceptual Framework

The study conceptualizes change communication strategies as the independent variables and digital transformation implementation as the dependent variable. Change communication strategies were operationalized through four dimensions: communication channel selection, strategic feedback optimization, stakeholder engagement and capacity building. Each dimension was examined as a distinct independent variable in relation to digital transformation implementation among employees at Nation Media Group, Kenya. Figure 1 highlights the conceptual framework for the study.

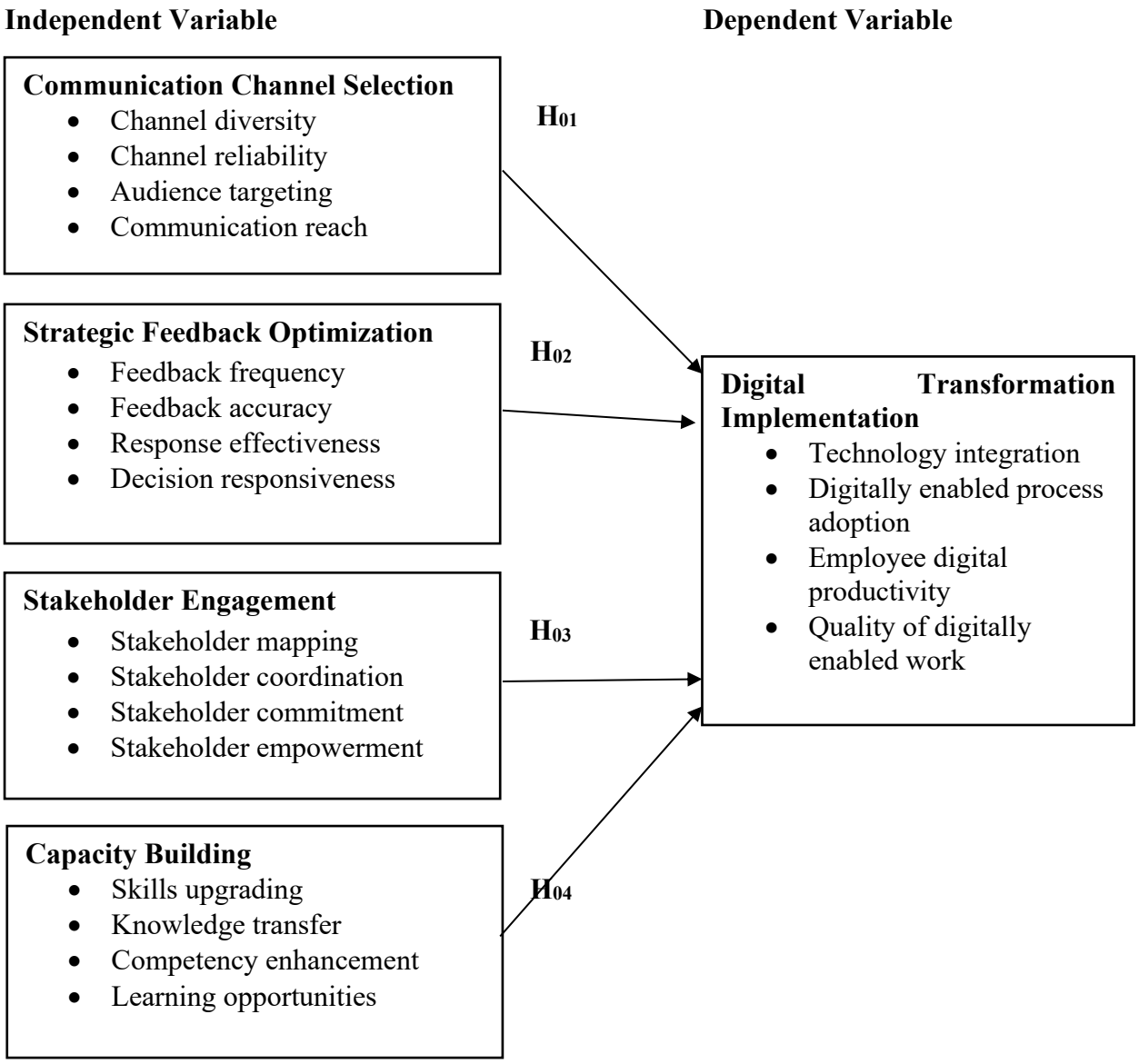

Figure 2.1: Conceptual Framework

Source: Researcher (2026)

2.4 Empirical Literature Review

2.4.1 Communication Channel Selection and Digital Transformation Implementation

Men et al. (2026) examined how interpersonal communication channels shape employees' responses to planned organizational change in the United States. Using a quantitative online survey, the researchers tested relationships between channel-use frequency, communication transparency, uncertainty and affective commitment to change. Both channel categories were associated with greater perceived transparency, although interpersonal communication showed a stronger relationship. Transparency was also linked to reduced uncertainty and stronger

commitment. Nevertheless, the conceptual gap concerns the use of commitment and uncertainty as outcomes rather than digital transformation implementation, while channel selection was not assessed through the present study's complete indicator set. Contextually, the investigation covered American employees experiencing different organizational changes, rather than employees at a Kenyan media organization. Its methodological boundary lies in survey-based perceptual relationships rather than independently observed implementation outcomes. The study questionnaire retained a perceptual-data limitation but examine a different implementation-focused relationship.

Deepa and Baral (2022) investigated whether integrated communication and the usefulness of communication channels influence employees' attraction to their existing employers. The research involved an exploratory interview and preliminary-survey phase, followed by a questionnaire study among information technology–business process management employees in India. Statistical hypothesis testing supported positive relationships involving integrated communication, channel usefulness and employee attraction, including the contribution of combining mass and interactive channels. The contextual boundary is the Indian IT-BPM workforce, which differs from Nation Media Group's Kenyan managerial population. In conceptual terms, employer attraction is distinct from the implementation of digital technologies and work processes; perceived channel usefulness also differs from the combination of diversity, reliability, targeting and reach. Methodologically, the principal findings depended on employee survey ratings rather than longitudinal evidence of change implementation. The current study offers an implementation-oriented extension, not a solution to every limitation of questionnaire-based evidence.

Špoljarić and Tkalac Verčič (2022) assessed internal communication satisfaction and employee engagement as determinants of employer attractiveness. Drawing on a large employee communication survey, they used multiple regression analysis to examine relationships between communication satisfaction, engagement and perceptions of the employer brand. The findings identified communication satisfaction and engagement as important predictors of employer attractiveness, with different dimensions contributing to different aspects of attractiveness. Its conceptual scope, however, concerns broader communication satisfaction and employer branding rather than channel selection during digital transformation. A contextual gap remains because the study's corporate-employee population was not a defined cohort of employees at NMG's Nairobi offices. Methodological limitations explicitly included cross-sectional data, self-reports and common-source bias. These constraints are also relevant

to the descriptive correlational research design; the present contribution were therefore a new construct-and-context application rather than stronger causal identification.

Tkalac Verčič, Verčič and Gerdina (2025) compared the effectiveness of face-to-face and digital internal communication within a large telecommunications company. Their field experiments varied communication channels and the emotional framing of messages, assessing satisfaction, engagement, fatigue and information retention. Face-to-face communication performed better for emotionally neutral messages, whereas video communication reduced emotional intensity and supported retention when messages were negative. The findings challenge the assumption that richer channels are invariably superior. Conceptually, the outcomes concern immediate communication experiences rather than digital transformation implementation. The methodological boundary is the use of controlled, short-term message scenarios rather than ongoing organizational implementation processes. Contextually, a telecommunications workplace differs from NMG's media operations and managerial responsibilities. A questionnaire-based investigation at NMG can add evidence about everyday channel selection, but it did not reproduce the experiments' capacity to isolate causal effects.

Guuru (2021) examined the effect of communication strategies on the successful implementation of programmes at the International Livestock Research Institute (ILRI), Kenya. The study specifically investigated participatory communication, results-driven communication and multi-channelled communication strategies. A descriptive cross-sectional research design was adopted, targeting 379 employees involved in various programmes at ILRI's headquarters in Nairobi. The findings established that participatory communication, results-driven communication and multi-channelled communication had positive effects on successful programme implementation. Conceptually, however, the study examined multi-channelled communication as a broad communication strategy rather than communication channel selection based on employee information needs, accessibility and suitability. Contextually, the study focused on programme implementation at a research organization rather than digital transformation implementation in a media organization.

Sang (2021) investigated communication channels as implementation determinants of the performance management framework at Moi Teaching and Referral Hospital (MTRH), Kenya. The study sought to establish the relationship between communication channels and the implementation of the performance management framework. An explanatory research design was adopted, and 510 respondents were selected using simple random and stratified sampling

techniques. Data were analysed using descriptive and inferential statistical techniques, including MANOVA, correlation analysis, factor analysis and structural equation modelling with SPSS and AMOS. The findings established that communication had a significant relationship with the implementation of the performance management framework, demonstrating that appropriate communication strategies influenced employees' relationship with organizational implementation processes. Conceptually, the study examined communication channels in relation to performance management implementation rather than communication channel selection as a change communication strategy supporting digital transformation. Contextually, the research was conducted in a public healthcare institution whose operational and technological requirements differ from those of NMG. The current study therefore extends this understanding by examining communication channel selection and digital transformation implementation among employees at NMG.

2.4.2 Strategic Feedback Optimization and Digital Transformation Implementation

Guo et al. (2023) investigated how supervisor developmental feedback relates to employee job performance through job crafting. Using questionnaire data from a manufacturing enterprise in Hunan, China, the authors applied hierarchical linear regression to test direct and mediated relationships. Developmental feedback was positively associated with job crafting and job performance, while job crafting partially explained the feedback–performance relationship. The conceptual gap is that developmental feedback was examined as support for individual work improvement rather than as a strategic process integrating frequency, accuracy, effective responses and responsive decisions during digital transformation. The manufacturing setting in China also creates a contextual boundary for applying the results to Kenyan media setting. Methodologically, the survey-based relationships do not establish temporal or causal ordering. The study shared the need for cautious interpretation, while focusing its questionnaire on feedback practices associated with digital transformation implementation.

Zhu et al. (2023) examined how favourable and unfavourable supervisor feedback influence employee voice through relational energy. The investigation used matched employee–supervisor data from a retail company to test mediated relationships and the boundary role of leader–member exchange quality. Favourable feedback was associated with greater relational energy and voice, whereas unfavourable feedback was associated with lower energy and inhibited voice. The study indicates that the nature of feedback matters, not merely its availability. Nevertheless, its conceptual emphasis was feedback favourability and employee voice rather than feedback accuracy, managerial response effectiveness and digital

implementation outcomes. Contextually, retail employment differs from NMG's media-management environment. The methodological comparison concerns its individual-level, dyadic measures, which do not directly assess an organization's feedback-to-decision process during transformation. The current manager-focused questionnaire required implementation-specific measures and did not replicate the study's matched-informant design.

Sibunruang and Kawai (2024) studied whether supervisor developmental feedback strengthens the contribution of employee voice to supervisory assessments of performance and discretionary effort. Quantitative data were collected from matched subordinate–supervisor pairs in Japan and analyzed through mediation and moderation testing. Employee voice helped explain the relationship between achievement motivation and favourable supervisory assessments, and the voice–outcome relationship became stronger when developmental feedback was higher. In conceptual terms, feedback operated as a facilitating condition for individual behavior, rather than the independent strategic feedback optimization variable in the current study. The Japanese employment context also differs from a Kenyan media organization undergoing digital transformation. Methodologically, the paired measures assessed individual behavior and supervisor ratings, not implementation-related decision responsiveness. The study examined a different organizational outcome through employees' questionnaires, while recognizing that it did not retain the same multi-informant measurement advantage.

Khan, Mowbray and Wilkinson (2025) explored how employees used social media to express workplace concerns during COVID-19 restrictions. The qualitative study collected semi-structured interviews from employees and different management levels in multinational telecommunications subsidiaries in South Asia, using thematic analysis to interpret the material. Employees repurposed channels initially associated with top-down communication into mechanisms for bottom-up voice. Anonymity and collective support encouraged critical input, although managerial receptiveness continued to constrain how that input was received. The contextual gap concerns telecommunications organizations operating during lockdowns rather than planned digital transformation at NMG. Conceptually, the research explained voice opportunities and constraints without operationalizing feedback optimization through the current study's complete indicator set. Its methodological contribution was interpretive understanding, not statistical estimation of feedback–implementation associations. The study complemented that evidence with a focused relational test among employees.

2.4.3 Stakeholder Engagement and Digital Transformation Implementation

Hwabamungu and Shepherd (2024) investigated how stakeholder involvement shapes the adoption of digital technologies in the United Kingdom's construction industry. An interpretive case-study approach combined semi-structured interviews with qualitative survey responses, which were analyzed thematically. The findings showed that involvement depends on its embeddedness in the organization's digitalization approach, affecting stakeholder planning, communication, value creation and adoption behavior. This provides direct support for examining engagement as an implementation-related practice. However, the conceptual framework organized involvement through an activity-system perspective rather than a standardized measure of mapping, coordination, commitment and empowerment. Methodologically, the qualitative evidence explained processes without estimating the statistical relationship. A contextual boundary also arises from the fragmented UK construction industry, which differs from a Kenyan media organization. The current study investigated engagement–implementation associations using structured questionnaires among NMG's employees.

Ritala et al. (2021) examined employees' entrepreneurial orientations and internal relational capital in achieving digital strategy goals. A quantitative intra-organizational survey in a medium-sized Northern European manufacturing firm was analyzed using regression models. Proactiveness and risk-taking were associated with better digital strategy performance, while innovativeness showed neutral or negative relationships; relational capital conditioned these relationships rather than providing uniformly beneficial effects. The conceptual gap is that internal relational capital and entrepreneurial behavior are narrower than engagement involving stakeholder identification, coordination, commitment and empowerment. Manufacturing in Northern Europe creates a contextual difference from NMG's Kenyan media operations. Methodologically, the individual-level survey measured digital strategy performance within one firm rather than separately assessing the engagement indicators and implementation outcome. The study offers a different operationalization, while retaining the limitations associated with organization-specific survey evidence.

Buonocore et al. (2024) explored how innovative start-up leaders in Italy manage digital transformation alongside responsible innovation and social change. Semi-structured interview material was analyzed qualitatively to identify challenges, strategic responses and future possibilities. The findings highlighted continuous learning, agile business models, stakeholder engagement and collaborative partnerships as important elements of responsible innovation.

The conceptual boundary concerns responsible innovation and societal impact rather than a distinct engagement variable linked to digital transformation implementation. Contextually, founder-led Italian start-ups differ from an established Kenyan media group and its middle-management structure. A methodological gap relative to the present objectives is that the interpretive investigation did not estimate associations between engagement dimensions and implementation. The quantitative study examined those relationships within NMG, without implying that statistical associations replace the detailed explanations provided by qualitative interviews.

Urban and Plattfaut (2026) investigated the relationship between digital responsibility and nationwide digital transformation through the introduction of electronic patient records in Germany. Their qualitative research combined stakeholder expert interviews with documentary evidence and used iterative analysis to develop explanations of responsibility–transformation interactions. The findings showed that concerns involving privacy, transparency and other stakeholder interests shaped implementation decisions and the transformation's trajectory. The contextual boundary is a regulated national healthcare system rather than one Kenyan media organization. Conceptually, digital responsibility is not equivalent to stakeholder engagement operationalized through mapping, coordination, commitment and empowerment. Methodologically, the multi-source qualitative design generated process explanations but did not quantify the engagement implementation association. NMG's manager questionnaire address a different measurement question; it did not provide the same documentary triangulation or sector-wide stakeholder coverage.

Tumpa and Naeni (2025) assessed how digital technology can improve decision-making and stakeholder engagement in sustainable infrastructure governance in Australia. The authors purposively selected infrastructure professionals for semi-structured interviews and analyzed the responses through inductive thematic analysis. Digital technologies supported timely, evidence-based decisions and centralized collaboration, improving transparency and reducing fragmented engagement, although human oversight remained necessary. The conceptual gap lies partly in the direction of the relationship: technology was examined as an enabler of stakeholder engagement, whereas the present framework examines engagement in relation to digital transformation implementation. Sustainability performance also differs from the current dependent variable. Methodologically, professional interview accounts provided interpretive evidence rather than statistical tests of engagement dimensions. The contextual focus on Australian infrastructure governance further limits direct transfer to NMG's Nairobi

employees. The present study examined the alternative, communication-centered relationship in that specific setting.

Kimaku, Omwenga and Nzulwa (2019) conducted a study to assess the influence of stakeholder involvement on successful implementation of strategic change. The study employed a quantitative research approach, using questionnaires to collect primary data, while secondary data were obtained through a review of relevant literature. A pilot study involving 32 participants was conducted to establish the reliability and validity of the research instruments. Data were analysed using descriptive statistics, correlation and multiple regression analysis with SPSS. The findings established that stakeholder involvement had a significant bearing on successful implementation of strategic change in Kenyan state corporations. Conceptually, the study examined stakeholder involvement as a general determinant of strategic change implementation rather than stakeholder engagement through employee consultation, collaborative decision-making and continuous participation in digital transformation initiatives. Contextually, the study focused on state corporations across different functional categories rather than a private media organization such as NMG. The current study therefore sought to establish the relationship between stakeholder engagement and digital transformation implementation among employees at NMG.

2.4.4 Capacity Building and Digital Transformation Implementation

Cetindamar, Abedin and Shirahada (2024) examined whether employees' digital literacy contributes to the use of digital technologies in Australian workplaces. The preliminary quantitative investigation applied the Theory of Planned Behavior to employee data on intentions and cloud-technology use. Its analysis supported a positive relationship between digital literacy and technology utilization, demonstrating the relevance of employee capabilities to digital change. The conceptual boundary is that individual literacy and use of one technology domain do not represent the full combination of skills upgrading, knowledge transfer, competency enhancement and learning opportunities. Australian workplaces also provide a different contextual setting from Kenyan media management. Methodologically, the study constituted a preliminary model test rather than an evaluation of an organizational capacity-building intervention. This descriptive correlational study examined a broader set of capacity-building practices, but did not likewise demonstrate the causal effects of training.

Piwowar-Sulej et al. (2024) assessed the relationship between digitalization and employees' future competencies, including the conditional role of human resource development. Enterprise

questionnaire data from Poland, Slovakia and the Czech Republic were analyzed using partial least squares structural equation modelling. Employee-oriented digitalization was positively associated with future competencies. This result should not be interpreted as proving that training is unimportant. The conceptual gap is the positioning of competencies as an outcome and HRD as a moderator, rather than capacity building as an explanatory construct associated with digital implementation. The Central European enterprise setting also creates a contextual boundary. Methodologically, organizational respondents supplied ratings of competencies and HR practices rather than direct demonstrations of skill improvement. The study's questionnaire also produced perceptual evidence, while examining different capacity-building indicators and an implementation-focused outcome.

Blanka, Krumay and Rueckel (2022) explored the interplay between employee competency and organizational digital transformation through design-science research. They developed a framework iteratively and used interviews with academic and business experts to evaluate and refine it. The expert-informed findings suggested that digital and intrapreneurial competencies develop dynamically and can enable organizations to progress in digital transformation. Its methodological boundary is expert evaluation of a framework rather than statistical testing of capacity-building practices against implementation among an employee population. Conceptually, transformation competency differs from the present study's organizational practices of upgrading skills, transferring knowledge, enhancing competency and providing learning opportunities. A contextual gap remains because the evidence was not developed within NMG's Kenyan setting. The current study complemented the framework with standardized manager-reported measures, while maintaining the distinction between perceived associations and demonstrated causal progression.

Valtonen and Holopainen (2025) investigated employee resistance and well-being during digital transformation in Finnish industrial companies. Their qualitative multiple-case study used company interview evidence to identify adaptation barriers and mitigation strategies. Learning, communication and participation emerged as interconnected components of resistance mitigation. Within learning, peer training, continuous experimentation and the development of internal expertise were highlighted as ways of supporting employees' adaptation. The contextual boundary concerns comparatively advanced digital transformation in Finnish industry rather than Kenyan media management. Conceptually, the outcomes were resistance and well-being, and capacity building was not isolated as the present study's four-indicator variable. Methodologically, qualitative themes and propositions did not provide

statistical estimates of a capacity-building–implementation relationship. The study tested that association using questionnaires, while recognizing that it cannot establish whether the identified practices caused implementation improvements.

Muriu and Ragui (2025) investigated strategic capacity and the implementation of human resource information systems (HRIS) at Machakos County Government, Kenya. The study sought to determine the influence of human resource capacity, leadership capacity and infrastructure capacity on HRIS implementation. A descriptive research design was adopted, targeting 280 employees from the Human Resource and ICT departments. A sample of 155 respondents was selected using stratified random sampling, and 142 valid questionnaires were obtained. Data were collected using structured questionnaires. The findings established that human resource capacity, particularly employees' IT skills and continuous professional development, was the strongest predictor of HRIS implementation. Conceptually, the study examined strategic capacity through human resource, leadership and infrastructure capacities rather than capacity building specifically as an employee-oriented change communication strategy involving structured training, digital skills development and continuous learning. Contextually, the study was conducted in a county government and focused on HRIS implementation rather than digital transformation implementation in a media organization. The current study therefore seeks to establish the relationship between capacity building and digital transformation implementation among employees at NMG.

2.5 Summary of Findings of Literature Reviewed and Research Gaps

This section summarizes the empirical studies reviewed in Section 2.3 and identifies their conceptual, contextual and methodological gaps in relation to the current study. The study examined communication channel selection, strategic feedback optimization, stakeholder engagement and capacity building in relation to digital transformation implementation among employees in Nation Media Group’s Nairobi offices.

Table 2.1: Summary of the Reviewed Literature and Research Gaps

Author(s)	Topic of the Study	Findings of the Study	Gaps and How They Are Addressed in the Study
Men et al. (2026)	Communication channel selection, transparency and commitment to planned organizational	Mediated and interpersonal channels were associated with greater transparency. Transparency was linked to reduced	Conceptually, the outcomes were commitment and uncertainty rather than digital transformation implementation. Contextually, the study

	change in the United States.	uncertainty and stronger commitment, with interpersonal channels showing a stronger relationship.	concerned American employees. The current study examined channel diversity, reliability, audience targeting and communication reach in relation to implementation among NMG's Nairobi employees.
Deepa and Baral (2022)	Integrated communication, channel usefulness and employee attraction in India's information technology–business process management sector.	Integrated communication and useful combinations of mass and interactive channels were positively related to employees' attraction to their employers.	The conceptual focus was employer attraction and channel usefulness rather than digital implementation and the channel-selection indicators. The Indian IT-BPM setting also differs from Kenyan media management. The current study applied implementation-focused channel measures at NMG, while retaining the limitations of questionnaire-based perceptions.
Ecklebe and Löffler (2022)	Employee acceptance and segmentation of internal social media users in Germany.	Employees formed distinct user groups, from rejection to active support, highlighting the importance of differentiated communication audiences.	However, the conceptual focus was platform acceptance, while cluster analysis classified users rather than tested implementation relationships. The German multi-organization setting differs from NMG. The current study assessed audience targeting alongside channel diversity, reliability and reach, using statistical analysis of their association with implementation.
Tkalac Verčič, Verčič and Gerdina (2025)	Situational effectiveness of face-to-face and digital internal communication in a telecommunications company.	Face-to-face communication performed better for neutral messages, whereas video communication reduced emotional intensity and supported retention for negative messages.	The conceptual outcomes were immediate communication experiences, not digital transformation implementation. Methodologically, controlled message scenarios differed from ongoing organizational processes, and the telecommunications context differed from media management. The current

			study examined everyday channel selection at NMG without claiming the experiments' causal identification.
Guo et al. (2023)	Supervisor developmental feedback, job crafting and employee performance in Chinese manufacturing.	Developmental feedback was positively associated with job crafting and performance; job crafting partially explained the feedback–performance relationship.	However, conceptually, the study examined developmental feedback and individual performance rather than strategic feedback optimization and implementation. The Chinese manufacturing context differs from NMG. The current study assessed feedback frequency, accuracy, response effectiveness and decision responsiveness against digital implementation, while retaining cautious interpretation of survey-based associations.
Zhu et al. (2023)	Supervisor feedback, relational energy and employee voice in a retail company.	Favourable feedback was associated with greater relational energy and voice; unfavourable feedback was associated with lower energy and inhibited voice.	Its conceptual emphasis was feedback favourability and individual voice, not implementation-related feedback management. Retail employment also differs from NMG's managerial environment. The current study examined employees' feedback-to-decision practices during transformation. Its manager-only questionnaire did not reproduce the earlier matched employee–supervisor design.
Sibunruang and Kawai (2024)	Developmental feedback as a facilitator of employee voice and supervisory performance assessments in Japan.	Employee voice helped explain achievement motivation's relationship with favourable supervisory assessments, with stronger relationships when developmental feedback was higher.	Conceptually, feedback was a facilitating condition for individual outcomes rather than the independent strategic feedback construct. The Japanese employment context differs from NMG. The current study examined feedback optimization and implementation through employee responses, while

			acknowledging that it did not retain the paired-informant measurement advantage.
Khan, Mowbray and Wilkinson (2025)	Employee voice through social media during COVID-19 restrictions in South Asian telecommunications subsidiaries.	Anonymity and collective support encouraged bottom-up voice, although managerial receptiveness continued to constrain the reception of employee input.	The contextual setting was pandemic-related telecommunications work, while the conceptual focus was voice opportunities rather than the complete feedback optimization variable. Qualitative themes did not estimate feedback–implementation associations. The current study complemented these findings with questionnaire-based statistical examination among NMG's employees.
Hwabamungu and Shepherd (2024)	Stakeholder involvement and adoption of digital technologies in the UK construction industry.	Stakeholder involvement embedded in digitalization approaches shaped stakeholder planning, communication, value creation and adoption behavior.	However, the qualitative construction study did not estimate the relationship using standardized engagement indicators. The current study assessed stakeholder mapping, coordination, commitment and empowerment through questionnaires and statistical analysis among NMG's Nairobi employees, addressing conceptual, contextual and measurement differences.
Ritala et al. (2021)	Entrepreneurial orientation, internal relational capital and digital strategy performance in Northern European manufacturing.	Proactiveness and risk-taking were positively associated with digital strategy performance, while innovativeness showed neutral or negative relationships; relational capital conditioned these relationships.	Conceptually, internal relational capital is narrower than stakeholder engagement, and the manufacturing setting differs from NMG. The current study operationalized mapping, coordination, commitment and empowerment as engagement indicators and assess their relationship with implementation rather than individual entrepreneurial orientation.

Urban and Plattfaut (2026)	Digital responsibility and nationwide electronic patient-record transformation in Germany.	Privacy, transparency and stakeholder interests shaped implementation decisions and the trajectory of digital transformation.	However, digital responsibility is conceptually different from the engagement dimensions, and national healthcare differs from organizational media transformation. The qualitative design explained processes without quantifying the focal association. The current study assessed engagement and implementation within NMG, without claiming comparable documentary triangulation or sector-wide stakeholder coverage.
Tumpa and Naeni (2025)	Digital technology, stakeholder engagement and decision-making in Australian sustainable infrastructure governance.	Digital tools supported timely evidence-based decisions, centralized collaboration and transparency, although human oversight remained necessary.	Conceptually, technology was examined as an enabler of engagement and sustainability, rather than engagement in relation to digital implementation. The Australian infrastructure context and qualitative methods differ from the current study. This study's questionnaires examined engagement as an explanatory construct associated with implementation, without establishing causal direction.
Cetindamar, Abedin and Shirahada (2024)	Employee digital literacy and cloud-technology use in Australian workplaces.	Digital literacy was positively associated with technology utilization, demonstrating the relevance of employee capabilities to digital change.	However, individual literacy and one technology domain are conceptually narrower than the capacity-building construct. Australian workplaces also differ from Kenyan media management. The current study examined broader capacity-building practices and implementation at NMG, while recognizing that a descriptive correlational questionnaire does not demonstrate causal training effects.

Piwowar-Sulej et al. (2024)	Digitalization, future employee competencies and the conditional role of human resource development in Central European enterprises.	Employee-oriented digitalization was associated with stronger future competencies.	Conceptually, competencies were an outcome and HRD a moderator, unlike capacity building's role in the current framework. The Central European context also differs from NMG. The current study examined capacity-building practices against implementation. Methodologically, both studies rely on reported perceptions rather than demonstrated skill gains.
Valtonen and Holopainen (2025)	Employee resistance, learning and well-being during digital transformation in Finnish industrial companies.	Learning, communication and participation formed interconnected mitigation strategies; peer training, experimentation and internal expertise supported adaptation.	However, conceptually, the outcomes were resistance and well-being rather than implementation, and the contextual focus was Finnish industry. Qualitative themes did not estimate a separate capacity-building relationship. The current study operationalized capacity building and statistically examine its association with implementation among NMG's employees.
Aduda, Oriaso and Gichobi (2026)	Strategic responses to digital disruption at Nation Media Group and Standard Group in Kenya.	Digital-first production, integrated newsrooms, new roles and revised business models were adopted, but persistent revenue pressure challenged financial sustainability.	The conceptual focus was corporate strategies and sustainability, while the contextual scope covered two media groups rather than NMG's defined Nairobi population. Qualitative interviews and documents did not estimate the four communication relationships. The current quantitative study examined these associations, complementing the earlier contextual evidence.
Chang and Chen (2025)	People, process and technology factors in digital transformation success in a Taiwanese	People, process and technology had differentiated relationships with innovation and integration success,	Although integration success is relevant to implementation, the broad antecedent categories did not isolate change communication strategies.

	software-service company.	which were linked to organizational performance.	The Taiwanese technology-user context differs from NMG. The current study distinguished the four strategies using managerial indicators, while retaining self-report and single-organization generalization limitations.
Gyamerah, Afshari and Asante (2025)	Leadership, digital capabilities and digital strategy in transformation among Ghanaian SMEs.	IT and employee digital capabilities partially explained the positive leadership–transformation relationship; digital strategy made a weaker mediating contribution.	The conceptual model centered on leadership and mediating capabilities rather than distinct communication strategies. Contextually and methodologically, multi-enterprise firm-level modelling differs from a defined population within NMG. The current study provided organization-specific evidence on the communication relationships, without claiming broader generalizability.
Piepponen et al. (2022)	Digital transformation of customer value propositions in Finland's regional media industry.	Transformation was iterative and jointly enacted through provider–customer sense-making, reshaping existing value elements and introducing new ones.	Although media employees were included, the conceptual focus was customer value rather than the four internal communication relationships. The Finnish context also differs from NMG's Nairobi operations. The current study estimated those associations, complementing qualitative process evidence without matching its longitudinal depth or resolving single-case generalization limits.

Source: Researcher, (2026)

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides guidelines on how, where, which and when data were collected, organized, presented and analyzed. It describes the research design, research location, target population, sample size and sampling procedure, data collection instrument, pilot study, validity and reliability of the instrument, data collection procedures, data analysis and presentation, and the ethical considerations observed during the study.

3.2 Research Design

The study adopted a descriptive correlational research design within a quantitative research approach. A descriptive correlational design was appropriate for investigating the relationships between the four change communication strategies, namely communication channel selection, strategic feedback optimization, stakeholder engagement and capacity building, and digital transformation implementation. According to Sullivan (2024), a descriptive correlational design is suited to research that examines relationships between independent variables and a dependent variable without manipulating them. The design made it possible to determine both the strength and direction of these relationships, offering insights into how each change communication strategy relates to the implementation of digital transformation in a media organization. The design also allowed the study to describe the practices of employees as they existed at the time of data collection, without altering the working environment of the respondents.

3.3 Research Location

The study was conducted at the offices of Nation Media Group in Nairobi County, Kenya. Nation Media Group is one of the largest media houses in East and Central Africa, with operations spanning print, broadcast, digital and commercial services. The organization was considered an appropriate research location because it has pursued a digital-first strategy that requires changes in newsroom practices, production processes, audience engagement and revenue models. Nation Media Group's 2025 results show that digital revenue grew by 5% while overall group revenue declined by 3.1% (Nation Media Group, 2026), underscoring the importance of an effective transition to digital operations.

Nation Media Group's Nairobi offices therefore provided an appropriate institutional context for investigating the relationship between change communication strategies and digital transformation implementation. The diversity of departments and the demanding pace of media operations made the location suitable for generating findings that may inform management practices at Nation Media Group and in comparable media organizations in Kenya.

3.4 Target Population

The target population for this study comprised 1,142 employees working at Nation Media Group's offices in Nairobi County. The population consisted of employees drawn from five functional areas, namely editorial and newsroom, commercial and advertising, digital and technology, production and operations, and corporate services. These employees were considered relevant because they are exposed to organizational communication processes, technological changes, new working procedures and employee development initiatives associated with the Group's digital transformation agenda. The study included employees across the five functional areas who had sufficient organizational exposure to provide informed responses regarding change communication strategies and digital transformation implementation. Both supervisory and non-supervisory employees were eligible for participation, provided they met the study's eligibility requirements. Including employees from both content-related and support functions also enabled the study to capture diverse experiences concerning communication channel selection, strategic feedback optimization, stakeholder engagement and capacity building.

However, the study excluded external consultants, outsourced service providers, temporary contractors who were not part of NMG's employee establishment, interns and other individuals who were not formally employed by the Group. These categories were excluded because they did not constitute the defined employee population and might not have sufficient organizational exposure to the internal change communication processes under investigation. Employees who had not been sufficiently exposed to the Group's digital transformation initiatives were also considered ineligible because they might not provide reliable information on the study variables. Therefore, the target population was restricted to eligible NMG employees across the five functional areas, ensuring that the findings reflected employee experiences and perceptions regarding the relationship between change communication strategies and digital transformation implementation. Table 2 presents the target population distribution for the study.

Table 3.1: Target Population

Department	Population

Editorial and Newsroom	384
Commercial and Advertising	247
Digital and Technology	192
Production and Operations	165
Corporate Services (Finance, HR and Administration)	154
Total	**1,142**

Source: Nation Media Group Human Resource Records (2026)

3.5 Sample Size

The study used the Slovins formula to ensure an accurate and representative selection of participants from the target population of 1142 employees across Nation Media Group's Nairobi offices. The study considered only employees in substantive positions who had served at the organization for at least six months, since a shorter period of service may not provide sufficient exposure to the organization's change communication practices and digital transformation initiatives. Part-times employees serving in acting or temporary capacities and those on extended leave during the data collection period were excluded.

To determine the sample size, the sample size for this study was determined using Slovin's formula, which provides an estimate of the required sample from a known finite population. The formula was applied with a 6% margin of error, providing a statistically guided estimate of the required number of respondents while maintaining a manageable sample size for data collection (Hasan & Kumar, 2024). The formula is expressed as:

$$n = \frac{N}{1+Ne^2}$$

Where: n = sample size
N = population size
e = margin of error
1 = is a constant value

$$= \frac{1142}{1+1142(0.06^2)}$$

$$= \frac{1142}{1+4.1112}$$

$$= \frac{1142}{1.41112}$$

$$=223.43$$

Hence the study sampled 223 employees.

Based on this formula, a sample size of 223 respondents was drawn, representing the population proportionately. To ensure adequate representation of all departments, the study adopted a stratified sampling technique (Rahman, 2023). The target population was grouped into five strata comprising

editorial and newsroom, commercial and advertising, digital and technology, production and operations, and corporate services employees.

Stratified sampling was particularly advantageous in a media organization, where employees in different departments may have distinctive experiences of communication, feedback, stakeholder involvement and training during digital transformation. This approach allowed the study to obtain wide insights from all relevant groups, providing a good understanding of how change communication strategies relate to digital transformation implementation. Within each stratum, respondents were randomly selected to maintain objectivity and fairness in the sampling process. Table 3 presents the sample size distribution of respondents for the study.

Table 2.2: Sample Population

Department	Target Population	Sample Size
Editorial and Newsroom	384	75
Commercial and Advertising	247	48
Digital and Technology	192	37
Production and Operations	165	32
Corporate Services (Finance, HR and Administration)	154	31
Total	**1,142**	**223**

Source: Researcher (2026)

3.6 Data Collection Instrument

Data were collected from the respondents using a structured questionnaire. Structured questionnaires are a systematic method of data collection because they ensure that all respondents answer the same set of questions, thus increasing consistency and enabling quantitative analysis (Mazhar, Anjum, Anwar & Khan, 2021). The instrument was considered appropriate for the present study because it enabled efficient data collection from a relatively large number of employees within the available time.

The questionnaire was organized into five sections. Section A captured the demographic characteristics of the respondents, such as department, length of service and level of education. Section B consisted of items measuring communication channel selection (channel diversity, channel reliability, audience targeting and communication reach), Section C consisted of items measuring strategic feedback optimization (feedback frequency, feedback accuracy, response effectiveness and decision responsiveness), Section D consisted of items measuring stakeholder

engagement (stakeholder mapping, coordination, commitment and empowerment) Section E consisted of items measuring capacity building (skills upgrading, knowledge transfer, competency enhancement and learning opportunities). Section F contained statements used to evaluate digital transformation implementation. All items were close-ended and measured on a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). Respondents indicated their degree of agreement with each statement, which yielded data suitable for statistical analysis.

3.6.1 Pilot Study

A pilot study was conducted at The Standard Group in Nairobi County, a media organization that shares operational characteristics similar to those of Nation Media Group, the site of the main study. A total of 14 questionnaires were administered during the pilot, representing approximately 10% of the intended sample size, as recommended by Mugenda and Mugenda (2008). Respondents in the pilot study were excluded from the main study. The purpose of the pilot test was to assess the reliability and clarity of the research instrument and to identify any ambiguities before the main data collection. Reliability was evaluated using the internal consistency technique based on Cronbach's Alpha coefficient. Internal consistency reliability determines the extent to which items designed to measure the same construct yield similar responses.

3.6.2 Validity of Research Instrument

The validity of the study instrument was critical to ensuring that the data collected accurately reflected the study's objectives and variables (Sürücü & Maslakci, 2020). The validity of the structured questionnaire was assessed using content validity and face validity. Content validity determines the degree to which the questionnaire covers all aspects of the study objectives and variables. For this study, content validity was achieved by ensuring that the questions comprehensively addressed the four change communication strategies and their indicators, together with the dimensions of digital transformation implementation.

To establish face validity, the questionnaire was reviewed by the research supervisors and selected professionals with experience in change management, organizational communication and media management. The reviewers examined the relevance and clarity of the questions, as well as the appropriateness of the items in relation to the study objectives. Their observations were used to revise ambiguous items and increase clarity for the target respondents.

3.6.3 Reliability of Research Instrument

The reliability of the research instrument was assessed using Cronbach's alpha coefficient based on data obtained from the pilot study. Cronbach's alpha measures the internal consistency of questionnaire items by indicating the extent to which they consistently measure the same construct. In this study, a minimum threshold of 0.70 was adopted to determine acceptable reliability. According to Izah, Sylva and Hait (2023), a Cronbach's alpha coefficient of 0.70 or above demonstrates satisfactory internal consistency, indicating that the instrument is reliable for measuring the study variables. Analysis of the pilot data yielded an overall Cronbach's Alpha coefficient of 0.854. According to George and Mallery (2019), an alpha coefficient of 0.70 or above indicates acceptable internal consistency among the measurement items, while values above 0.80 indicate good internal consistency. The reliability results are summarized in Table 4.

Table 3.3: Reliability Test Results

Variable	No. of Items	Cronbach's Alpha Value
Communication channel selection	12	.879
Strategic feedback optimization	12	.883
Stakeholder engagement	12	.851
Capacity building	12	.887
Digital transformation implementation	12	.798
Overall		**.854**

Source: Pilot Study Data (2026)

The questionnaire was coded and subjected to a Cronbach's Alpha reliability test to determine the internal consistency of the measurement scales. Where a construct had recorded a coefficient below the threshold, the affected items would have been reviewed and revised before the main study.

3.7 Data Collection Procedures

The data collection procedures for this study were accomplished in a systematic manner to ensure the accuracy and reliability of the data gathered (Karunarathna, Gunasena, Hapuarachchi & Gunathilake, 2024). Authorization from the university, which offered official approval for carrying out the research, was the first step in the process. A research permit from the National Commission for Science, Technology and Innovation (NACOSTI) and ethical clearance were among the other permissions and approvals the researcher obtained from the appropriate authorities. To reach the target population, permission was also requested from the management of Nation Media Group.

After all authorizations had been obtained, the structured questionnaires were distributed to the respondents using a drop-and-pick method, with the option of an electronic version for employees working on flexible or field schedules. This method entailed giving participants the questionnaires directly and allowing them one week to complete them. The approach was appropriate since it supported a higher response rate while causing minimal disruption to respondents' demanding schedules, and it allowed respondents to provide thoughtful and accurate responses.

After one week, the completed questionnaires were collected and each was screened for completeness and consistency to ensure that all required data had been provided. Once screened, the questionnaires were prepared for coding and entry into the Statistical Package for the Social Sciences (SPSS) for analysis. Data preparation involved organizing the dataset into a format suitable for analysis. The dataset was subsequently reviewed to identify and correct any inconsistencies before statistical procedures were performed.

3.8 Data Analysis and Presentations

The data collected for this study were analyzed using a combination of descriptive and inferential statistics, with the aid of SPSS version 26.0. Data cleaning was conducted to ensure accuracy and to address any missing or inconsistent entries. Descriptive statistics, including means and standard deviations, were used to summarize the data. The mean provided insights into the central tendency of responses for each variable, while the standard deviation indicated the variability of responses. Inferential statistics included Pearson correlation analysis and multiple linear regression analysis. Correlation analysis was used to establish the strength and direction of the relationship between each change communication strategy and digital transformation implementation, while regression analysis was used to determine the combined and individual contribution of the strategies. The null hypotheses were tested at the 5% level of significance.

Before the regression model was estimated, diagnostic tests were conducted to confirm that its assumptions were met. These included the Shapiro-Wilk test for normality, variance inflation factors and tolerance values for multicollinearity, the Breusch-Pagan test for homoscedasticity and the Durbin-Watson statistic for autocorrelation. The multiple linear regression model was as follows:

$$\boldsymbol{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$$

Where;

Y	= Digital Transformation Implementation
β_0	= Constant Term
$\beta_1, \beta_2, \beta_3, \beta_4$	= Beta coefficients
X_1	= Communication Channel Selection
X_2	= Strategic Feedback Optimization
X_3	= Stakeholder Engagement
X_4	= Capacity Building
ε	= Error Term

The results were presented in tables for clarity and ease of interpretation. The tables included summaries of descriptive statistics, correlation matrices and regression analysis outputs, such as coefficients, p-values, the F-statistic and adjusted R^2 (Murray & Wilson, 2021). This structured presentation allowed for easy comparison of findings across variables and facilitated the drawing of conclusions in line with the study's objectives.

3.9 Ethical Considerations

The study was conducted in compliance with the established ethical standards for research involving human participants. Ethical research is the act of respecting the privacy of the participants in the research process (Kang & Hwang, 2021). Before data collection, the researcher obtained a research permit from the National Commission for Science, Technology and Innovation (NACOSTI) and an introductory letter from the University. The management of Nation Media Group gave permission to conduct the study.

The purpose of the study and the procedures for data collection were explained to potential participants. Participation was voluntary and informed consent was obtained prior to administration of the questionnaires. Participants were informed that they could refuse to participate or withdraw from the study at any time without negative consequences. Given that respondents were asked to assess communication and change practices within their own organization, anonymity and

confidentiality were emphasized. No personal identifiers were collected, and responses were reported in aggregate form. Each questionnaire was coded for identification during the data analysis process. All questionnaires and electronic records were stored securely and were accessible only to the researcher for the purpose of the study, in line with the Data Protection Act, 2019 of Kenya.

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.1 Introduction

The chapter focuses on study findings and discussions. The chapter covers the pilot study results, descriptive statistics results and inferential statistics results.

4.2 Response Rate

A total of 223 questionnaires were distributed to respondents, and 174 were completed and returned, resulting in a 78% response rate. According to Babbie (2012), a response rate of 65% or higher is considered sufficient for analysis. Therefore, the 78% response rate was highly appropriate for conducting data analysis. Table 4.1 shows the response rate results for the study to establish the relationship between change communication strategies and digital transformation implementation among employees at Nation Media Group, Kenya.

Table 4.1: Response Rate

	Sample Size	Completely Filled	Non-Response Rate
Frequency	223	174	49
Percentage	100%	78%	22%

4.3 Demographic Information of the Respondents

Demographic data analysis was based on the gender of the respondents, age, level of education, and the length of service of the respondents at Nation Media Group, Kenya.

4.3.1 Gender of the Respondents

The researcher sought to assess the gender of the respondents. The findings were as highlighted in Table 4.2.

Table 4.2: Gender of the Respondents

Gender	Frequency	Percentage (%)
Female	101	62%
Male	73	38%
Total	**174**	**100%**

Source: Research Data (2026)

From the findings, the majority of respondents were female (58%), while male respondents constituted 42%. This distribution indicates that female employees were more highly represented in

the study sample at Nation Media Group's Nairobi offices. Nevertheless, the participation of both genders provided input from female and male employees on communication channel selection, strategic feedback optimization, stakeholder engagement and capacity building in relation to digital transformation implementation. Consequently, the study incorporated perspectives from both genders, although female respondents formed the larger proportion of the sample. This distribution describes the respondents and should not be assumed to reflect NMG's overall gender staffing pattern.

4.3.2 Age of the Respondents

The researcher sought to assess the age of the respondents at Nation Media Group, Kenya. The findings were as depicted in Figure 4.2.

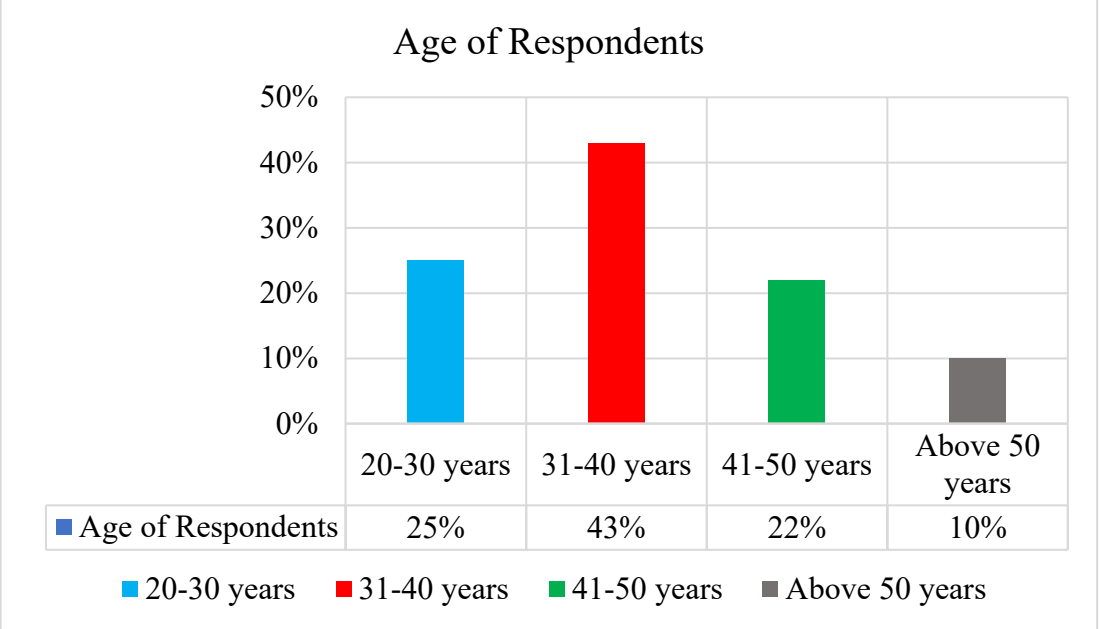

Figure 4.2: Age of Respondents

Source: Research Data (2026)

From the findings in Figure 4.2, the largest proportion of respondents (43%) were aged 31–40 years, followed by those aged 20–30 years (25%), 41–50 years (22%) and above 50 years (10%). This age structure indicates that the study sample was predominantly composed of younger and middle-aged employees. The representation of different age groups enabled the study to incorporate age-diverse perspectives on change communication strategies and digital transformation implementation at Nation Media Group's Nairobi offices. Consequently, the findings primarily reflect input from employees aged 20–50 years, complemented by perspectives from those above 50 years. However,

age distribution alone does not establish respondents' professional experience, digital competency or adaptability to change.

4.3.3 Level of Education

The researcher sought to assess the highest level of education attained by the respondents. The findings were as indicated in Table 4.3.

Table 4.3: Level of Education

Education	Frequency	Percentage (%)
College Level	35	20%
First Degree	87	50%
Master's Degree	43	25%
PhD	9	5%
Total	**174**	**100%**

Source: Research Data (2026)

From the findings in Table 4.3, the largest proportion of respondents held a first degree (50%), followed by those with a master's degree (25%), college-level education (20%) and a PhD (5%). This distribution indicates that the majority of respondents had attained at least a first degree, reflecting a relatively highly educated workforce. Such a profile provided input from employees with varied educational backgrounds on change communication strategies and digital transformation implementation at Nation Media Group's Nairobi offices. The inclusion of college-level, undergraduate and postgraduate respondents enabled the study to incorporate perspectives across qualification levels. Nevertheless, educational qualifications alone do not establish respondents' digital competency or readiness for organizational change.

4.3.4 Length of Service at Nation Media Group

The researcher sought to establish the approximate length of service at job position for the respondents at Nation Media Group, Kenya. The findings were as revealed in Figure 4.3.

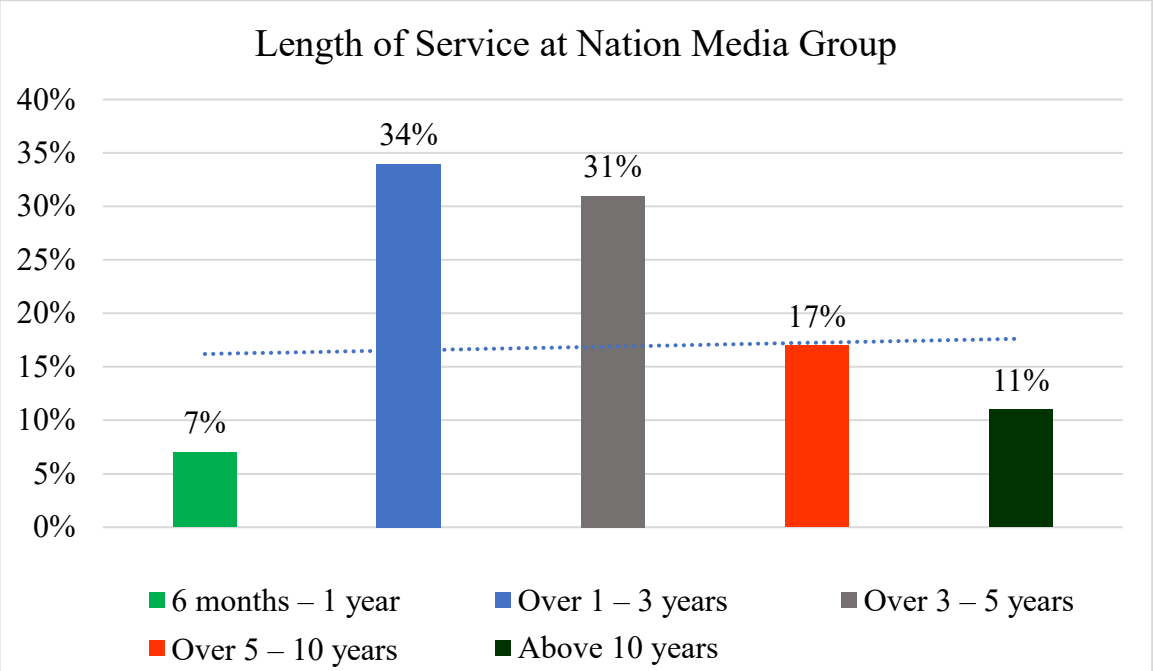

Figure 4.3: Length of Service at Nation Media Group

Source: Research Data (2026)

From the findings in Figure 4.3, the largest proportion of respondents (34%) reported over 1–3 years of service, followed by those with over 3–5 years (31%), over 5–10 years (17%) and above 10 years (11%). The remaining 7% had served for 6 months–1 year. This distribution indicates that most respondents (65%) had served for more than one year and up to five years. Consequently, the study's insights are primarily drawn from employees within these service categories, complemented by perspectives from shorter- and longer-serving respondents. The inclusion of different tenure groups provided input on change communication strategies and digital transformation implementation from employees with varying lengths of service at Nation Media Group's Nairobi offices.

4.4 Descriptive Statistics

4.4.1 Communication Channel Selection

The researcher sought to assess the level of agreement of the respondents on the statements on communication channel selection among employees at Nation Media Group, Kenya. The findings were as indicated in Table 4.4.

Table 4.4: Communication Channel Selection

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std
Nation Media Group uses a variety of channels (such as email, intranet, meetings and messaging platforms) to communicate digital transformation changes.	38	42	13	5	2	4.1017	.92810
Both face-to-face and digital channels are used to communicate changes related to digital transformation.	42	41	10	5	2	4.1695	.92732
The communication channels used for digital transformation are dependable and available when needed.	34	39	15	8	4	3.8814	1.10298
Information on digital changes is delivered through the channels accurately and without disruption.	41	29	18	12	0	3.9796	1.0452
Messages on digital transformation are tailored to the needs of different departments and roles.	55	40	0	5	0	4.492	0.807
The channel chosen suits the nature and complexity of the change being communicated.	30	42	17	8	3	3.9153	1.03425
Information on digital transformation reaches all intended employees in good time.	32	39	19	7	3	4.0254	.96487
Communication on digital transformation reaches me before the changes are implemented.	36	41	16	4	3	4.0339	.97781
Overall Mean and SD						**4.075**	**0.973**

The findings indicate that 38% of respondents strongly agreed and 42% agreed that Nation Media Group uses a variety of channels, such as email, intranet, meetings and messaging platforms, to communicate digital transformation changes. A further 13% were neutral, 5% disagreed and 2% strongly disagreed, giving a mean of 4.1017 and a standard deviation of 0.92810. This suggests that most respondents perceived the organization as using multiple channels to disseminate transformation messages. Channel diversity widens the options available for reaching staff with different communication preferences and work routines.

Regarding the use of both face-to-face and digital channels, 42% of the respondents strongly agreed and 41% agreed that the two categories of channels are used to communicate changes related to digital transformation, while 10% were neutral and 5% disagreed and 2% strongly disagreed. The statement recorded a mean of 4.1695 and a standard deviation of 0.92732, the highest mean among the statements addressing the channel mix. This implies that the organization blends interpersonal and mediated communication rather than relying on a single channel category. These findings align with Men et al. (2026), who observed that the use of both mediated and interpersonal channels during change was associated with greater perceived communication transparency, with interpersonal channels showing the stronger association.

On the dependability and availability of the channels used for digital transformation, 34% of the respondents strongly agreed and 39% agreed, while 15% were neutral, 8% disagreed and 4% strongly disagreed. The statement recorded the lowest mean in the construct of 3.8814 and the largest standard deviation of 1.10298. This indicates that although most respondents regarded the channels as dependable and available when needed, opinions on this aspect were the most widely dispersed. The 12% who disagreed or strongly disagreed suggests that a minority of employees experienced instances in which the channels were unavailable at the point of need, while the relatively high dispersion points to uneven experiences across departments

Regarding the accurate and uninterrupted delivery of information, 41% of the respondents strongly agreed and 29% agreed that information on digital changes is delivered through the channels accurately and without disruption, while 18% were neutral and 12% disagreed, with no respondent strongly disagreeing. The statement recorded a mean of 3.9796 and a standard deviation of 1.0452. Although no respondent strongly disagreed, the standard deviation exceeded one, which suggests that views on accuracy and continuity were divided rather than uniformly favourable. This implies that while information generally reached respondents, a substantial group reported neutral or unfavourable perceptions concerning the consistency with which it was delivered. Accuracy and continuity matter because inconsistent or distorted messaging may lead to differing interpretations of the same transformation initiative across departments.

Respondents expressed the most favourable views regarding the tailoring of messages. Specifically, 55% of the respondents strongly agreed and 40% agreed that messages on digital transformation are tailored to the needs of different departments and roles, while 5% disagreed and none were neutral or strongly disagreed. The statement recorded the highest mean of 4.492 and a standard deviation of 0.807, indicating a high and comparatively consistent level of agreement. This finding suggests

that audience targeting is a particular strength of the organization's change communication, allowing messages to reflect the differing responsibilities of departments and roles. This is consistent with Ecklebe and Löffler (2022), who demonstrated that employees form distinct groups in their attitudes towards internal communication channels and should therefore not be treated as a single audience.

Regarding the suitability of the channel to the nature and complexity of the change, 30% of the respondents strongly agreed and 42% agreed, while 17% were neutral, 8% disagreed and 3% strongly disagreed. The statement recorded a mean of 3.9153 and a standard deviation of 1.03425. This implies that, although most respondents considered the channel choices appropriate to the change being communicated, a considerable proportion remained undecided or unconvinced. The presence of 17% neutral respondents suggests that some employees may not have been sufficiently involved in decisions on how a particular change was communicated. These results echo Tkalac Verčič et al. (2025), who found that the effectiveness of a communication channel depends on the situation and that richer channels are not invariably superior, implying that channel message fit, rather than channel prestige, should guide selection.

Concerning the reach and timeliness of information, 32% of the respondents strongly agreed and 39% agreed that information on digital transformation reaches all intended employees in good time, while 19% were neutral, 7% disagreed and 3% strongly disagreed. The statement recorded a mean of 4.0254 and a standard deviation of 0.96487. This indicates a generally positive perception, although the 19% neutral group was the largest recorded for any statement in the construct and the 10% who disagreed or strongly disagreed suggest that reach was not uniform. Uneven reach is significant because employees who do not receive transformation information promptly may be unable to prepare their teams or respond to concerns arising from their units.

Regarding advance notification, 36% of the respondents strongly agreed and 41% agreed that communication on digital transformation reaches them before the changes are implemented, while 16% were neutral, 4% disagreed and 3% strongly disagreed. The statement recorded a mean of 4.0339 and a standard deviation of 0.97781. This suggests that change communication was generally anticipatory rather than retrospective, allowing respondents an opportunity to prepare. Nevertheless, the proportion of neutral and disagreeing respondents indicates that a section of employees learned about at least some changes at or after the point of implementation.

The overall mean of 4.075 and an average standard deviation of 0.973 imply that respondents generally agreed that the communication channel selection practices examined are favourable at

Nation Media Group. The item means ranged from 3.8814 for channel dependability to 4.492 for message tailoring, indicating that the construct is not uniformly rated across its indicators. The strongest-rated aspects were audience targeting and the combined use of face-to-face and digital channels, while channel dependability, message channel fit and accurate delivery recorded comparatively lower ratings. The variation in responses across items suggests that while channel variety and targeting are established practices, the reliability, continuity and appropriateness of channels require attention.

These findings are consistent with those of Deepa and Baral (2022), who reported that combining mass and interactive communication channels was positively associated with employees' perceptions of their employers, and with Špoljarić and Tkalac Verčič (2022), who found that dimensions of communication satisfaction varied in their contribution to employee perceptions. Taken together, the results suggest that employees at Nation Media Group perceived channel diversity, targeting and advance notification more favourably than channel dependability and message–channel fit. These are descriptive perceptions of practice; whether the ratings are associated with digital transformation implementation is examined in the subsequent correlational analysis.

4.4.2 Strategic Feedback Optimization

The researcher sought to determine the level of agreement of the respondents on the statements on strategic feedback optimization among employees at Nation Media Group, Kenya. The findings are as indicated in Table 4.5.

Table 4.5: Strategic Feedback Optimization

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std
Feedback on digital transformation is collected regularly from employees.	64	29	2	2	3	4.403	0.778
I receive feedback on digital implementation often enough to adjust my work and my team's activities.	54	30	8	5	3	4.270	0.738
The feedback collected reflects the actual challenges experienced during digital implementation.	36	42	13	6	3	4.0085	.95627
Feedback mechanisms capture employees' concerns accurately.	31	39	18	12	0	3.8776	.9872
Concerns raised about digital changes are acted upon appropriately.	38	38	4	11	9	4.145	0.807
Feedback has led to improvements in how digital changes are implemented.	43	34	7	5	11	4.387	0.869
Senior management uses feedback to make decisions on digital transformation promptly.	30	54	5	8	3	4.000	0.970
Implementation problems reported through feedback channels are addressed without unnecessary delay.	49	40	3	5	3	4.403	0.778
Overall Mean and SD						**4.187**	**0.860**

The findings in Table 4.5 show that feedback on digital transformation is collected regularly from employees, as indicated by 64% of the respondents who strongly agreed and 29% who agreed, translating to a 93% level of agreement. A further 2% were neutral, 2% disagreed and 3% strongly disagreed. The statement recorded a mean of 4.403 and a standard deviation of 0.778, which points to a high level of agreement that was shared fairly consistently across the respondents. The finding implies that Nation Media Group has put in place routine arrangements through which views on the transformation are gathered from both employees, rather than depending on informal or occasional conversations. This is consistent with Guo et al. (2023), whose study established that employees who receive developmental feedback on a continuing basis report higher job crafting and job performance, supporting the view that the regular collection of feedback is a foundation of implementation learning rather than a one-off administrative exercise.

On whether respondents receive feedback on digital implementation often enough to adjust their work and their team's activities, 54% strongly agreed and 30% agreed, giving an 84% level of agreement. A further 8% were neutral, 5% disagreed and 3% strongly disagreed. The statement attained a mean of 4.270 with a standard deviation of 0.738, the lowest dispersion recorded in the table, which suggests that the reported sufficiency of feedback is a shared experience across the respondents rather than the position of a particular cadre. The result implies that feedback at Nation Media Group is not only collected but also reaches employees at intervals that allow them to adjust their own work and to the activities of their teams. This supports the finding of Sibunruang and Kawai (2024) that developmental feedback strengthens the connection between employees' proactive input and the outcomes they subsequently achieve, indicating that the usefulness of feedback lies partly in its timeliness.

Concerning whether the feedback collected reflects the actual challenges experienced during digital implementation, 36% strongly agreed, 42% agreed, 13% were neutral, 6% disagreed and 3% strongly disagreed, translating to a 78% level of agreement. The statement recorded a comparatively modest mean of 4.009 with a standard deviation of 0.956, indicating that although the majority considered the feedback content to be representative of implementation realities, a notable section of the respondents did not. The implication is that the picture of the transformation that reaches decision makers may be only partly complete, since the challenges reported through feedback channels may not fully mirror those encountered at the point of implementation. This finding resonates with Erickson et al. (2022), whose experimental evidence showed that the manner in which feedback is framed materially affects how recipients respond to it, underscoring that the substance of feedback, and not merely its availability, conditions its usefulness.

Regarding whether feedback mechanisms capture employees' concerns accurately, 31% strongly agreed, 39% agreed, 18% were neutral and 12% disagreed, translating to a 70% level of agreement, the lowest recorded in Table 9. Notably, no respondent strongly disagreed with the statement. The item recorded the lowest mean of 3.878 and a standard deviation of 0.987, and it also attracted the largest share of respondents who were not in agreement. This suggests that the accuracy with which employee concerns are captured is the least developed aspect of feedback practice at Nation Media Group, and that a considerable number of respondents were either undecided or of the view that the mechanisms in place do not faithfully represent what employees raise. The finding echoes Khan, Mowbray and Wilkinson (2025), who established that employees' willingness to voice concerns depends on anonymity and on the receptiveness of management, implying that what feedback

channels record may reflect what employees are prepared to share rather than the full range of concerns arising from the transformation.

On whether concerns raised about digital changes are acted upon appropriately, 38% strongly agreed and a similar 38% agreed, while 4% were neutral, 11% disagreed and 9% strongly disagreed, giving a 76% level of agreement and the highest combined level of disagreement recorded in the table. The statement recorded a mean of 4.145 and a standard deviation of 0.807. The result implies that while most respondents considered their concerns to be handled appropriately, approximately one in five was of a different view, an indication that the response stage of the feedback process is less uniform than the collection stage. This finding aligns with Zhu et al. (2023), who demonstrated that favourable feedback sustains relational energy and encourages employees to speak up, whereas unfavourable feedback dampens both, confirming that the nature of the response given matters, and not merely the existence of a feedback channel.

With respect to whether feedback has led to improvements in how digital changes are implemented, 43% strongly agreed, 34% agreed and 7% were neutral, while 5% disagreed and 11% strongly disagreed, translating to a 77% level of agreement. The item recorded a mean of 4.387 and a standard deviation of 0.869, and the 11% who strongly disagreed constitute the largest single proportion of strong disagreement in the table. The implication is that the majority of respondents had observed tangible adjustments in implementation arising from feedback, although a small but distinct group had not. As Kluger and DeNisi (1996) cautioned in their review of feedback interventions, feedback does not automatically translate into improved performance, since attention may be drawn towards the self rather than towards the task.

Regarding whether senior management uses feedback to make decisions on digital transformation promptly, 30% strongly agreed, 54% agreed, 5% were neutral, 8% disagreed and 3% strongly disagreed, giving an 84% level of agreement. The statement recorded a mean of 4.000 and a standard deviation of 0.970, which, while indicating agreement, was the widest dispersion recorded for any statement in the table and suggests that perceptions of management's responsiveness vary across the respondents. The finding implies that decision makers at Nation Media Group are largely seen to act on the feedback received during the transformation, which is important because decision responsiveness is the point at which the feedback loop is closed and employee input acquires value.

On whether implementation problems reported through feedback channels are addressed without unnecessary delay, 49% strongly agreed and 40% agreed, while 3% were neutral, 5% disagreed and 3% strongly disagreed, translating to an 89% level of agreement. The statement recorded a mean of

4.403 with a standard deviation of 0.778, matching the highest mean in the table. The result implies that once problems are captured through feedback, they are largely resolved within reasonable time, which reinforces the pattern observed for the regular collection of feedback and suggests that the feedback cycle at Nation Media Group functions from collection through to resolution.

Taken together, the eight statements on strategic feedback optimization returned an overall mean of 4.187 and an overall standard deviation of 0.860, which is above the midpoint of the scale and indicates that respondents generally agreed that strategic feedback optimization is practised at Nation Media Group, Kenya. The highest levels of agreement were recorded for the regular collection of feedback and the resolution of reported implementation problems, both at a mean of 4.403, while the lowest level of agreement was recorded for the accuracy with which feedback mechanisms capture employees' concerns, at a mean of 3.878. The pattern of the results suggests that the structure and responsiveness of feedback practice at Nation Media

4.4.3 Stakeholder Engagement

The study also sought to assess the level of agreement among respondents with the statements on the stakeholder engagement among employees at Nation Media Group, Kenya. Table 4.6 shows the results.

Table 4.6: Stakeholder Engagement

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std
The groups affected by digital transformation (such as departments, teams and partners) have been clearly identified.	49	39	10	2	0	4.350	0.740
Management understands the interests and concerns of the different stakeholders in digital transformation.	48	39	6	4	3	4.250	0.953
Departments coordinate well in implementing digital initiatives.	44	38	7	7	4	4.110	1.067
There is effective collaboration between management and other stakeholders (such as IT, editorial and commercial teams).	35	41	17	6	1	4.000	0.965
Stakeholders are committed to the success of digital transformation.	31	36	15	13	5	3.750	1.169
Stakeholders participate actively in digital transformation activities.	29	38	17	13	3	3.770	1.094
Employees are given sufficient authority to make decisions on digital implementation in their areas.	40	42	9	3	6	4.070	1.070
Employees are encouraged to contribute ideas on digital change.	53	44	3	0	0	4.500	0.557
Overall Mean and SD						**4.100**	**0.952**

The findings in Table 10 show that the groups affected by digital transformation, such as departments, teams and partners, have been clearly identified, as indicated by 49% of the respondents who strongly agreed and 39% who agreed, translating to an 88% level of agreement. A further 10% were neutral and 2% disagreed, while no respondent strongly disagreed. The statement recorded a mean of 4.350 and a standard deviation of 0.740, indicating a high level of agreement that was broadly shared across the respondents. This finding implies that Nation Media Group has mapped the constituencies touched by its digital transformation and that the respondents could recognise those constituencies from their own experience of the change.

Regarding whether management understands the interests and concerns of the different stakeholders in digital transformation, 48% strongly agreed and 39% agreed, giving an 87% level of agreement,

while 6% were neutral, 4% disagreed and 3% strongly disagreed. The statement recorded a mean of 4.250 and a standard deviation of 0.953. Although the level of agreement was high, the spread of the responses indicates that a section of the respondents did not regard management's understanding of stakeholder positions as complete. The implication is that management's grasp of stakeholder interests is largely acknowledged but is not experienced uniformly across the organisation. Urban and Plattfaut (2026), in their study of the German electronic patient record rollout, found that stakeholders' divergent concerns over matters such as privacy and transparency shaped implementation decisions and the trajectory of the transformation, which suggests that where management's reading of stakeholder interests is incomplete, implementation decisions risk being contested by the very parties they affect.

On whether departments coordinate well in implementing digital initiatives, 44% strongly agreed and 38% agreed, translating to an 82% level of agreement, while 7% were neutral, 7% disagreed and 4% strongly disagreed. The statement attained a mean of 4.110 and a standard deviation of 1.067. The level of agreement, though positive, was among the lowest recorded for the statements on internal relationships, and the 11% who disagreed point to friction in the manner in which departments work together on digital initiatives. The result implies that coordination across units is functional but not seamless, an outcome that matters because digital transformation cuts across editorial, commercial, technology and support functions whose efforts must converge.

Concerning whether there is effective collaboration between management and other stakeholders such as IT, editorial and commercial teams, 35% strongly agreed and 41% agreed, giving a 76% level of agreement, while 17% were neutral, 6% disagreed and 1% strongly disagreed. The item recorded a mean of 4.000 and a standard deviation of 0.965. In addition to posting the lowest mean among the statements on internal relationships, this item attracted the largest proportion of neutral responses in the table, which suggests that cross-functional collaboration is the aspect of engagement on which respondents were least settled. A mean at this position on the scale indicates agreement that is present but not emphatic. The finding aligns with Ritala et al. (2021), who established that internal relational capital conditioned digital strategy performance in a Northern European manufacturing firm rather than producing uniformly beneficial effects, showing that collaboration between management and other teams contributes to implementation only where the relationships involved are actively managed.

With respect to whether stakeholders are committed to the success of digital transformation, 31% strongly agreed and 36% agreed, translating to a 67% level of agreement, the lowest recorded in

Table 4.6. A further 15% were neutral and 13% disagreed, while 5% strongly disagreed, bringing the combined level of disagreement to 18%. The statement recorded the lowest mean of 3.750 and the highest standard deviation of 1.169, indicating that opinion on stakeholder commitment was both the least favourable and the most divided of all the statements assessed. The result implies that commitment to the transformation is uneven across the stakeholder groups examined, with a notable section of the respondents observing hesitation rather than shared ownership.

Regarding whether stakeholders participate actively in digital transformation activities, 29% strongly agreed and 38% agreed, giving a 67% level of agreement, the same level as the preceding statement, with 17% neutral, 13% disagreeing and 3% strongly disagreeing. The item recorded a mean of 3.770 and a standard deviation of 1.094. Participation is therefore reported at the same level as commitment, which is instructive, since it suggests that the two behavioural dimensions of engagement move together and trail behind the identification and understanding dimensions. This implies that the stakeholders at Nation Media Group are aware of the transformation and are largely understood by management, but that their active involvement in transformation activities has not matched that awareness. Tumpa and Naeni (2025), studying infrastructure governance in Australia, found that centralised collaboration improved transparency and reduced fragmented engagement, although human oversight remained necessary, reinforcing the view that participation has to be structured and sustained rather than assumed.

On whether employees are given sufficient authority to make decisions on digital implementation in their areas, 40% strongly agreed and 42% agreed, translating to an 82% level of agreement, while 9% were neutral, 3% disagreed and 6% strongly disagreed. The statement recorded a mean of 4.070 and a standard deviation of 1.070. Although the majority considered their decision-making mandate sufficient, the presence of a neutral group of comparable size and the relatively wide dispersion suggest that empowerment is experienced unevenly across levels and functions. The finding implies that employees at Nation Media Group are, on the whole, trusted to make implementation decisions within their areas, which is central to stakeholder empowerment as a dimension of engagement

On whether employees are encouraged to contribute ideas on digital change, 53% of the respondents strongly agreed and 44% agreed, translating to a 97% level of agreement, the highest recorded in the table. Only 3% were neutral, and no respondent disagreed or strongly disagreed with the statement. The item recorded the highest mean of 4.500 and the lowest standard deviation of 0.557, indicating that the open invitation of employee ideas is both the most favourably rated and the most uniformly experienced aspect of stakeholder engagement at Nation Media Group. The implication

is that a culture of inviting contribution is well established in the organisation. This supports the conclusion of Tkalac Verčič et al. (2025), whose field experiments in a large telecommunications organisation demonstrated that internal communication can be deliberately designed to shape how employees respond to and engage with organisational change.

4.4.4 Capacity Building

The study further sought to determine the respondents' level of agreement with the statements on capacity building among employees at Nation Media Group, Kenya. The findings are presented in Table 4.7.

Table 4.7: Capacity Building

Statement	S A %	A %	U %	D %	SD %	Mean	Std
Nation Media Group provides training that upgrades employees' digital skills.	37	34	10	16	3	3.855	1.185
Skills gaps related to digital technologies are identified and addressed.	55	34	8	3	0	4.403	0.778
Knowledge on the use of digital tools is shared among employees (for example through peer support or mentoring).	44	46	7	3	0	4.307	0.738
Experienced employees and digital teams transfer their knowledge to colleagues.	25	34	22	15	4	3.6102	1.14753
Training has improved my competence in using digital technologies.	27	36	19	12	6	3.6695	1.16981
I feel confident using the new digital systems and tools introduced.	32	44	16	8	0	4.041	0.891
Employees have sufficient opportunities to learn (such as workshops, e-learning and short courses).	40	45	5	0	0	4.452	0.592
Continuous learning on digital technologies is encouraged at Nation Media Group.	37	44	16	3	0	4.145	0.807
Overall Mean and SD						**4.240**	**0.803**

SA=Strongly Agree, A=Agree, 3=Neutral, D=Disagree, and SD==Strongly Disagree Std= Standard Deviation

The findings in Table 4.7 show that Nation Media Group provides training that upgrades employees' digital skills, as indicated by 37% of the respondents who strongly agreed and 34% who agreed, translating to a 71% level of agreement. A further 10% were neutral, 16% disagreed and 3% strongly disagreed, bringing the combined level of disagreement to 19%. The statement recorded a mean of 3.855 and a standard deviation of 1.185, the widest dispersion recorded in the table, which indicates that the provision and value of digital skills training was the most contested of the statements assessed. The finding implies that while a clear majority acknowledged that training is offered and

that it upgrades their digital skills, close to a fifth of the respondents did not experience the training in that way.

Regarding whether skills gaps related to digital technologies are identified and addressed, 55% strongly agreed and 34% agreed, translating to an 89% level of agreement, while 8% were neutral and 3% disagreed, with no respondent strongly disagreeing. The statement recorded a mean of 4.403 and a standard deviation of 0.778, making it one of the strongest items in the table. The result implies that Nation Media Group undertakes deliberate diagnosis of the skills that digital transformation requires and responds to the shortfalls identified rather than assuming that existing competencies will suffice. This aligns with Ostmeier and Strobel (2022), who established that employees' skill development was strongest where digitalization was understood as an organizational opportunity that they could act upon, since the identification of a gap is what renders the opportunity actionable rather than abstract.

On whether knowledge on the use of digital tools is shared among employees, for example through peer support or mentoring, 44% strongly agreed and 46% agreed, giving a 90% level of agreement, with 7% neutral and 3% in disagreement. The statement attained a mean of 4.307 and a standard deviation of 0.738. The high level of agreement indicates that the sharing of digital knowledge is an established practice at Nation Media Group and that respondents readily identified colleagues as sources of assistance in using digital tools. This supports the finding of Valtonen and Holopainen (2025), whose multiple-case study of Finnish industrial companies identified peer training, continuous experimentation and the growth of internal expertise as the means by which employees adapted to digital transformation and resistance was mitigated.

With respect to whether experienced employees and digital teams transfer their knowledge to colleagues, 25% strongly agreed and 34% agreed, translating to a 59% level of agreement, the lowest recorded in Table 11. A further 22% were neutral, 15% disagreed and 4% strongly disagreed, giving a combined level of disagreement of 19%, and the statement recorded the lowest mean of 3.610 together with a standard deviation of 1.148. Notably, more than a fifth of the respondents were undecided, which suggests that structured knowledge transfer from experienced staff and digital teams is not a consistently organised practice. The implication is that the organisation relies largely on informal peer exchange, which the preceding statement showed to be strong, while the more deliberate transmission of expertise from those who hold it is comparatively underdeveloped. Blanka, Krumay and Rueckel (2022) observed that digital and intrapreneurial competencies develop dynamically rather than in a predictable sequence, which suggests that unless the transfer of

expertise from experienced employees is deliberately structured, the competencies accumulated in pockets of the organisation will not circulate to those who need them.

On whether training has improved the respondents' competence in using digital technologies, 27% strongly agreed and 36% agreed, translating to a 63% level of agreement, while 19% were neutral, 12% disagreed and 6% strongly disagreed, giving a combined level of disagreement of 18%. The statement recorded a mean of 3.670 and the highest standard deviation of 1.170. The result implies that although training is available, only about three in five respondents considered it to have improved their actual competence, and opinion on this point was the most divided of all the statements assessed. Since competence in using digital tools is the proximate driver of whether those tools are put to use in the work of the organisation, a weaker perception of competence gains places a limit on the returns that the Group's training investment can yield.

Regarding whether respondents feel confident using the new digital systems and tools introduced, 32% strongly agreed and 44% agreed, giving a 76% level of agreement, while 16% were neutral and 8% disagreed, with no respondent strongly disagreeing. The item recorded a mean of 4.041 and a standard deviation of 0.891. The finding implies a generally settled level of self-assurance with the systems already introduced, though the proportion of neutral respondents indicates a group that is neither confident nor unsettled. Confidence of this kind is important during transformation because it sustains use once initial familiarisation is over, and it is consistent with the observation that employees' proactive engagement with digital change is strongest where the change is experienced as something within their control rather than imposed upon them (Ostmeier & Strobel, 2022).

On whether employees have sufficient opportunities to learn, such as workshops, e-learning and short courses, 40% strongly agreed and 45% agreed, translating to an 85% level of agreement, while 5% were neutral and no respondent disagreed or strongly disagreed. The statement recorded the highest mean in the table, 4.452, and the lowest standard deviation, 0.592, indicating that the availability of learning opportunities was both the most favourably rated and the most uniformly experienced aspect of capacity building at Nation Media Group. The implication is that the organisational infrastructure for learning is well established and that the constraint on capacity building does not lie in the supply of learning opportunities. Valtonen and Holopainen (2025) reached a comparable position in showing that learning, communication and participation operated as interlinked components of digital adaptation, with the presence of learning avenues preceding employees' willingness to engage with new ways of working.

On whether continuous learning on digital technologies is encouraged at Nation Media Group, 37% strongly agreed and 44% agreed, translating to an 81% level of agreement, while 16% were neutral and 3% disagreed. The item recorded a mean of 4.145 and a standard deviation of 0.807. The result implies that the value of continuous learning is communicated and endorsed within the organisation and that respondents recognised this encouragement, although the share of neutral responses suggests that the encouragement was not experienced with equal clarity across all units. This is consistent with Blanka, Krumay and Rueckel (2022), who found that digital and intrapreneurial competencies develop continuously and enable organizations to advance in their transformation, underlining that the encouragement of learning is a sustaining condition of digital progress rather than a preparatory phase that concludes once new systems are installed.

4.4.5 Digital Transformation Implementation

The respondents were asked to indicate their level of agreement with the statements on digital transformation implementation among employees at Nation Media Group, Kenya. The findings are exhibited in Table 4.8.

Table 4.8: Digital Transformation Implementation

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	SD
Digital technologies have been integrated into the daily operations of my department.	24	51	13	12	0	3.8571	.9194
Employees in my department use the digital systems that have been introduced.	30	31	12	25	3	3.5918	1.2339
Work processes in my department have been redesigned to be digitally enabled.	18	53	16	12	0	3.7755	.8913
Manual processes have been replaced with digital ones where appropriate.	40	30	18	12	0	3.9694	1.0310
Digital transformation initiatives are implemented according to plan and within set timelines.	24	51	13	12	0	3.8571	.9194
Employees have accepted the digital changes introduced.	25	26	15	24	11	3.2857	1.3622
Digital transformation has improved efficiency in my department.	30	31	12	25	3	3.5918	1.2339
Overall, Nation Media Group has made significant progress in implementing digital transformation.	37	44	16	3	0	4.145	0.807
Overall Mean and SD						**3.6168**	**1.1135**

The findings indicate that 24% of the respondents strongly agreed and 51% agreed that digital technologies have been integrated into the daily operations of their departments, while 13% were neutral and 12% disagreed. None strongly disagreed. The mean was 3.8571 with a standard deviation of 0.9194. This suggests a generally high level of agreement that digital tools have been embedded into routine departmental work. Integration of digital technologies into daily operations is consistent with the core requirement of digital transformation implementation, whereby technologies move beyond pilot stages into sustained operational use (Chang & Chen, 2025).

Regarding employee use of the digital systems that have been introduced, 30% strongly agreed, 31% agreed, 12% were neutral, 25% disagreed and 3% strongly disagreed. The mean was 3.5918 with a standard deviation of 1.2339. The relatively higher standard deviation points to greater variation in responses, indicating that while a majority report system usage, a notable proportion of

employees observe incomplete or uneven adoption. This finding aligns with observations that technology availability alone does not guarantee consistent utilization, particularly where skills gaps or resistance persist (Kerongo, 2025).

On the redesign of work processes to be digitally enabled, 18% strongly agreed, 53% agreed, 16% were neutral and 12% disagreed, with none strongly disagreeing. The mean stood at 3.7755 and the standard deviation at 0.8913. The results show moderate-to-high agreement that traditional processes have been adapted for digital environments. Process redesign is a critical dimension of implementation success, as digital transformation requires not only new tools but also corresponding changes in how work is organized (Blanka, Krumay & Rueckel, 2022; Piepponen et al., 2022).

In relation to the replacement of manual processes with digital ones where appropriate, 40% strongly agreed, 30% agreed, 18% were neutral and 12% disagreed. The mean was 3.9694 with a standard deviation of 1.0310. This was among the highest-rated statements, indicating strong managerial perception that appropriate substitution of manual with digital processes has occurred. Such replacement supports efficiency gains and is consistent with digital-first strategies adopted by Kenyan media organizations (Aduda, Oriaso & Gichobi, 2026).

Concerning whether digital transformation initiatives are implemented according to plan and within set timelines, 24% strongly agreed, 51% agreed, 13% were neutral and 12% disagreed. The mean was 3.8571 and the standard deviation 0.9194. Respondents largely perceived that initiatives follow planned schedules, suggesting a degree of structured execution. Timely and planned implementation contributes to organizational confidence in digital programmes (Gyamerah, Afshari & Asante, 2025).

On employee acceptance of the digital changes introduced, 25% strongly agreed, 26% agreed, 15% were neutral, 24% disagreed and 11% strongly disagreed. The mean was the lowest at 3.2857 with a relatively high standard deviation of 1.3622. This indicates more mixed perceptions and greater divergence of views. Acceptance remains a recognized challenge in digital transformation, often linked to concerns about skills, reliability of tools, or changes in professional roles (Kerongo, 2025; Valtonen & Holopainen, 2025). The lower mean and higher dispersion suggest that while systems and processes may be in place, full employee buy-in is less consistent.

Regarding improvement in departmental efficiency attributable to digital transformation, 30% strongly agreed, 31% agreed, 12% were neutral, 25% disagreed and 3% strongly disagreed. The mean was 3.5918 with a standard deviation of 1.2339. A majority perceived efficiency gains, yet the spread of responses again points to variation across departments or experiences. Efficiency

improvements are frequently cited as a key outcome of successful digital implementation (Chang & Chen, 2025).

Finally, on overall progress by Nation Media Group in implementing digital transformation, 37% strongly agreed, 44% agreed, 16% were neutral and only 3% disagreed, with none strongly disagreeing. The mean was the highest at 4.145 with a low standard deviation of 0.807. This reflects broad consensus among employees that the organization has made significant progress. The finding is consistent with evidence of digital-first production, integrated newsrooms and rising digital revenue at Nation Media Group, even amid continued commercial pressures (Aduda, Oriaso & Gichobi, 2026; Nation Media Group, 2026).

4.5 Diagnostic Tests

Before conducting the regression analysis, it was essential to perform diagnostic tests to ensure that the data met the underlying statistical assumptions required for producing reliable and valid results. These tests were used to examine issues of autocorrelation, normality and multicollinearity test. Conducting these diagnostic checks helped confirm the dataset's suitability for regression modelling and enhanced the credibility of the study's findings

4.5.1 Autocorrelation Assumption Test

Autocorrelation refers to the correlation between observations of a single variable at different time periods. A Durbin–Watson value between 1.5 and 2.5 indicates no autocorrelation, while values below 1.5 suggest positive autocorrelation and values above 2.5 indicate negative autocorrelation. The results of the test of the autocorrelation assumption are presented in Table 4.9

Table 4.9: Autocorrelation Assumption Test Results

Variable	Durbin-Watson
Communication channel selection	2.345
Strategic feedback optimization	2.446
Stakeholder engagement	2.235
Capacity building	2.347
Digital transformation implementation	1.897

The findings revealed that the Durbin–Watson statistic for communication channel selection was 2.345, for strategic feedback optimization was 2.446, for stakeholder engagement was 2.235, for capacity building was 2.347, and for digital transformation implementation was 1.897. All values fall within the acceptable range of 1.5 to 2.5. This implies that the study variables had independent errors and that the autocorrelation assumption was not violated.

4.5.2 Normality Assumptions Test

Normality refers to the characteristic of a distribution being normal or approximately normally distributed. A normality test is a statistical test used to determine whether a dataset follows a normal distribution. The Kolmogorov - Smirnov test showed a significance value (p -value) greater than 0.05 for the data, suggesting that the data is normally distributed, and a p-value less than 0.05 suggests that the data significantly deviates from normality. The results of the normality test are as indicated in Table 4.10.

Table 4.10: Normality Assumption Test Results

Variable	Kolmogorov- Smirnov	Sig
Communication channel selection	.282	.667
Strategic feedback optimization	.228	.877
Stakeholder engagement	.236	.912
Capacity building	.174	.871
Digital transformation implementation	.236	.877

The normality assumption test results in Table 4.10 established that the data were normally distributed, since the significance values for the Kolmogorov–Smirnov test were greater than 0.05. The study findings indicated that communication channel selection had a Kolmogorov–Smirnov statistic of .282 (Sig = .667), strategic feedback optimization had .228 (Sig = .877), stakeholder engagement had .236 (Sig = .912), capacity building had .174 (Sig = .871), and digital transformation implementation had .236 (Sig = .877). Since all significance values exceeded the 0.05 threshold, the null hypothesis that the data were normally distributed was not rejected. These findings indicate that the normality assumption was satisfied, confirming that the data were suitable for multiple regression analysis.

4.5.3 Multicollinearity Test

Multicollinearity occurs when two or more independent variables in a regression model are highly correlated, making it difficult to determine the individual contribution of each predictor to the dependent variable. To assess whether multicollinearity existed among the independent variables, tolerance and Variance Inflation Factor (VIF) statistics were examined. A tolerance value greater than 0.10, and a VIF value below 10 indicate that multicollinearity is not a concern whereas a tolerance values below 0.10 or VIF values above 10 suggest the presence of serious multicollinearity. The results of the multicollinearity test are presented in Table 4.11.

Table 4.11: Multicollinearity Assumption Test Results

Variables	Tolerance	VIF
Communication channel selection	.782	1.279
Strategic feedback optimization	.673	1.486
Stakeholder engagement	.567	1.764
Capacity building	.786	1.272

From the findings, the tolerance and variance inflation factor (VIF) values were as follows: for communication channel selection, tolerance = 0.782 and VIF = 1.279; for strategic feedback optimization, tolerance = 0.673 and VIF = 1.486; for stakeholder engagement, tolerance = 0.567 and VIF = 1.764; and for capacity building, tolerance = 0.786 and VIF = 1.272. The study results indicate that all tolerance values for the four independent variables under study were above 0.10, and the VIF values were all less than 10. These findings suggest that there was no significant multicollinearity among the predictor variables. Therefore, each independent variable contributed unique information to the regression model, and the data were considered suitable for regression analysis.

4.6 Correlation Analysis

Correlation is a technique for investigating the relationship between two quantitative, continuous variables. The study adopted Pearson correlation analysis. Pearson's correlation coefficient(r) measures the strength of the association between the two variables.

Table 4.12: Correlation Analysis

		Communication Channel Selection	Strategic Feedback Optimization	Stakeholder Engagement	Capacity Building
Communication Channel Selection	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	174			
Strategic Feedback Optimization	Pearson Correlation	.181	1		
	Sig. (2-tailed)	.160			
	N	174	174		
Stakeholder Engagement	Pearson Correlation	.116	.130	1	
	Sig. (2-tailed)	.370	.314		
	N	174	174	174	
Capacity Building	Pearson Correlation	.161	.159	.026	1
	Sig. (2-tailed)	.211	.218	.839	
	N	174	174	174	174
Digital Transformation Implementation	Pearson Correlation	.443	.441	.541	.641
	Sig. (2-tailed)	.000	.000	.000	.000
	N	174	174	174	174

The findings revealed a positive and statistically significant correlation between communication channel selection and digital transformation implementation among employees at Nation Media Group, Kenya ($r = .443$; $p < .001$). This implies that appropriate selection and use of communication channels (diversity, reliability, audience targeting and reach) are associated with higher levels of digital transformation implementation. These findings align with Men et al. (2026), who established that both mediated and interpersonal communication channels enhance perceived transparency and commitment to planned organizational change. Similarly, Deepa and Baral (2022) found that integrated and useful combinations of communication channels positively influence employee responses, supporting the role of deliberate channel selection in facilitating organizational change outcomes.

In addition, the study established a positive and statistically significant correlation between strategic feedback optimization and digital transformation implementation ($r = .441$; $p < .001$). This suggests that regular, accurate, responsive and decision-oriented feedback practices contribute significantly to the successful implementation of digital transformation. The findings are consistent with Guo et al. (2023), who reported that developmental feedback is positively associated with employee job

performance through mechanisms such as job crafting. Zhu et al. (2023) further demonstrated that the nature and quality of supervisor feedback influence employee voice and energy, underscoring the importance of effective feedback processes during change.

The study also revealed a positive and statistically significant correlation between stakeholder engagement and digital transformation implementation ($r = .541$; $p < .001$). This indicates that practices involving stakeholder mapping, coordination, commitment and empowerment are positively associated with digital transformation outcomes. The findings are consistent with Hwabamungu and Shepherd (2024), who found that stakeholder involvement embedded in digitalization approaches shapes planning, communication, value creation and adoption behaviour. Buonocore et al. (2024) similarly highlighted stakeholder engagement and collaborative partnerships as important elements supporting digital transformation and responsible innovation.

Finally, the results show a positive and statistically significant correlation between capacity building and digital transformation implementation ($r = .641$; $p < .001$). This was the strongest association among the four independent variables, meaning that skills upgrading, knowledge transfer, competency enhancement and learning opportunities are strongly linked to successful digital transformation implementation. These results are consistent with Ostmeier and Strobel (2022), who showed that digital maturity is associated with proactive skill development when digitalization is viewed as controllable and beneficial. Cetindamar, Abedin and Shirahada (2024) further demonstrated that employees' digital literacy positively contributes to technology use, while Blanka, Krumay and Rueckel (2022) emphasized the dynamic interplay between employee competency and organizational digital transformation progress.

4.7 Multiple Regression Analysis

The researcher sought to determine the value of R^2. R-squared is the proportion of variance in the dependent variable explained by the independent variables.

Table 4.13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.836[a]	.699	.678	.3873	.000

From the findings, the coefficient of determination R^2 was 0.699, which implies that 69.9% of the variability in digital transformation implementation is accounted for by the joint contribution of

communication channel selection, strategic feedback optimization, stakeholder engagement, and capacity building. The remaining variation in digital transformation implementation (30.1%) is explained by other variables other than the ones in the model. This finding implies that the four change communication strategies play a significant role in enhancing digital transformation implementation. The findings suggest that deliberate attention to channel selection, feedback optimization, stakeholder engagement, and capacity building contributes to improved integration of digital technologies, process redesign, employee productivity, and overall progress in digital transformation. These findings are consistent with the broader literature emphasizing the importance of communication and people-related practices alongside technology investment in successful digital transformation (Errida & Lotfi, 2021; AlNuaimi et al., 2022; Aduda, Oriaso & Gichobi, 2026).

The analysis of variance in this study was used to determine whether the model was a good fit to the data. The findings are indicated in Table 4.14.

Table 4.14: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.123	4	5.531	98.06	.000[b]
	Residual	9.532	169	.0564		
	Total	31.655	173			

a. Dependent Variable: Digital transformation implementation

b. Predictors: (Constant), (Communication channel selection, Strategic feedback optimization, Stakeholder engagement, and Capacity building).

Table 4.14 presents the Analysis of Variance (ANOVA) results for the multiple regression model examining the influence of communication channel selection, strategic feedback optimization, stakeholder engagement, and capacity building on digital transformation implementation. The results indicate that the overall regression model is statistically significant ($F = 98.06$, $p < .001$). Since the p-value is less than the conventional significance level of 0.05, the null hypothesis that the independent variables have no joint effect on digital transformation implementation is rejected.

The findings suggest that communication channel selection, strategic feedback optimization, stakeholder engagement, and capacity building jointly explain a significant proportion of the variation in digital transformation implementation. The significant F-statistic further demonstrates that the regression model provides a better prediction of digital transformation implementation than a model without the independent variables. Therefore, the model was considered appropriate for

assessing the combined influence of the four change communication strategies on digital transformation implementation. Table 4.15 shows the overall significant test results for the hypothesized research model.

Table 4.15: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.647	.172		3.762	.000
Communication channel selection	.266	.075	.270	3.534	.001
Strategic feedback optimization	.282	.065	.273	4.309	.000
Stakeholder engagement	.091	.127	.104	.721	.003
Capacity building	.686	.147	.830	4.656	.000

The interpretations of the findings follow the following regression model.

$$Y= 0.647 + 0.266X_1 + 0.282\ X_2+0.091X_3 + 0.686X_4$$

Where:

Y = Digital transformation implementation

X_1 = Communication channel selection

X_2 = Strategic feedback optimization

X_3 = Stakeholder engagement

X_4 = Capacity building

According to the intercept (β_0), when the four independent variables are held constant, the value of digital transformation implementation among employees at Nation Media Group, Kenya was 0.647.

In addition, holding all other independent variables constant, a 1-unit increase in communication channel selection was associated with a 0.266 improvement in digital transformation implementation. The coefficient was statistically significant (t = 3.534, p = .001). The study findings are in line with Men et al. (2026), who established that both mediated and interpersonal communication channels enhance perceived transparency and commitment to planned organizational change. Similarly, Deepa and Baral (2022) found that integrated and useful

combinations of communication channels positively influence employee responses during organizational change.

Further, holding all the other independent variables constant, a unit increase in strategic feedback optimization was associated with a 0.282 improvement in digital transformation implementation. The relationship was statistically significant ($t = 4.309$, $p < .001$). The study findings are in line with those of Guo et al. (2023), who showed that developmental feedback is positively associated with employee job performance through mechanisms such as job crafting. Zhu et al. (2023) further demonstrated that the quality and nature of feedback influence employee voice and energy, supporting the importance of optimized feedback processes during digital change.

Additionally, holding the other variables constant, a one-unit increase in stakeholder engagement was associated with a 0.091-unit improvement in digital transformation implementation. The coefficient was statistically significant ($t = 0.721$, $p = .003$). These findings are consistent with Hwabamungu and Shepherd (2024), who found that stakeholder involvement embedded in digitalization approaches shapes planning, communication, value creation and adoption behaviour. Buonocore et al. (2024) similarly highlighted stakeholder engagement and collaborative partnerships as important elements supporting digital transformation.

Finally, holding all the other variables constant, a unit increase in capacity building was associated with a 0.686 improvement in digital transformation implementation. This was the strongest predictor ($t = 4.656$, $p < .001$). The findings are in line with Ostmeier and Strobel (2022), who showed that digital maturity is associated with proactive skill development. Cetindamar, Abedin and Shirahada (2024) further demonstrated that employees' digital literacy positively contributes to technology use, while Blanka, Krumay and Rueckel (2022) emphasized the dynamic interplay between employee competency and organizational progress in digital transformation.

4.8 Hypothesis Test Results

The study sought to test the first hypothesis, which stated that communication channel selection has no statistically significant relationship with digital transformation implementation among employees at Nation Media Group, Kenya. The regression analysis revealed a p-value of 0.001, which is less than the 0.05 level of significance. Based on this significance threshold, the study rejected the null hypothesis and concluded that communication channel selection is a statistically significant positive predictor of digital transformation implementation at Nation Media Group, Kenya. This implies that employees who select diverse, reliable, well-targeted and far-reaching communication channels are better able to convey digital change requirements, reduce uncertainty

and support the integration of digital technologies into daily work. These outcomes align with Media Richness Theory and empirical evidence showing that appropriate channel selection enhances transparency and commitment to planned organizational change (Men et al., 2026; Deepa & Baral, 2022).

The study further sought to test the second hypothesis, which stated that strategic feedback optimization has no statistically significant relationship with digital transformation implementation among employees at Nation Media Group, Kenya. The results indicated a p-value of 0.000, which is below the 0.05 significance level. Consequently, the null hypothesis was rejected, and the study concluded that strategic feedback optimization is a statistically significant positive predictor of digital transformation implementation at Nation Media Group, Kenya. These findings suggest that regular, accurate, responsive and decision-oriented feedback enables employees to identify implementation challenges early and take corrective action. By directing attention toward task requirements rather than personal judgments, effective feedback supports continuous improvement during digital change. The results are consistent with Feedback Intervention Theory and previous studies demonstrating the positive contribution of developmental and high-quality feedback to performance and voice behaviours (Guo et al., 2023; Zhu et al., 2023; Kluger & DeNisi, 1996).

The study also aimed to test the third hypothesis, which stated that stakeholder engagement has no statistically significant relationship with digital transformation implementation among employees at Nation Media Group, Kenya. The regression results showed a p-value of 0.003, which is less than the 0.05 level of significance. Therefore, the study rejected the null hypothesis and concluded that stakeholder engagement is a statistically significant positive predictor of digital transformation implementation at Nation Media Group, Kenya. This outcome suggests that systematic stakeholder mapping, coordination, commitment and empowerment help align the interests and contributions of employees, technical teams and other affected parties. When stakeholders are meaningfully involved, digital initiatives gain greater legitimacy and practical support. The findings are consistent with Stakeholder Theory and empirical evidence highlighting the role of involvement in shaping adoption behaviour and value creation during digitalization (Hwabamungu & Shepherd, 2024).

Finally, the study sought to test the fourth hypothesis, which stated that capacity building has no statistically significant relationship with digital transformation implementation among employees at Nation Media Group, Kenya. The findings revealed a p-value of 0.000, which is well below the 0.05 significance threshold. On this basis, the study rejected the null hypothesis and concluded that capacity building is a statistically significant positive predictor of digital transformation

implementation at Nation Media Group, Kenya. This finding suggests that skills upgrading, knowledge transfer, competency enhancement and learning opportunities equip employees with the capabilities required to adopt and apply digital tools effectively. Strong capacity-building practices therefore translate technological investments into sustained operational change. The results are in line with Organizational Learning Theory and research showing that digital literacy, proactive skill development and employee competency are critical enablers of digital transformation (Ostmeier & Strobel, 2022).

Table 4.16: Hypothesis Test Results

Hypothesis Tested	Reported p-value	Decision at $\alpha = 0.05$
H_{01}: Communication channel selection has no statistically significant relationship with digital transformation implementation	.001	Reject H_{01}
H_{02}: Strategic feedback optimization has no statistically significant relationship with digital transformation implementation	.000	Reject H_{02}
H_{03}: Stakeholder engagement has no statistically significant relationship with digital transformation implementation	.003	Reject H_{03}
H_{04}: Capacity building has no statistically significant relationship with digital transformation implementation	.000	Reject H_{04}

CHAPTER FIVE
CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a detailed summary of the study's major findings; it then draws conclusions and discusses implications arising from them. Finally, it offers recommendations and suggestions for areas of further study. The main aim of this study was to establish the relationship between change communication strategies and digital transformation implementation among employees at Nation Media Group, Kenya.

5.2 Summary of Findings

This section presents a summary of the study's key findings, organized according to specific objectives

5.2.1 Communication Channel Selection and Digital Transformation Implementation

The first objective of the study was to determine the relationship between communication channel selection and digital transformation implementation among employees at Nation Media Group, Kenya. The findings showed that communication channel selection practices channel diversity, channel reliability, audience targeting and communication reach were positively associated with digital transformation implementation. Correlation results revealed a positive and statistically significant relationship ($r = .443$, $p < .001$). Regression results further indicated that communication channel selection was a statistically significant positive predictor of digital transformation implementation ($B = 0.266$, $t = 3.534$, $p = .001$). The study therefore rejected the null hypothesis (H_{01}). These findings align with empirical evidence showing that both mediated and interpersonal channels enhance perceived transparency and commitment to planned organizational change.

5.2.2 Strategic Feedback Optimization and Digital Transformation Implementation

The second objective of the study was to assess the relationship between strategic feedback optimization and digital transformation implementation among employees at Nation Media Group, Kenya. The findings revealed that feedback frequency, feedback accuracy, response effectiveness and decision responsiveness were positively associated with digital transformation implementation. Correlation results showed a positive and statistically significant relationship ($r = .441$, $p < .001$). Regression results further indicated that strategic feedback optimization was a statistically significant positive predictor ($B = 0.282$, $t = 4.309$, $p < .001$). The study therefore rejected the null hypothesis (H_{02}).

5.2.3 Stakeholder Engagement and Digital Transformation Implementation

The third objective of the study was to examine the relationship between stakeholder engagement and digital transformation implementation among employees at Nation Media Group, Kenya. The findings showed that stakeholder mapping, stakeholder coordination, stakeholder commitment and stakeholder empowerment were positively associated with digital transformation implementation. Correlation results revealed a positive and statistically significant relationship ($r = .541$, $p < .001$). Regression results further indicated that stakeholder engagement was a statistically significant positive predictor ($B = 0.091$, $t = 0.721$, $p = .003$). The study therefore rejected the null hypothesis (H_{03}).

5.2.4 Capacity Building and Digital Transformation Implementation

The fourth objective of the study was to examine the relationship between capacity building and digital transformation implementation among employees at Nation Media Group, Kenya. The findings revealed that skills upgrading, knowledge transfer, competency enhancement and learning opportunities were strongly and positively associated with digital transformation implementation. Correlation results showed the strongest positive and statistically significant relationship among the four independent variables ($r = .641$, $p < .001$). Regression results further indicated that capacity building was the strongest statistically significant positive predictor ($B = 0.686$, $t = 4.656$, $p < .001$). The study therefore rejected the null hypothesis (H_{04}).

5.3 Conclusion

5.3.1 Communication Channel Selection and Digital Transformation Implementation

The study established that communication channel selection has a statistically significant positive influence on digital transformation implementation among employees at Nation Media Group, Kenya. The findings indicate that communication channel selection is an important contributor to digital transformation implementation. The deliberate use of diverse, reliable, well-targeted and far-reaching channels helps employees convey digital-change requirements more effectively, reduce uncertainty and support the integration of digital technologies into daily operations. This, in turn, is likely to result in greater clarity around new processes and higher levels of technology adoption and process redesign.

5.3.2 Strategic Feedback Optimization and Digital Transformation Implementation

The study concluded that strategic feedback optimization has a statistically significant positive influence on digital transformation implementation at Nation Media Group, Kenya. The findings indicate that optimized feedback practices contribute positively to digital transformation implementation. Overall, regular, accurate, responsive and decision-oriented feedback enables employees to identify implementation challenges early and take timely corrective action, thereby supporting continuous improvement and more effective embedding of digital tools and processes.

5.3.3 Stakeholder Engagement and Digital Transformation Implementation

The study also concluded that stakeholder engagement has a significant positive effect on digital transformation implementation at Nation Media Group, Kenya. The results show that stakeholder engagement positively influences digital transformation implementation. Systematic mapping, coordination, commitment and empowerment of relevant parties help align interests across departments and functions, increasing the legitimacy and practical support required for successful digital initiatives.

5.3.4 Capacity Building and Digital Transformation Implementation

The study concluded that capacity building has a statistically significant positive influence on digital transformation implementation at Nation Media Group, Kenya. Capacity building emerged as the strongest contributor to digital transformation implementation among the four change communication strategies examined. Skills upgrading, knowledge transfer, competency enhancement and learning opportunities equip employees with the capabilities required to adopt and apply digital technologies effectively. These practices help translate technological investments into sustained operational change, leading to higher levels of technology integration, process redesign, employee digital productivity and overall progress in digital transformation.

5.4 Recommendations

The study recommends that Nation Media Group should strengthen communication channel selection practices by deliberately matching channel diversity, reliability, audience targeting and reach to the complexity of digital-transformation messages. Although multiple channels are already in use, the findings indicate that consistent and well-targeted communication remains important for reducing uncertainty and supporting technology adoption. Management should therefore review existing internal communication protocols, ensure that both richer (face-to-face or interactive) and leaner (digital or written) channels are appropriately combined, and monitor whether intended

recipients receive timely and accurate information. These measures would enhance clarity around digital changes and support more consistent implementation across departments.

The study further recommends that Nation Media Group should improve strategic feedback optimization by institutionalizing regular, accurate and decision-responsive feedback mechanisms. Although feedback processes exist, the findings highlight the value of ensuring that information about implementation challenges is collected frequently, reflects actual experiences, and leads to timely managerial action. Management should therefore establish clear feedback loops, train employees on constructive feedback practices, and ensure that reported problems are addressed without unnecessary delay. Strengthening feedback systems would enable early detection of barriers and continuous improvement during digital transformation.

The study also recommends that stakeholder engagement should remain a key management priority. The findings showed that systematic stakeholder mapping, coordination, commitment and empowerment are positively associated with digital transformation implementation. Nation Media Group should therefore ensure that all affected parties including editorial, technical, commercial and support teams are clearly identified, their interests understood, and their participation actively encouraged. Cross-functional coordination mechanisms and opportunities for employees to contribute ideas should be formalized. These actions would increase the legitimacy and practical support required for successful digital initiatives.

In relation to capacity building, the study recommends that Nation Media Group should intensify skills upgrading, knowledge transfer, competency enhancement and continuous learning opportunities. Capacity building emerged as the strongest predictor of digital transformation implementation. Management should therefore conduct regular digital-skills gap assessments, expand training programmes (including peer mentoring and practical workshops), and create structured mechanisms for experienced staff to share knowledge. Continuous learning should be encouraged and resourced so that employees gain the confidence and competence required to use new digital systems effectively. Strengthening capacity building would help translate technology investments into sustained operational change.

Finally, the study recommends that senior management develop an integrated change-communication framework that systematically links channel selection, feedback optimization, stakeholder engagement and capacity building. The findings showed that these four strategies jointly explain a substantial proportion of the variation in digital transformation implementation. Management should therefore treat them as complementary rather than isolated practices, allocate

resources accordingly, and monitor their combined contribution to technology integration, process redesign, employee digital productivity and overall progress. Periodic internal surveys among employees would help identify emerging communication and capability gaps. These actions would strengthen the organization's ability to embed digital technologies into everyday work practices.

5.5 Recommendations for Further Research

Further research should examine the moderating or mediating role of leadership style and organizational culture on the relationship between change communication strategies and digital transformation implementation in media organizations. Comparative studies between different media houses (public, private and community media) could also investigate whether organizational context influences the effectiveness of channel selection, feedback optimization, stakeholder engagement and capacity building. Special attention could be paid to the relative strength of capacity building, given its strong predictive power in the present study, as well as to the interplay between communication practices and technological infrastructure. Longitudinal designs would help establish temporal ordering and strengthen causal inferences. Such studies would contribute to a deeper understanding of the determinants of successful digital transformation in Kenya's media sector and in comparable contexts.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Dear Respondent,

I am a postgraduate student conducting an academic study on *"Relationship Between Change Communication Strategies and Digital Transformation Implementation Among Employees at Nation Media Group, Kenya."* The study seeks to establish the relationship between communication channel selection, strategic feedback optimization, stakeholder engagement and capacity building and digital transformation implementation among employees at Nation Media Group.

You have been identified as a potential respondent because of your employment and experience within the organization. I kindly request your cooperation in providing the information required by completing the attached questionnaire. The information collected will be used strictly for academic purposes and will contribute to the completion of my postgraduate research requirements. Your participation is highly appreciated. All information provided will be treated with strict confidentiality and anonymity.

You are not required to disclose your name or any personal identification details, and the findings will be presented in summarized form without identifying individual respondents. Participation is voluntary, and you are free to decline or withdraw from the study at any stage without any penalty. I sincerely appreciate your time, cooperation and contribution to the successful completion of this study.

Yours faithfully,

APPENDIX II: INFORMED CONSENT FORM

Study Title: Relationship Between Change Communication Strategies and Digital Transformation Implementation Among Employees at Nation Media Group, Kenya.

You are invited to participate in an academic research study examining the relationship between change communication strategies and digital transformation implementation among employees at Nation Media Group, Kenya. The study focuses on communication channel selection, strategic feedback optimization, stakeholder engagement and capacity building. Your participation will involve completing a structured questionnaire addressing these study variables. The information collected will be used exclusively for academic purposes and will contribute to understanding how change communication strategies relate to digital transformation implementation within the organization.

Your participation is entirely voluntary, and you are free to decline or withdraw from the study at any stage without any penalty or negative consequences. You are not required to provide your name or other personal identification details. All information provided will be treated confidentially, securely handled and presented in summarized form to ensure that individual respondents cannot be identified. You may also decline to answer any question that makes you uncomfortable. By participating in the study, you confirm that you have understood the purpose and procedures of the research, have had an opportunity to seek clarification, and voluntarily consent to provide the requested information.

Respondent's Declaration

Respondent's Signature: _____

Date: _____

Researcher's Signature: _____

Date: _____

APPENDIX III: RESEARCH QUESTIONNAIRE

This questionnaire is part of an academic study on change communication strategies and digital transformation implementation among employees at Nation Media Group, Kenya. The information provided will be treated with strict confidentiality and used for academic purposes only. Participation is voluntary, and no personal identifiers are required. Please tick [✓] the appropriate response or indicate your level of agreement with each statement as instructed.

SECTION A: DEMOGRAPHIC INFORMATION

1. What is your gender?
   [ ] Male
   [ ] Female
2. What is your age?
   [ ] 20 – 30 years
   [ ] 31 – 40 years
   [ ] 41 – 50 years
   [ ] Above 50 years
3. What is your highest education level?
   [ ] College level
   [ ] First degree
   [ ] Masters
   [ ] PhD
4. How long have you worked at Nation Media Group?
   [ ] 6 months – 1 year
   [ ] Over 1 – 3 years
   [ ] Over 3 – 5 years
   [ ] Over 5 – 10 years
   [ ] Above 10 years

SECTION B: Communication Channel Selection

Please indicate your level of agreement on the following statements regarding communication channel selection where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree.

Statement	1	2	3	4	5
Nation Media Group uses a variety of channels (such as email, intranet, meetings and messaging platforms) to communicate digital transformation changes.					
Both face-to-face and digital channels are used to communicate changes related to digital transformation.					
The communication channels used for digital transformation are dependable and available when needed.					
Information on digital changes is delivered through the channels accurately and without disruption.					
Messages on digital transformation are tailored to the needs of different departments and roles.					
The channel chosen suits the nature and complexity of the change being communicated.					
Information on digital transformation reaches all intended employees in good time.					
Communication on digital transformation reaches me before the changes are implemented.					

Section C: Strategic Feedback Optimization

Please indicate your level of agreement on the following statements regarding strategic feedback optimization where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree.

Statement	1	2	3	4	5
Feedback on digital transformation is collected regularly from employees.					
I receive feedback on digital implementation often enough to adjust my work and my team's activities.					
The feedback collected reflects the actual challenges experienced during digital implementation.					
Feedback mechanisms capture employees' concerns accurately.					
Concerns raised about digital changes are acted upon appropriately.					
Feedback has led to improvements in how digital changes are implemented.					
Senior management uses feedback to make decisions on digital transformation promptly.					
Implementation problems reported through feedback channels are addressed without unnecessary delay.					

Section D: Stakeholder Engagement

Please indicate your level of agreement on the following statements regarding stakeholder engagement where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree..

Statement	1	2	3	4	5
The groups affected by digital transformation (such as departments, teams and partners) have been clearly identified.					
Management understands the interests and concerns of the different stakeholders in digital transformation.					
Departments coordinate well in implementing digital initiatives.					
There is effective collaboration between management and other stakeholders (such as IT, editorial and commercial teams).					
Stakeholders are committed to the success of digital transformation.					
Stakeholders participate actively in digital transformation activities.					
Employees are given sufficient authority to make decisions on digital implementation in their areas.					
Employees are encouraged to contribute ideas on digital change.					

Section E: Capacity Building

Please indicate your level of agreement on the following statements regarding capacity building where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree.

Statement	1	2	3	4	5
Nation Media Group provides training that upgrades employees' digital skills.					
Skills gaps related to digital technologies are identified and addressed.					
Knowledge on the use of digital tools is shared among employees (for example through peer support or mentoring).					
Experienced employees and digital teams transfer their knowledge to colleagues.					
Training has improved my competence in using digital technologies.					
I feel confident using the new digital systems and tools introduced.					
Employees have sufficient opportunities to learn (such as workshops, e-learning and short courses).					
Continuous learning on digital technologies is encouraged at Nation Media Group.					

SECTION F: Digital Transformation Implementation

Please indicate your level of agreement on the following statements regarding digital transformation implementation where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree.

Statement	**1**	**2**	**3**	**4**	**5**
Digital technologies have been integrated into the daily operations of my department.					
Employees in my department use the digital systems that have been introduced.					
Work processes in my department have been redesigned to be digitally enabled.					
Manual processes have been replaced with digital ones where appropriate.					
Digital transformation initiatives are implemented according to plan and within set timelines.					
Employees have accepted the digital changes introduced.					
Digital transformation has improved efficiency in my department.					
Overall, Nation Media Group has made significant progress in implementing digital transformation.					

Thank you for your participation

APPENDIX IV: LETTER OF INTRODUCTION

OFFICE OF THE DEAN SCHOOL OF BUSINESS & ECONOMICS

REF: OUK/SBE/01 VOL. 1/007 21st September 2026

The Director General
National Commission for Science, Technology and Innovation (NACOSTI)
P.O. Box 30623–00100
Nairobi,
Kenya
Dear Sir/Madam,

RE: REQUEST FOR ISSUANCE OF A RESEARCH PERMIT TO CALEB OIRA RATEMO
(REG. NO. BE61/55225/2025)

This is to introduce **Mr. Caleb Oira Ratemo**, Registration Number **BE61/55225/2025**, who is a duly registered student pursuing a **Master of Business Administration (MBA)** at the Open University of Kenya.

Mr. Ratemo successfully defended his research proposal entitled "**Change Communication Strategies and Digital Transformation Implementation: A Case of Middle-Level Managers at Nation Media Group, Kenya**" and has been authorized by the University to proceed with data collection under the supervision of **Dr. Susan N. Ngatia**.

The University requests the National Commission for Science, Technology and Innovation (NACOSTI) to consider his application and issue a research permit to facilitate the conduct of the approved study.

Any assistance accorded to the student in facilitating the successful completion of this study is greatly appreciated.

Yours faithfully,

PROF. JANE SANG, CPA
DEAN, SCHOOL OF BUSINESS AND ECONOMICS

Copy to: Deputy Vice chancellor (Academic Affairs)

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **863295**

Date of Issue: **01/October/2026**

RESEARCH LICENSE



This is to Certify that Dr.. CALEB OIRA RATEMO of Open University of Kenya, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: CHANGE COMMUNICATION STRATEGIES AND DIGITAL TRANSFORMATION IMPLEMENTATION: A CASE OF MIDDLE-LEVEL MANAGERS AT NATION MEDIA GROUP, KENYA for the period ending : 01/October/2027.

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