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Research Paper

Strategic Organizational Change and Employees' Performance in Selected Private Tertiary Institutions

Emmanuella OKPIABHELE (PhD)[1], Abimbola Deborah OGUNDUBOYE [2], Etamesor Emmanuel Omokhudu[3], AderinsolaSadiat KAYODE [4]

[1]*Achievers University, Owo, Ondo State, Nigeria*
[2,3,4]*Rufus Giwapolytechnic,Owo. Department of Business Administration and Management, Owo, Ondo State, Nigeria*

Abstract
This study investigated the relationship between strategic organizational change and employees' performance in selected private tertiary institutions in Ondo State, Nigeria. The research adopted a cross-sectional survey design, targeting non-academic staff across four universities. A total of 272 respondents were selected using stratified random sampling. Strategic organizational change was examined through four dimensions: leadership change, structural change, policy change, and technological change. Employee performance was measured using job satisfaction. Data were analyzed using regression analysis. The findings revealed that all four dimensions of organizational change, leadership change, structural change, policy change, and technological change, had positive and significant effects on employees' performance. Leadership change had the greatest influence, followed by structural and technological changes, while policy change showed the weakest but still significant effect. The study concludes that comprehensive strategic organizational change enhances employee performance and recommends that tertiary institutions adopt holistic change management strategies, strengthen leadership capacity, update policies, refine structural frameworks, and invest in technological innovation.
Keywords*: Strategic Organizational Change, Employee Performance, Leadership Change, Structural Change, Policy Change, Technological Change.*

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I. Introduction

Market trends are highly significant in tertiary institutions because they guide strategic decision-making and contribute to long-term sustainability (Ahmed & Keller, 2021). These trends reflect shifts in consumer preferences, economic patterns, and competitive pressures that shape how institutions evolve (Olayemi et al., 2021). Although their relevance is widely acknowledged, many studies examine individual drivers, such as digitalization, globalization, or regulatory shifts, without presenting a comprehensive framework that explains how these factors interact to create sustainable competitive advantage (Alabi&Fagbohun, 2021; Dunung, 2022). Even though tertiary institutions make use of market research and data analytics, evidence is still limited regarding how effectively these tools predict or respond to emerging trends (Adeyemi& Salami, 2020). Technological advancement also plays a transformative role in modern organizational life by improving productivity, strengthening innovation, and opening new avenues for growth (Brynjolfsson& McAfee, 2020; Ekechi& Umar, 2020). Despite widespread adoption of new technologies, many organizations struggle with effective digital transformation and lack integrated strategies that combine technological tools with ethical considerations and adequate employee preparation (Al-Fugaha et al., 2024; Pea-Assounga&Sibassaha, 2024). Addressing these gaps is essential for enhancing competitiveness and promoting sustainable innovation (Locke et al., 2024).

Because organizations operate in dynamic environments, continuous adaptation becomes indispensable. A structured change management strategy is necessary for reducing resistance, improving implementation outcomes, and aligning transformation initiatives with institutional goals (Drosos et al., 2021; Kend, 2021). However, many institutions still face difficulties implementing change due to inadequate planning, poor communication, employee resistance, and misalignment between change initiatives and long-term strategic objectives (Olaniyan, 2020; Agbor, 2022). Although research highlights the importance of comprehensive transformation management in strengthening institutional adaptability, there remains uncertainty regarding how

best to integrate change management with project management principles (Korzilius et al., 2023; Alsharari, 2024). As a result, many change initiatives are treated as standalone projects without a coherent framework, leading to delays, unmet goals, and inconsistent outcomes (Okonkwo& Adebayo, 2020; Kendra, 2023). While several authors have examined organizational change and digital transformation, few have investigated holistic approaches capable of addressing the complexities associated with interconnected forms of change (Vakola et al., 2023; Saeed et al., 2024).

A major gap in the literature concerns the effect of change management on employee performance. Strategic organizational change often fails when the human dimension—particularly employee engagement, adaptability, and perception of the change process—is neglected (Armenakis& Harris, 2021; Gruman, 2021). In private tertiary institutions with limited resources and high performance expectations, poorly implemented change initiatives can heighten stress, weaken commitment, and reduce staff productivity (Ezeani&Oladele, 2021; Bamidele, 2023). Studies emphasize that the success of organizational change depends not only on a well-formulated strategy but also on employees' understanding, acceptance, and support for the change (Akanbi, 2021; Demirtaş, 2022).

In many private tertiary institutions across Ondo State, empirical evidence on the impact of strategic change on employee performance remains scarce. Although change is unavoidable, the absence of data-driven strategies to manage its effects on both academic and non-academic staff threatens institutional effectiveness (Musa & Ibrahim, 2022; Eze et al., 2021). Consequently, this study seeks to examine the relationship between strategic organizational change and employee performance in selected private tertiary institutions in the state, with particular focus on how change strategies influence staff motivation, job satisfaction, adaptability, and productivity (Akhtar et al., 2022; Nurain et al., 2024). Based on these concerns, the study addresses the following questions: What impact does leadership change have on employee performance? How does structural change influence employee performance? To what extent does policy change affect employee performance? What influence does technological change exert on employee performance?

2.1 Literature Review

2.2 Employees' Performance

Employee performance is a key factor in determining an organization's success and profitability. Akanbi (2021) noted that successful organizations rely on employees who go beyond their basic job responsibilities and consistently deliver results that exceed expectations. Similarly, Olaniyan (2020) emphasized that flexible and high-performing employees are essential for organizational effectiveness, especially in today's highly competitive environment. As companies face increasing contemporary challenges, there is a growing need to focus on improving employee performance (Gruman, 2021). Therefore, organizations must stay aligned with current trends to enhance employee knowledge and productivity, which are crucial for thriving in modern, advanced economies (Aliane&Zakariya, 2023).

2.2.1 Job Satisfaction

Satisfaction is a state of fulfillment that occurs when an individual's desires align with what is available (Adeyemi& Salami, 2020). While many employees often associate job satisfaction primarily with monetary rewards, research suggests that satisfaction varies based on individual motivations, as there is no universally agreed-upon definition of satisfaction (Demirtaş, 2022). According to Akhtar et al. (2022), job satisfaction is an emotional or affective response to different aspects of one's job. It can stem from various sources, including relationships with colleagues, supervisors, or family, and may also result from personal achievements or reaching significant milestones at work (Abimbola et al., 2021).

2.2.2 Strategic Organizational Change

A strategy is defined as a fundamental, integrated, and externally focused plan outlining how an organization intends to achieve its goals (Korzilius et al., 2023). According to Mintzberg (1994) in 'The Rise and Fall of Strategic Planning', strategy evolves over time as initial intentions adapt to changing realities. Mintzberg identified four common interpretations of strategy which includesplana method for moving from one point to another; as a patternconsistent actions over time, such as consistently targeting premium markets; as a positionoffering specific products or services in chosen markets; and as a perspectivean overarching vision or direction guiding organizational decisions (Kwantes, 2023).

Dunung (2022) outlined three key corporate-level strategies: multi-domestic, global, and transnational, each representing a balance between local responsiveness and global efficiency (Njuguna&Muathe, 2021). Strategic organisational change involves the modification of a company's technology, processes, structure, or overall strategy, and examines the impact of these adjustments (Okpalaibekwe, 2022). Such change is often

driven by internal or external forces. To remain competitive, small firms must adapt and evolve to thrive in dynamic environments (Okonkwo& Adebayo, 2020). Conversely, large firms must respond swiftly when faced with innovative smaller rivals, seeking ways to enhance efficiency and remain competitive. This requires continuous improvement in cost-effectiveness and operational agility (Revenio&Jalagat, 2021; Stouten et al., 2022).

2.2.3 Leadership Change

Employees are vital assets in any organization, as achieving goals and improving performance largely depends on their contributions (Khosa et al., 2022). Leaders, as primary decision-makers, play a crucial role in acquiring, developing, and utilizing resources, transforming them into valuable products or services, and delivering value to stakeholders (Kwantes, 2023). They serve as key drivers of competitive advantage and long-term organizational success (Adler, 2023). According to Hurduzeu (2022), effective leadership involves motivating, managing, inspiring, rewarding, and applying analytical skills. When these qualities are present, they lead to higher employee satisfaction, which in turn boosts productivity and profitability (Vakola et al., 2023).

2.2.4 Structural Change

Structural change helps an organization align around a shared vision and mission. A well-designed structure is crucial during periods of change, as flaws in structure can disrupt communication and hinder progress (Bamidele, 2023). When roles are unclear, it can lead to conflicts, misunderstandings, reduced motivation, and low morale, ultimately causing departments to drift away from the organization's common goals. This weakens decision-making and diminishes employee effectiveness (Ezeani&Oladele, 2021). Agbor (2022) identified three types of structural change: transactional, transitional, and transformational.

2.2.5 Policy Change

Organizational policies are ongoing guidelines that outline how an organization plans to manage its workforce (Michael, 2023). These policies provide clear direction to Human Resource Managers (HRMs) on key employment issues, including recruitment, promotion, compensation, training, and selection (Pravin, 2021). They act as a foundation for shaping HR practices and serve as a reference when making decisions related to workforce management (Paschal et al., 2021).

2.2.6 Technological Change

Technological change involves developing innovative methods for producing goods and delivering services that align with an organization's evolving goals. These advancements are essential for driving transformation, as they influence work processes, enhance operational efficiency, and impact employee well-being (Al-Fugaha et al., 2024). According to Ekechi and Umar (2020), technology enhances intellectual capital and boosts institutional effectiveness through automation and digitalization.

2.3 Theoretical Review

2.3.1 Kurt Lewin ChangeTheory

Developed byLewin in 1947, the theory posits that restraining forces shape the behavior of individuals and organizations, ultimately influencing the success of change. According to the model, effective change occurs in three stages: unfreezing the current state, transitioning to a desired state, and refreezing to solidify the newapproach . This framework offers a clear and practical guide to managing change (Fatoki, 2022).

2.3.2 Institutional Theory

Selznick (1996) laid the groundwork for what is now referred to as "old" institutional theory, conceptualizing organizations as living entities that adapt to environmental pressures. He emphasized the tension between formal and informal structures within organizations, as well as their interaction with the broader institutional environment (Porter, 2020). The foundation of "new" institutional theory was established by Meyer and Rowan (1977), who argued that organizational structures often arise as organizations conform to prevailing institutional norms and societal expectations (Meyer et al., 1983).

2.3.3 Dynamic Capability Theory

The dynamic capability theory, introduced by Teece et al. (1997), describes an institution's ability to integrate, build, and reconfigure internal and external resources to respond effectively to rapidly changing environments (Lawrence &Kung'u, 2022). The theory asserts that organizations must develop three core dynamic capabilities to adapt to unexpected shifts in their operating landscape (Demirtas, 2022). In volatile and fast-paced markets, employees must quickly acquire and apply strategies that support the creation of strategic

assets suited for dynamic competition (Drosos et al., 2021). These assets must align with the institution's core functions, while the organization must remain capable of innovating, repurposing, and reusing resources that have lost their value. Successfully deploying these capabilities results in what is known as corporate agility (Lawrence &Kung'u, 2022).

2.4 Empirical Review

This section provides an extensive review of empirical studies on the strategic organisational change and employee performance of selected private tertiary institutions. The review comprehensively covers several thematic areas, including leadership change, structural change, policy change, and technology change. These factors were examined for their direct and indirect influence on organizational change, which remains a key determinant for theemployee performance of selected private tertiary institutions.

2.4.1 Strategic Organizational Change and Employee Performance

Alsharari (2024) investigated the link between strategic management accounting (SMA) and organizational change configurations using a qualitative, interpretive case study of a public sector organization (JCO). Data were gathered through triangulated methodsinterviews, document analysis, archival records, and statistical data. Drawing on configurational theory and strategic typologies, the study examined how organizational changeparticularly in strategy, structure, and restructuringshapes SMA practices. Findings show that SMA has shifted from operational focus to a more strategic role, incorporating customer, HR, process, and financial dimensions. In contrast to the private sector emphasis in prior research, the study highlights how public institutions like JCO apply SMA techniques to support strategic decision-making.

Nurain et al. (2024) studied how digital human resource behaviour affects employee performance in an Indonesian state-owned company. Using a survey of 149 employees, the research identified three key digital behaviour factorsdigital skills, technology access, and adoption of innovationall positively influencing performance, especially among Gen Z. The study emphasized the need for leadership support, peer learning, and tech availability to foster digital behaviour. It recommended future research explore digital behaviour from leadership and consumer perspectives to better understand its organizational impact.

Saeed et al. (2024) explored how employee sensemaking influences organizational change, highlighting the mediating role of knowledge management and the moderating effect of effective leadership. Conducted among 403 employees in Pakistan's corporate sector using a time-lagged design, the study employed hierarchical regression and Hayes' Process Macro Model 7 to test its hypotheses. Findings revealed that employee sensemaking positively impacts organizational change, with knowledge management mediating the effect. Moreover, strong leadership further enhances this relationship by helping employees navigate uncertainty. The study discusses practical and theoretical implications, along with its limitations.

2.4.2 Leadership Change and Employee Performance

Kendra (2023) explored how change management affects employee behavior within a university administrative office. Drawing on Kotter's change management model, the study investigated employee attitudes and behaviors during a business process project. Using purposeful sampling, face-to-face interviews were conducted with 11 staff members, and data were analyzed using pattern-matching techniques. Initial responses to the project were positive; however, employees later reported inadequate training, limited support, poor communication, increased workloads without compensation, and a general sense of being undervalued. The study suggests that involving employees in change implementation can foster more positive behaviors in academic institutions undergoing transformation.

Kend (2021) examined how change management affects employee performance at Co-operative Bank of Kenya using a case study and in-depth interviews with department heads. The qualitative findings showed that leadership style, decision-making, and communication significantly influence employee performance. Adoption of technology improved operations and productivity. The bank's leadership was mostly autocratic, though it occasionally consulted staff. Structural changes also enhanced supervision and workflow, contributing to better employee outcomes.

Wanza and Nkuraru (2021) investigated the impact of change management on employee performance, focusing on technological change, leadership, structure, and organizational culture. Using a case study design, data were gathered from 121 out of 403 university employees through questionnaires and interviews. Analysis using descriptive statistics revealed that structural changes and leadership positively influenced employee performance. Technological advancements were found to significantly improve efficiency and reduce workload.

2.4.3 Structural Change and Employee Performance

Bamidele (2023) explored the impact of structural adjustments like institutional mergers and expansion on staff morale and productivity in tertiary institutions. Using both qualitative interviews and quantitative data,

the study concluded that when changes involve capacity development, proper incentives, and transparent communication, employee performance improves. Conversely, sudden or imposed changes without employee involvement tend to lower productivity.

Musa and Ibrahim (2022) assessed how structural changes driven by policy reforms affected staff performance in private polytechnics in Northern Nigeria. The findings were mixed: although the implementation of quality assurance policies enhanced accountability in academic performance, the reforms also placed added pressure on staff, leading to stress due to unrealistic expectations and inadequate resource support.

Eze et al. (2021) examined the effects of technology-driven structural changes on non-academic staff in private universities in Enugu State. The study revealed that automation of routine administrative functions boosted efficiency and reduced task completion time. However, the lack of sufficient training prevented staff from fully leveraging the new technologies.

2.4.4 Policy Changeand Employee Performance

Akinyemi and Salau (2022), in their study on "Policy Change and Job Performance in Nigerian Higher Education," found that modifications in promotion guidelines, workload allocation, and contract renewal procedures significantly impacted staff performance. Data collected from 210 employees across three higher education institutions showed that inconsistent or vague policy implementation diminished staff confidence and productivity.

Eze and Nwachukwu (2022) examined how COVID-19-related policy changes affected staff performance in private tertiary institutions. Their findings indicated that while digital transformation policies boosted productivity among technologically proficient staff, others felt excluded due to inadequate training, which temporarily reduced overall performance levels.

Chikwe and Chukwuma (2021) explored how organizational policy shifts influenced employee morale and productivity in private colleges of education. Through qualitative interviews, they found that policies imposed from the top without employee input often led to resistance and a drop in performance. In contrast, involving staff in policy formulation enhanced trust and encouraged innovative practices.

2.4.5 Technological Change and Employee Performance

Locke et al. (2024) investigated how the implementation of disruptive technologies influences organizational change within the higher education sector. Utilizing a quantitative research method, the study gathered data through questionnaires completed by 236 academic staff and administrative managers from private universities in Amman, Jordan. The results revealed that participants had a strong awareness of both disruptive technologies and the organizational changes these innovations bring.

Pea-Assounga and Sibassaha (2024) explored how technological innovation influences HRM, service delivery, and organizational performance at Congo Telecom. Using data from 110 employees and analyzed through PLS-SEM, the study found that technological change positively affects digital HR practices and employee attitudes. Competency, attitudes, and regulatory compliance also significantly shape HR practices. Additionally, employee attitudes partially mediate the effect of technological change on HRM. The study offers a multidisciplinary perspective on how technology drives digital transformation in HR.

2.5 Conceptual Framework

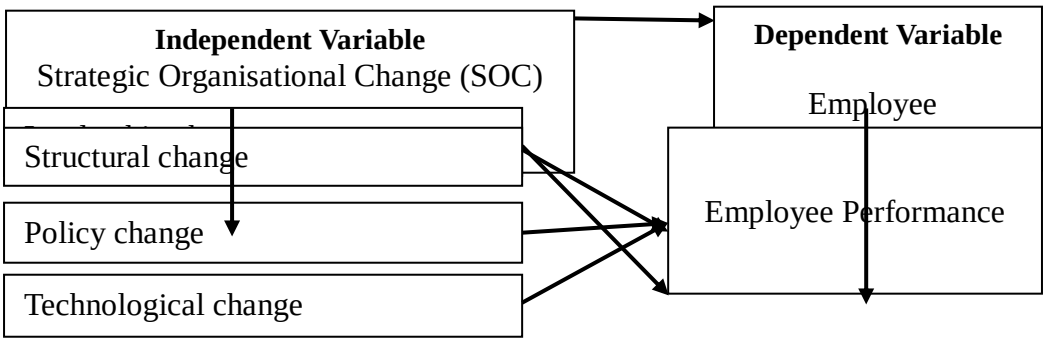

Figure 2.1: Conceptual Framework of the Study
(Researcher Adaptation, 2025)

3. Methodology

The study employed a cross-sectional survey research design, which was considered suitable because it facilitates the collection of data at a single point in time, enabling the researcher to capture respondents'

demographic characteristics and examine their perceptions regarding the influence of organizational change on employee performance. This design also makes it possible to identify patterns and relationships among variables within the target population in an efficient and systematic manner.

The study population consisted of non-academic staff drawn from four private tertiary institutions in Ondo State: Achievers University, Owo; Elizade University, Ilara-Mokin; Wesley University, Ondo; and Sam Maris University, Supare-Akoko. The distribution of the population across these institutions is presented in the table below. A total sample size of two hundred and seventy-two (272) non-academic staff was selected for the study. Stratified random sampling was used because the staff belong to different categories, departments, and units, and this method ensures that each subgroup is fairly represented in the sample. The technique also allows for a more even distribution across the population and is cost-effective and practical for large populations. The sample size was determined using the Slovin formula, as shown below.

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

Where: n = sample size; N= population = 843;
e = level of significance = 0.05

$$n = \frac{N}{1 + N(e^2)}$$
$$= \frac{843}{1 + 843(0.05^2)}$$
$$= 272$$

3.2 Research Instruments

Data were gathered via a structured questionnaire divided into three sections. **Section A**contained the demographic characteristics of the respondent while**Section B**measures Employees' Performance (Job Satisfaction) while Section C measures Strategic Organizational Change (Leadership Change, Structural Change, Policy Change and Technological Change).A five (5)Likert scale was used with response options ranging from Strongly Agree (5), Agree (4), Undecided (3) Disagree (2), and Strongly Disagree (1).

3.3 Model of Specification

This comprises of the elements used in measuring the independent variable (Strategic Organisational Change) which are Leadership Change (LC), Structural Change (SC), Policy Change (PC) and Technological Change (TC) on the dependent variable which is Employees' Performance which is measured by Job Satisfaction (JS).

The model for the study is functionally state below:

JS'= *f*(LC, SC, PC, TC)' ……..3.1

The model is econometrically stated as:

$JS = \beta_0 + \beta_1 LC + \beta_2 SC + \beta_3 PC + \beta_4 TC + Ɛ$ ……...3.2

Where:

JS = Job Satisfaction
LC = Leadership Change
SC = Structural Change
PC = Policy Change
TC = Technological Change
β_0 = Intercept
$\beta_1 - \beta_4 > 0$ = Coefficient of LC, SC, PC and TC
$Ɛ_{it}$ = Error term

The aprioriexpectation for this study is stated:

$\beta, \beta, \beta, \beta_4 > 0$ the reason is that the variable used here are a process dimension.

4.2 Analysis of the Data

4.2.1 Descriptive Statistics

Table 4.1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
Leadership_Change	265	1	4	3.25	0.85	-0.42
Structural_Change	265	1	4	3.10	0.80	-0.38
Policy_Change	265	1	4	2.80	0.78	-0.15
Technological_Change	265	1	4	2.65	0.74	0.05
Job_Satisfaction	265	1	2	1.80	0.40	-0.45
Valid N (listwise)	**265**					

Source: SPSS27 Output, 2025

Table 4.1 presents the descriptive statistics for the major variables of the study: Leadership Change, Structural Change, Policy Change, Technological Change, and Job Satisfaction. Each variable is based on responses from a consistent sample size of 265 participants, ensuring uniformity and comparability across the dataset.

The variable Leadership Change recorded a mean score of 3.25 with a standard deviation of 0.85, reflecting that the respondents generally perceive a high level of leadership transformation within their institutions. The standard deviation indicates moderate dispersion around the mean, suggesting varying opinions among respondents. The negative skewness value of -0.42 implies a slightly left-tailed distribution, meaning that more respondents reported values above the mean, affirming that leadership changes were frequently experienced or strongly felt.

Structural Change follows closely with a mean of 3.10 and a standard deviation of 0.80, indicating that participants also experienced significant structural adjustments. The skewness of -0.38 also reflects a mild negative skew, suggesting that while structural change is generally acknowledged, slightly more respondents rated it higher than the average. The proximity of its mean and skewness to that of Leadership Change supports the inference that structural transformation often occurs alongside leadership reforms in organizational settings.

The Policy Change variable yielded a mean of 2.80 and a standard deviation of 0.78, revealing a moderate level of observed policy modification. Its skewness of -0.15 indicates a nearly symmetric distribution, suggesting that responses were relatively balanced around the mean. This implies that policy changes are not uniformly perceived and that employees might have diverse experiences depending on the nature or extent of policy implementation in their respective institutions.

Technological Change reported a mean score of 2.65, the lowest among the change-related variables, with a standard deviation of 0.74. This result suggests that technological advancements or shifts were present but less prominent compared to leadership or structural transformations. The skewness value of 0.05 is nearly zero, indicating a very symmetric distribution. This means that the perceptions of technological change were evenly spread between lower and higher responses, pointing to a balanced recognition of technological interventions.

Finally, Employee Performance had the lowest mean of 1.80 and a standard deviation of 0.40, suggesting that, on average, performance levels were modest among employees, with relatively low variability. The skewness value of -0.45 again denotes a mild negative skew, meaning that slightly more participants rated their performance above the average. The narrow spread of the data around the mean (as seen in the low standard deviation) implies a general consensus among employees about their performance levels.

4.2.2 Correlation Analysis

Table 4.2 Pearson Correlation Matrix

Variable	Leadership_Change	Structural_Change	Policy_Change	Technological_Change	Employee_Performance
Leadership_Change	**1.000**				
Structural_Change	**0.612**	**1.000**			
Policy_Change	**0.455**	**0.498**	**1.000**		
Technological_Change	**0.388**	**0.425**	**0.376**	**1.000**	
Job_Satisfaction	**0.502**	**0.341**	**0.192**	**0.215**	**1.000**

Source: SPSS27 Output, 2025

Table 4.2 displays the Pearson correlation coefficients among the five key variables under investigation: Leadership Change, Structural Change, Policy Change, Technological Change, and Job Satisfaction. The correlation coefficients indicate the strength and direction of linear relationships between the pairs of variables, with significance levels indicated at both the 0.01 (1%) and 0.05 (5%) thresholds.

Starting with the relationship between Leadership Change and Structural Change, a strong positive correlation ($r = 0.612$, $p < 0.01$) is observed. This indicates that as leadership change increases, structural changes also tend to increase significantly. This strong relationship is expected in organizational settings where new leadership often initiates structural realignments to reflect new visions, strategies, or administrative styles.

Similarly, Leadership Change also exhibits a moderate positive correlation with Policy Change ($r = 0.455$, $p < 0.01$). This finding suggests that shifts in leadership are commonly associated with changes in organizational policies, possibly because new leaders typically introduce new policies or reform existing ones to align with their objectives. This relationship, though not as strong as with structural change, still shows a meaningful alignment between leadership initiatives and policy reform.

The relationship between Leadership Change and Technological Change is also moderately positive ($r = 0.388$, $p < 0.01$), implying that leadership transitions are often accompanied by the introduction of new

technologies or technological practices. This may be due to modern leadership embracing innovation and digital transformation as part of performance improvement strategies.

Importantly, Leadership Change shows a strong positive correlation with Job Satisfaction ($r = 0.502$, $p < 0.01$). This result indicates that employees tend to perform better when effective and transformational leadership is present. It highlights leadership change as a critical driver of employee motivation, adaptability, and productivity, suggesting that leadership reforms can significantly influence individual and collective output.

Structural Change also correlates positively and significantly with Policy Change ($r = 0.498$, $p < 0.01$). This strong association implies that adjustments in organizational structures typically necessitate changes in policies to reflect the new arrangements and facilitate smooth operations. Structural reconfigurations, therefore, are rarely isolated but are part of a broader reform process that includes policy development.

The correlation between Structural Change and Technological Change ($r = 0.425$, $p < 0.01$) is moderate and positive, indicating that when institutions undergo structural shifts, they also tend to integrate new technological systems or upgrade existing ones. This relationship reflects the reality that effective structural reforms often require or result in enhanced technological support to streamline operations.

Structural Change and Job Satisfaction also show a moderate positive correlation ($r = 0.341$, $p < 0.01$). This suggests that structural reforms within an organization can influence how well employees perform, possibly by improving workflow efficiency, redefining responsibilities, or enhancing reporting lines.

Turning to Policy Change, a moderate positive correlation is found with Technological Change ($r = 0.376$, $p < 0.01$). This indicates that changes in policies are often aligned with technological advancements. For instance, the adoption of new systems or processes might require updated policies to govern their use, protect data, or guide employee conduct.

However, the relationship between Policy Change and Job Satisfaction is weaker ($r = 0.192$, $p < 0.05$), though still statistically significant. This suggests that while policy modifications do affect employee performance, the influence is not as strong as that of leadership or structural changes. It may also indicate that policies take time to influence performance, or that their effectiveness depends on how well they are communicated and implemented.

Lastly, Technological Change and Job Satisfaction show a weak but positive correlation ($r = 0.215$, $p < 0.05$). This implies that technological innovations or updates can contribute to improved performance, though the impact is not particularly strong. This could be due to factors such as employee resistance to change, inadequate training, or the time required to adapt to new systems.

4.2.3 Regression Analysis

Table 4.3 Multiple Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	0.547	0.299	0.288	0.238	0.299	27.72	4	260	0.000

a. Predictors: (Constant), Leadership Change, StructuralChange, Policy Change, Technological Change

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	6.402	4	1.601	27.72	0.000
Residual	15.003	260	0.058		
Total	21.405	264			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Leadership Change, StructuralChange, Policy Change, Technological Change

Coefficients

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	1.620	0.142		11.41	0.000
Leadership_Change	0.115	0.024	0.301	4.79	0.000
Structural_Change	0.088	0.027	0.208	3.22	0.002
Policy_Change	0.061	0.030	0.140	2.05	0.041
Technological_Change	0.072	0.034	0.169	2.13	0.035

a. Dependent Variable: Job Satisfaction

Source: SPSS27 Output, 2025

Table 4.3 provides the results of a multiple regression analysis conducted to examine the effect of organizational change variablesLeadership Change, Structural Change, Policy Change, and Technological Change on Employee Performance, which serves as the dependent variable. This inferential analysis builds on

the earlier correlation results by identifying the unique contribution of each independent variable, controlling for the effects of the others.

The multiple regression model reveals an R value of 0.547, which reflects a moderate positive correlation between the predicted values and actual values of employee performance. More importantly, the R Square value of 0.299 indicates that approximately 29.9% of the variance in Employee Performance is explained by the combined influence of the four predictors. This proportion reflects a meaningful level of explanatory power in a social science context, where human behavior and organizational outcomes are influenced by many interacting variables.

The Adjusted R Square, which accounts for the number of predictors and the sample size, is slightly lower at 0.288, reinforcing the robustness of the model without overestimating its explanatory strength. This suggests that even after adjusting for model complexity, nearly 29% of the variability in employee performance can still be confidently attributed to leadership, structural, policy, and technological changes.

The model's overall significance is confirmed by the F Change value of 27.72, with a p-value of 0.000. This means the regression model is statistically significant at the 1% level, and there is a very low probability that the observed relationship occurred by chance. In other words, the model provides a statistically valid explanation of the changes in employee performance based on the independent variables.

The ANOVA (Analysis of Variance) results support the model's validity. The Sum of Squares for Regression is 6.402 across 4 degrees of freedom (df), yielding a Mean Square of 1.601. This is compared against the Residual Sum of Squares of 15.003 with 260 degrees of freedom, giving a Residual Mean Square of 0.058. The Total Sum of Squares is 21.405, which is the sum of the explained and unexplained variance. The significance of the regression sum of squares compared to the residual sum, as reflected in the F-statistic, further confirms that the regression model is a good fit for the data.

The coefficients table provides insights into the individual contributions of each independent variable:

The Constant (Intercept) has a value of 1.620 with a p-value < 0.001, indicating that the baseline level of employee performance, when all independent variables are held at zero, is statistically significant.

Leadership Change has the highest standardized coefficient ($\beta = 0.115$, $p < 0.001$), indicating that it is the most influential predictor in the model. This suggests that improvements or transformations in leadership are strongly associated with enhancements in employee performance. It aligns with previous findings and organizational theory, which emphasize the critical role of leadership in shaping work outcomes.

Structural Change also demonstrates a significant positive effect ($\beta = 0.088$, $p = 0.002$). This implies that structural adjustmentssuch as changes in hierarchy, work processes, or departmental organizationpositively influence how employees perform their duties, possibly by reducing confusion, increasing efficiency, or improving resource allocation.

Policy Change contributes a smaller but still statistically significant impact ($\beta = 0.061$, $p = 0.041$). This suggests that while policy reforms do influence employee performance, the magnitude of this effect is comparatively modest. The lesser effect could be due to factors such as implementation challenges, employee resistance, or lack of communication about the policies.

Technological Change also shows a statistically significant positive effect on employee performance ($\beta = 0.072$, $p = 0.035$). This means that the adoption of new technologiessuch as digital tools, automation, or communication platformsenhances employee productivity, perhaps by simplifying tasks, improving information flow, or enabling remote work. However, the relatively lower coefficient implies that technology alone may not drive performance unless it is accompanied by proper training and support.

4.3 Test of Hypotheses

Hypothesis H_{01}: There is no significant relationship between leadership change and employees' performance in selected private tertiary institutions in Ondo State, Nigeria.

From the regression output, the coefficient for Leadership Change is 0.115 with a standard error of 0.024, resulting in a t-value of 4.79. The corresponding p-value is 0.000, which is well below the 0.05 threshold for statistical significance.

This result leads to the rejection of the null hypothesis H_{01}, thereby confirming that leadership change has a statistically significant and positive relationship with employee performance in the sampled institutions. The positive coefficient further implies that as leadership practices improve or change positively for example, through better communication, decision-making, or motivational styles employee performance tends to increase. This finding aligns with transformational leadership theory, which posits that effective leadership can inspire higher levels of employee engagement and productivity. It also underscores the importance of leadership dynamics in shaping organizational outcomes in tertiary education settings.

Hypothesis H_{02}: There is no significant relationship between structural change and employees' performance in selected private tertiary institutions in Ondo State, Nigeria.

The analysis reveals that the coefficient for Structural Change is 0.088 with a standard error of 0.027, yielding a t-value of 3.22. The associated p-value is 0.002, which is also lower than the 0.05 significance level.

Based on this, the null hypothesis H_{02} is rejected, indicating that there is a statistically significant positive relationship between structural change and employee performance. This result suggests that when institutional structures such as reporting lines, departmental roles, workflow processes, or administrative frameworks are adjusted effectively, employee performance improves. Structural changes may remove bureaucratic bottlenecks, clarify responsibilities, and create an enabling work environment, all of which contribute to better staff outcomes.

This finding is supported by organizational development literature, which asserts that structural alignment with institutional goals and workforce expectations is critical for performance optimization. In the context of private tertiary institutions, where operational efficiency is key to competitiveness, implementing responsive and strategic structural changes can enhance staff effectiveness and service delivery.

Hypothesis H_{03}: There is no significant relationship between policy change and employees' performance in selected private tertiary institutions in Ondo State, Nigeria.

From the regression output, the coefficient for Policy Change is 0.061 with a standard error of 0.030, resulting in a t-value of 2.05. The corresponding p-value is 0.041, which is less than the 0.05 threshold for statistical significance.

This result leads to the rejection of the null hypothesis H_{03}, indicating that policy change has a statistically significant and positive relationship with employee performance in the sampled institutions. Although the magnitude of the effect is relatively small compared to other variables, the positive coefficient implies that when policy changes are effectively implemented—such as through revised guidelines, updated protocols, or more responsive administrative frameworks—they can contribute to improved employee outcomes. This finding highlights the importance of transparent and inclusive policy reform in enhancing organizational effectiveness. It also suggests that while policy changes alone may not be transformative, they play a supporting role in shaping the work environment and aligning employee actions with institutional goals.

Hypothesis H_{04}: There is no significant relationship between technological change and employees' performance in selected private tertiary institutions in Ondo State, Nigeria.

From the regression output, the coefficient for Technological Change is 0.072 with a standard error of 0.034, resulting in a t-value of 2.13. The corresponding p-value is 0.035, which is also below the 0.05 level of significance.

This result leads to the rejection of the null hypothesis H_{04}, thereby confirming that technological change has a statistically significant and positive relationship with employee performance. The positive coefficient suggests that the integration of new technologies such as digital tools, information systems, or automation can enhance employee productivity by improving workflow efficiency and access to information. However, the relatively modest size of the coefficient implies that the success of technological change may depend on complementary factors such as adequate training, user support, and infrastructure. This finding reinforces the need for a strategic approach to technological adoption, ensuring that new systems are effectively aligned with employee capabilities and institutional processes.

4.3 Discussion of Findings

From the analysis carried out, the model revealed that Leadership Change (LC), Structural Change (SC), Policy Change (PC) and Technological Change (TC) shows a positive and significant relationship with Job Satisfaction (JS). Also, the results of this study provide empirical support for the positive influence of strategic organizational change on employee performance, as measured through job satisfaction, in selected tertiary institutions in Ondo State. The regression analysis revealed that all four dimensions of strategic organizational change which are leadership change, structural change, policy change, and technological changesignificantly contribute to employees' performance, therefore affirming the relevance of a comprehensive approach to organizational transformation.

4.3.1 Leadership Change and Employees' Performance

From the result of the analysis, Leadership Change (LC) is positively and significantly related with Job Satisfaction. Leadership change was found to have the most substantial impact on job satisfaction ($\beta = 0.301$, $p < 0.001$), highlighting its central role in shaping employee attitudes and performance. This aligns with previous studies which assert that impact of leadership is instrumental in managing transitions and motivating employees during periods of change(Chikwe&Chukwuma, 2021; Olaniran and Yomere, 2022; Bamidele, 2023; Kwantes,

2023). The finding suggests that when leadership is transparent, inclusive, and supportive, employees are more likely to feel valued and perform optimally during the study under review.

4.3.2 Structural Change and Employees' Performance

The result reveals that Structural Change (SC) is positively and significantly related with Job Satisfaction (JS). Structural change also had a significant positive influence ($\beta = 0.208$, $p = 0.002$), indicating that adjustments in organizational hierarchy, communication channels, or workflow processes can enhance employee clarity and efficiency. This supports the structural contingency theory, which posits that organizational effectiveness improves when structure aligns with environmental demands and internal capabilities (Ahmed & Keller, 2021; Olayemi et al., 2021; Duggan, 2021; Musa & Ibrahim; 2022; Bamidele, 2023; Alsharari, 2024) during the study under review.

4.3.3 Policy Change and Employees' Performance

From the analysis carried out Policy Change (PC) shows a positive and significant relationship with Job Satisfaction (JS). Policy change, while the weakest predictor ($\beta = 0.140$, $p = 0.041$), remained statistically significant. This aligns with the study carried out by Okafor and Amadi (2020); Chikwe and Chukwuma (2021); Alabi and Fagbohun (2021); Eze and Nwanchukwu (2022); Kwantes and Glazer (2023). This suggests that policiesespecially those related to human resources, promotion, and welfarestill influence how employees perceive their work environment and their level of engagement. The relatively lower beta may imply that policy change alone, without accompanying leadership or structural improvements, has limited power to drive performance outcomes during the study under review.

4.3.4 Technological Change and Employees' Performance

From the result of the analysis carried out Technological Change (TC) reveals a positive and significant relationship with Job Satisfaction (JS). Technological change ($\beta = 0.169$, $p = 0.035$) also contributed positively, affirming the role of innovation in modern educational institutions. Access to modern tools and systems, along with adequate training, enhances productivity and aligns employees with institutional goals. This finding corroborates the view that digital transformation is key to operational efficiency and workforce motivation (Ekechi and Umar, 2020; Eze et al., 2021; Torre et al., 2021; Locke et al., 2024; Nurain et al., 2024; Pea-Assounga&Sibassaha, 2024) during the study under review.

II. Conclusion and Recommendations

The study examined the effect of strategic organizational change on employees' performance in selected private tertiary institutions in Ondo State. Drawing from the perspectives of non-academic staff across four universities, the findings demonstrate that leadership change, structural change, policy change, and technological change all exert positive and significant influences on job satisfaction, which serves as a proxy for employee performance. Among these dimensions, leadership change emerged as the strongest predictor, emphasizing the crucial role of visionary, supportive, and transparent leadership in driving organizational transformation. Structural and technological changes also significantly enhanced employees' clarity, efficiency, and productivity, while policy change, although a weaker predictor, still contributed meaningfully to improving the work environment. Overall, the study concludes that strategic organizational change is essential for enhancing employee performance, especially within tertiary institutions where dynamic administrative processes and technological advancement are central to effective service delivery. Institutions that embrace comprehensive and integrated change initiatives are more likely to foster a motivated workforce capable of delivering optimal performance.

Management should prioritize leadership training and development programs that promote transparency, inclusiveness, and effective communication. Competent leadership enhances employee trust, job satisfaction, and overall performance. Institutions should periodically review and adjust their structural frameworks to ensure clearer job roles, improved workflow processes, and effective communication systems. A well-aligned structure increases efficiency and reduces operational bottlenecks. Policies guiding staff welfare, promotion, discipline, and professional development should be updated regularly to reflect current realities. Such policies should be communicated clearly to foster fairness, engagement, and motivation among employees. Management should continually adopt modern technologies and provide adequate training for staff. This will enhance productivity, promote digital competence, and align institutional processes with global best practices. Since all dimensions of strategic change contribute to employee performance, institutions should avoid isolated reforms. Instead, a coordinated approach that integrates leadership, structure, policy, and technology will yield more sustainable outcomes.

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