
CHANGE MANAGEMENT AND EMPLOYEES' RESPONSE TOWARDS ORGANIZATIONAL SUCCESS: A REVIEW OF LITERATURE

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Abstract

Employee reactions to change initiatives play a major role in the effectiveness of organizational transformation, which is crucial for long-term success and sustainability. The impact of change management techniques on employee reactions and how these reactions impact organizational success are investigated in this study. Based on Lewin's Change Model, Kotter's Eight-Step Model, and the ADKAR Model, the study examines both theoretical and empirical research on how employees behave throughout organizational change. To find recurrent themes connected to change outcomes, a qualitative content analysis of secondary sources, such as scholarly publications, textbooks, and reports, was used. The results show that active employee involvement, clear and consistent communication, and good leadership all contribute to effective change management by lowering resistance, improving adaptation, and fostering commitment. The study comes to the conclusion that rather than being exclusively a managerial task, change should be viewed as a shared organizational duty. As a result, it suggests employees' engagement, focused training, culturally sensitive tactics, and employee-centered change practices.

Keywords: Change, Change management, Employee response, Organizational success

1. Introduction

Today's businesses work in a setting where social expectations, market dynamics, and technology innovation are constantly changing. Many long-standing organizational practices have become less effective as a result of these developments, forcing companies to reconsider how they operate and compete. Because of this, a key component of organizational effectiveness and long-term sustainability is the capacity to foresee, adjust to, and successfully manage change. According to scholars like Zorn et al. (2000), in order for businesses to react proactively to continuous change, they must build coordinated learning and adaptive skills. Resilience and adaptability are now necessary for organizational survival in highly competitive environments. While organizational structures and processes were the main focus of early research on change management, more recent studies are beginning to acknowledge the significance of the employee factor. Through their attitudes, opinions, and behavioral responses, employees have a significant impact on how change projects turn out. The success or failure of organizational change initiatives frequently depends on how people perceive and

respond to change procedures. As a result, for companies looking to achieve long-term success, comprehending and controlling employees' internal reactions to change has become crucial.

Several academic viewpoints have been used to describe the idea of change management. According to Ojenike (2023), change management is a methodical and planned approach that uses particular tools and techniques to handle the human aspects of change in order to achieve organizational objectives. From a similar angle, Kotter (2021) defines change management as a set of procedures intended to lead individuals and organizations through periods of transition in order to achieve desired future results. The desire to lessen opposition and disturbance while facilitating a seamless transition from current practices to better organizational states is a common theme among these definitions. Employee performance is directly related to long-term organizational success in today's business environment (Akunne & Ibrahim, 2021). Organizations must pay close attention to the conditions that support personnel in order to improve performance, particularly during periods of transformation. Rapid information flows, advancements in technology, and growing global interconnection, all contribute to the inevitable organizational transformation in the global knowledge economy (Eliyana et al., 2019). Due to these facts, management is becoming increasingly responsible for implementing change in a thoughtful and strategic manner.

Organizations must use effective methods while implementing changes pertaining to leadership approaches, organizational structures, technological systems, and communication procedures since employees play a crucial part in accomplishing organizational goals. Employee engagement and performance are directly impacted by how such changes are implemented. Uncertainty, resistance, decreased productivity, and diminished organizational commitment can result from poorly managed change, which is frequently made worse by a lack of trust and poor communication. Furthermore, the implementation of new technology or work procedures often necessitates the development of new skills, resulting in increased training needs and possible competency gaps. Employee discontent and annoyance may rise as a result of poorly managed change, endangering organizational results. In light of this, this study investigates how employees react to organizational change, evaluates how change management affects employee reactions, and ascertains how employee reactions affect organizational success.

2. Literature Review

This section reviews relevant literature related to the study and is organized into three major components: the conceptual review, theoretical review, and empirical review.

2.1 Conceptual Review

2.1.1 Change

Change can be described as the process by which an organization shifts from an existing condition to a new and improved state. In reaction to changing internal and external circumstances, it entails constant modification. Shaikh (2020) explains change as an ongoing alteration attempted by individuals or organizations to cope with evolving conditions. Change is now necessary for an organization to survive and flourish in the fast-paced business climate of today, which is driven by globalization, quick technical advancement, and increased

customer demands. Change is not a one-time event but rather an ongoing process that takes place throughout time.

Although no single change model can be universally applied across all organizations, some frameworks may be more effective depending on organizational context and objectives. Others may be adapted to suit specific operational needs (Fusch et al., 2020). Successful transformation therefore requires well-designed action plans that guide implementation and enhance organizational effectiveness.

2.1.2 Positive Effects of Change

i. Competitive Advantage: Competitive advantage originates from strategic decisions that enable firms to discover and utilize possibilities that boost performance (Ida & Doddy, 2022). Businesses are better positioned to maintain leadership in their sectors if they can execute change more quickly and effectively than rivals. Proactive change management enables businesses to foresee market trends, implement innovations, and successfully address new difficulties, all of which improve their competitive position.

ii. Employee Confidence: Effective change management techniques boost employees' confidence in leadership and management decision making. Employee motivation, commitment, and engagement are more likely to persist when they have faith that organizational changes are well-thought-out and advantageous. According to Daniel (2019), employees who have faith in their leadership make better decisions on a daily basis and are less anxious about upcoming organizational changes. This kind of assurance encourages collaboration and makes transitions easier during times of change.

iii. Growth: Change is a major driver of organizational growth, which is usually considered to be a vital measure of success. According to Mosenkis (2002), intentional changes in areas including technology, organizational structure, work responsibilities, production techniques, marketing strategies, and customer connections are frequently necessary for sustainable growth. According to Wonah et al. (2020), an organization's ability to grow and stay relevant in cutthroat marketplaces depends on how well it can support and manage change.

iv. Dynamism: The term "dynamism" describes an organization's capacity to continue being adaptable, creative, and sensitive to changes in the surrounding environment. Employee innovation, open communication, and teamwork are fostered in a dynamic organization. Employees can give fresh ideas, adjust to change, and collaborate to achieve company objectives in such a setting.

2.1.3 Barriers to Change

i. Resistance to Change: One of the most frequent obstacles that businesses encounter throughout transformation programs is resistance to change. According to Akintola (2025), resistance can take many different forms, such as conscious opposition to change initiatives, non-compliance, withdrawal of effort, or passive behavior. Workers may oppose change because they are afraid of the unknown, don't comprehend it, or think their jobs are in danger (Setyanto et al., 2019). Poor communication of change objectives sometimes deepens opposition. By including employees in the change process, resolving issues, and outlining the goals and advantages of the change, management can lessen resistance.

ii. Status-Quo Syndrome: Status-quo syndrome reflects a preference for maintaining existing practices rather than adopting new approaches. Although familiarity might lower perceived risk, it can also impede organizational improvement and innovation. According to Oreg (2003), employees are more inclined to oppose changes that conflict with their interests, whether they be personal or professional. Employee commitment is crucial during times of organizational change, according to Almatrodi et al. (2023), who stress that opposition to new systems is heightened by uncertainty.

iii. Lack of Communication: Implementing changes successfully depends on effective communication. Inadequate communication regarding the goal, purpose, or rewards of change often results in uncertainty, mistrust, and misalignment among employees. According to Krukowski (2023), effective communication helps employees comprehend change initiatives and gets them ready for any unforeseen circumstances. Lauer (2021) contends that no change endeavor can be successfully started or maintained without communication, even though it may not be sufficient to ensure successful change. Therefore, it is crucial to communicate consistently and openly during the transformation process.

2.1.4 Change Management: The term "change management" describes the methodical and planned strategy used to lead organizations through change. Change management, according to Wonah et al. (2020), is the process of organizing, coordinating, and managing both internal and external elements to guarantee successful implementation with the least amount of disruption. Change is necessary for long-term survival even if it can place emotional and financial strain on businesses and workers. Clear communication at all organizational levels, inclusivity, and engagement are key components of effective change management.

Ajani et al. (2020) describe change management as a comprehensive effort that steers organizations through transformation utilizing clearly defined objectives and planned action plans. Throughout the transformation process, this strategy guarantees that employees are informed, involved, and in line with company objectives. In a similar vein, Allam et al. (2024) characterize change management as the methodical advancement of people, organizations, and groups toward a desired future state.

Change management encompasses activities such as planning, implementation, monitoring, and reinforcement of change initiatives. These initiatives may entail small-scale tweaks or significant changes that support long-term organizational performance. Effective change management is essential to both individual and organizational development, according to Wiggins (2009). Change management, according to Revenio (2016), is a framework for handling changes in organizational procedures, structures, and cultures. Employee dedication, ownership, and organizational competitiveness are all strengthened by effective change management.

The evolving nature of organizational environments has expanded the scope of change management. The United Nations Development Programme (UNDP, 2006) identifies two major drivers of change:

- **External factors**, including globalization, technological advancements, government regulations, socio-cultural changes, and competitive forces.

- **Internal factors**, such as leadership style, organizational structure, innovation capacity, and operational systems.

In the Nigerian context, many organizations face challenging economic and competitive conditions that necessitate structural adjustments, leadership changes, and operational reforms. However, these changes often heighten employee stress and uncertainty (Anekwe, 2020). According to the Chartered Institute of Personnel and Development (CIPD, 2011), a considerable percentage of change initiatives fail, often as a result of stress-related factors and employee dissatisfaction (Errida & Lotfi, 2021). According to Pepple et al. (2024), who cite Morgan and Sturdy (2000), managerial perspectives on change highlight the shift from a current state to a desired future condition, motivated by external pressures or strategic choices.

2.1.5 Change Management and Employees' Response

Organizational change sometimes causes different attitudes among employees, ranging from acceptance and enthusiasm to resistance and worry. Fear of the unknown, anxieties about job security, and discomfort with new technologies or work processes commonly contribute to resistance. Such reactions may manifest in reducing productivity, increasing stress, and lowering morale. Employees may also experience emotional responses such as doubt, fear, or enthusiasm, all of which influence their perceptions of change and desire to support it.

Effective change management requires leaders to recognize and address the human implications of change. By responding to employee concerns, providing adequate support, aligning change initiatives with organizational culture, and encouraging open communication, managers can foster positive employee responses and improve the likelihood of successful change implementation.

2.2 Theoretical Review

Several theories have been developed to explain how organizational change occurs and how employees respond to such change. This study is anchored on three major theories that provide insight into the processes, leadership roles, and individual responses associated with change management. These theories include Lewin's Change Management Model, Kotter's Eight-Step Change Model, and the ADKAR Model.

2.2.1 Lewin's Change Management Model (1951)

One of the first and most important frameworks for comprehending organizational transformation is Kurt Lewin's transformation Management Model. The paradigm conceptualizes change as a three-stage process including unfreezing, change, and refreezing. According to Lewin, successful transformation needs businesses to first destabilize established behaviors, introduce new practices, and then reinforce these practices to ensure sustainability. In order to reduce resistance to change, the model emphasizes the significance of communication, employee involvement, and reinforcement.

1. Unfreezing Stage: The unfreezing stage involves preparing individuals and groups to accept the need for change by challenging existing norms and routines. Organizational behavior is frequently maintained by factors that support consistency and oppose departing from accepted norms. According to Okemba (2018), unfreezing necessitates raising knowledge of the shortcomings of current procedures and psychologically preparing employees to give up

comfortable working methods. Schein (1996) highlights that change is a complicated psychological process and lists three prerequisites for successful unfreezing: providing psychological safety to lessen fear and anxiety during transition, creating a sense of urgency, and clearly communicating why the status quo is no longer viable. Without these settings, resistance is likely to persist.

2. Moving (Change) Stage: The actual change from old to new behaviors is represented by the moving stage. This stage involves the introduction and application of new procedures, systems, or mindsets. Schein (1996) describes this stage as a learning process in which individuals experiment with new behaviors and gradually integrate them. When employees contrast new practices with their preexisting habits and ideas, resistance may still arise. Lewin contends that successful movement depends on enhancing forces that encourage change while lowering restraining forces that prevent it.

3. Refreezing Stage: Refreezing focuses on stabilizing and institutionalizing new behaviors to prevent regression to old practices, this phase guarantees that change is incorporated into regular organizational processes. According to Schein (1996), new behaviors that are consistent with business culture and personal values lead to sustainability. Cummings and Huse (1989) underline that refreezing requires reinforcement through leadership support, corporate rules, reward systems, and ongoing communication.

Lewin's model provides a foundational explanation of how change affects both organizational structures and employee behavior. It highlights the need for preparation, participation, and reinforcement, all of which directly influence employees' responses to change initiatives.

.2.2 Kotter's Eight-Step Change Model (1995)

Expanding on Lewin's framework, John Kotter developed the Eight-Step Change Model, building upon Lewin's framework, to offer a more thorough and leadership-focused method of handling organizational change. Kotter (1995) highlights that good communication, strong leadership, and employee involvement are critical components of successful transformation. The approach describes a methodical process for guiding organizations through transformation while resolving resistance and sustaining momentum.

Establishing a feeling of urgency, building a guiding coalition, creating a clear vision and plan, communicating the vision, giving employees the authority to take action, producing quick wins, consolidating victories, and anchoring change in organizational culture are all part of the eight steps. A leading coalition guarantees leadership commitment and credibility, while creating urgency encourages employees to see the need for change. Creating and sharing a compelling vision reduces ambiguity and offers direction. Employees can participate actively when obstacles are removed, and short-term successes boost commitment and confidence. Finally, incorporating change into company culture provides long-term durability. Kotter's model emphasizes how important employee participation and leadership actions are in determining the results of change. The approach shows how employee views and involvement can either help or impede successful change implementation by focusing on communication, motivation, and cultural integration.

2.2.3 ADKAR Model

The ADKAR model, established by Jeff Hiatt (1996), focuses on the individual as the primary unit of change. Unlike larger organizational models, ADKAR emphasizes that organizational change is successful only when individuals successfully transition through specific stages. The paradigm includes five successive elements: awareness, desire, knowledge, ability, and reinforcement. Making sure employees comprehend the need for change as well as the repercussions of sticking with current procedures is part of raising awareness. Desire focuses on persuading individuals to support and participate in the change by addressing objections and highlighting personal benefits. Knowledge is the ability to provide workers with information and training on how to successfully implement change. Ability guarantees that employees can apply learned information through practice, skill growth, and removal of impediments. Reinforcement sustains change by encouraging consistent behavior through recognition, feedback, and rewards.

The ADKAR model emphasizes that change is not linear and may require revisiting earlier stages if resistance or skill gaps emerge. By addressing individual needs and responses, the model provides practical guidance for managing employee reactions and ensuring that change efforts lead to successful organizational outcomes.

Collectively, Lewin's Change Management Model, Kotter's Eight-Step Change Model, and the ADKAR Model provide complementary viewpoints on organizational transformation. Kotter stresses leadership and strategic execution, Lewin concentrates on behavioral shift, and ADKAR emphasizes individual employee reactions. When taken as a whole, these ideas support the idea that organized planning, capable leadership, transparent communication, and consistent reinforcement are necessary for successful change management. They provide a robust theoretical platform for evaluating how employees' responses to change influence organizational success.

2.3 Empirical Review

Several empirical studies have examined the relationship between change management, employees' responses to change, and organizational performance across different contexts.

Ojenike (2023) evaluated the effects of change management on employee performance in a Nigerian manufacturing organization. The study used a survey design and selected 110 employees from a population of 150. The Taro Yamane method was used to get the sample size. The results showed that both communication strategies and employee performance were positively correlated with change implementation. In order to improve performance, the study advised managers to create clear change visions, train employees for change, track results, and regularly assess progress.

Similarly, Akunne and Ibrahim (2021) investigated the impact of change management on employee performance within the Nigerian Electricity Regulatory Commission. Data were collected through structured questionnaires administered to employees, with 60 valid responses obtained from a population of 80 employees. Using descriptive statistics, correlation, and multiple regression analysis, the study found that technological change, organizational restructuring, and communication strategies positively influenced employees' attitudes to work and overall performance.

Bhavani and Mahalakshmi (2023) studied the role of change management in promoting successful organizational transitions. Based on literature and actual data, the study discovered that organizational change frequently causes employee resistance, emotional responses, elevated stress, and skill gaps. However, when managed correctly, change can increase corporate culture, adaptability, and innovation. In order to overcome resistance, increase leadership involvement, and promote positive employee experiences throughout transition, the authors advised firms to implement supportive tactics.

Asikhia et al. (2021) examined organizational adaptability to change as a determinant of survival using a qualitative synthesis of secondary sources, including journal articles, reports, and institutional publications. The study found that adaptation and long-term survival are improved when an organization is prepared for change. It further stressed the significance of integrating structural, behavioral, and technical approaches in managing organizational transformation to cope with uncertainty and environmental volatility.

Daniel (2019) investigated the effects of change management on firm performance in Nigeria utilizing secondary data sources and content analysis. According to the study's findings, proactive change management helps businesses stay competitive by anticipating changes in the market. The results also highlighted how employees' attitudes toward change have a big impact on organizational performance, since some businesses strategically embrace change to develop, while others respond defensively to survive.

Revenio (2016) examined the impact of change management on the achievement of corporate objectives by analyzing internal and external drivers of change and the application of established change models. The study found that effective leadership and alignment between change initiatives and organizational goals are critical for reducing employee resistance and ensuring successful change implementation.

Overall, these empirical studies show that strategic alignment, employee involvement, communication, and effective leadership are essential to effective change management. The results repeatedly demonstrate that during times of transition, employees' attitudes, perceptions, and trust have a major impact on organizational performance.

2.4 Gaps in Literature

Although Lewin's Change Management Model, Kotter's Eight-Step Change Model, and the ADKAR Model provide helpful frameworks for comprehending the planning and execution of organizational change, there are still significant gaps when these theories are examined in light of the study's objectives. In particular, these models offer little understanding of how workers' reactions to change affect organizational effectiveness, especially in modern firms and the Nigerian setting. Lewin's and Kotter's models generally emphasize organized processes and leadership-driven actions required to execute change. While these perspectives are valuable, they pay little consideration to the emotional and psychological responses of workers, such as fear, uncertainty, stress, or motivation, which frequently influence employees' acceptance or resistance to change. Although the ADKAR model shifts attention to the individual level, it assumes a largely linear progression through stages of change and does not adequately capture negative, conflicting, or overlapping emotional responses that may occur during organizational transformation. Consequently, existing change management theories do not sufficiently

explain how employees' subjective perceptions and emotional responses interact with change management practices to influence organizational outcomes. This study examines employees lived experiences throughout organizational transformation in order to assess the suitability of current change management theories. The study looks at how employees evaluate organizational performance, how they feel about change initiatives, and how these feelings affect their interpretations of those initiatives through thematic analysis of group discussions.

Despite the valuable contributions of the reviewed studies, several empirical gaps remain that justify the need for this research. The majority of the reviewed studies, such as Ojenike, 2023; Akunne & Ibrahim, 2021, used quantitative survey designs, heavily relying on questionnaires and statistical analysis. While these approaches establish relationships between variables, they provide limited insight into employees lived experiences, emotions, and meanings attached to organizational change; there is a lack of in-depth qualitative evidence capturing how employees experience interpret change. However, some studies like Bhavani & Mahalakshmi, 2023, acknowledge resistance, stress, or attitude but they are frequently treated as secondary variables rather than thoroughly examined.

Therefore, there is insufficient empirical focus to emotional and psychological responses such as fear, anxiety, trust, motivation, and how these responses impact organizational success. Lastly, many of the studies focus on employee performance as an endpoint but do not fully explain how employee responses to change translate into broader organizational success, such as sustainability, flexibility, and long-term growth. Given the socioeconomic and cultural realities of Nigerian firms, this constraint emphasizes the need for more research on employees lived experiences of transformation and how these experiences impact organizational effectiveness.

This study significantly advances the field of change management in terms of theory, methodology, and context. Theoretically, it goes beyond current frameworks for change management by showing how employees' emotional and perceptual reactions serve as key mechanisms that connect organizational effectiveness with change management approaches. This study emphasizes how emotional experiences during organizational transformation are dynamic and non-linear, in contrast to standard models that place an emphasis on structured processes. The study uses qualitative methods to record employees' life experiences in order to address the prevalence of quantitative survey procedures. Through the use of thematic analysis, the study offers deep empirical understanding of how employees perceive and react to change initiatives. From a cultural perspective, the study adds to the limited literature on organizational transformation in Nigerian firms by examining how socioeconomic realities impact employee responses and organizational results.

3.0 Methodology

This study adopts a qualitative content analysis technique, utilizing secondary data gathered from a complete evaluation of relevant literature, including textbooks, peer-reviewed journal papers, credible reports, and respectable web sources. This method makes it possible to identify trends, themes, and best practices by methodically analyzing, interpreting, and synthesizing the body of research on change management. The qualitative content analysis method is particularly relevant for this study since it provides a structured framework to analyze employees' responses to organizational change and their implications for organizational

performance. By examining previously published works, the study intends to uncover repeating patterns, highlight gaps, and integrate data to develop a deeper knowledge of how change management methods influence employee behavior and organizational outcomes.

Furthermore, this method ensures a **rigorous and evidence-based examination** of the subject matter, allowing the researcher to critically assess theoretical frameworks, empirical studies, and contextual factors relevant to the Nigerian organizational environment. Through careful coding, categorization, and thematic synthesis, the study generates insights that contribute to a deeper understanding of the dynamics between change management, employee responses, and organizational performance.

4.0 Discussion of Findings

The findings from the qualitative content analysis reveal that effective change management rests on strong leadership, a clearly communicated goal, and active employee involvement. Workers' perceptions of the shift's advantages, their comprehension of the change process, and the assistance they received during the transition all have a significant impact on how they react to change. These findings align with Kotter's (1995) model, which highlights crucial phases including forming a steering coalition, creating a clear goal, successfully communicating that vision, and removing barriers to promote positive employee engagement.

This is in line with Ojenike (2023), who emphasized that in order to prepare employees and the company for change, managers need to create a clear vision and strategic plan. Employee uncertainty, resistance, and disengagement are more likely to occur in the absence of such planning and direction, which can jeopardize corporate performance. Furthermore, the data suggest that continuous communication and meaningful employee participation are critical for developing confidence, lowering resistance, and increasing ownership of change initiatives. When workers comprehend the reasoning behind the change, see the advantages for both the company and themselves, and feel that their thoughts and concerns are respected, they are more likely to accept it. Coram and Burnes (2001) similarly argue that managers should not only implement change but also cultivate an environment that encourages learning, risk-taking, and shared responsibility for organizational transformation.

These results highlight the significance of the unfreezing stage in Lewin's (1951) paradigm, where psychological preparation and instilling a feeling of urgency are essential for overcoming resistance. Similarly, in order for employees to internalize and maintain change, the refreezing stage necessitates reinforcement of new behaviors and norms. These ideas are further supported by the ADKAR model (Hiatt, 1996), which emphasizes the necessity of developing awareness, desire, knowledge, ability, and reinforcement at the individual level in order to guarantee good organizational outcomes.

In addition, the study finds that organizational success is influenced both directly and indirectly by employees' emotional and perceptual reactions to organizational change. Negative responses raise resistance, lower participation, and impair organizational efficiency, whereas positive responses foster productivity, teamwork, and flexibility. The emotional environment of the employees and the credibility of the leadership further attenuate this relationship. These results close a significant empirical gap in the body of knowledge on change management by proving that employee responses are key pathways connecting change management procedures

to organizational performance. This in line with Daniel (2019), who reported how employees' attitudes toward change have a big impact on organizational performance

Overall, the analysis confirms that **employees are central to successful change management**. Employee attitudes, motivation, and adaptability are all entwined with leadership, vision, communication, and engagement. Employee responses significantly impact company performance, making their control crucial for accomplishing strategic goals. When these characteristics are managed properly, companies are more likely to achieve their intended results, including better performance, adaptability, and long-term sustainability.

5.0 Conclusion and Recommendations

This study comes to the conclusion that leadership, employees and other stakeholders must all work together to successfully manage change. Change should be viewed as a collaborative process ingrained in the organization's culture rather than just a managerial duty. As a result, companies should match their change activities to their strategic goals and long-term vision. To reduce opposition, leaders must keep lines of communication open and promote employees' participation. Programs for awareness and training should be created to get employees ready for change. Future research should explore the role of external stakeholders such as customers, suppliers, and regulators in influencing the success of organizational change. Based on the conclusions, the following recommendations are proposed for organizational managers and practitioners:

1. Leaders should create feedback systems and adopt clear, consistent, and open communication at all organizational levels in order to develop and express a compelling vision for change to address employee concerns and lessen uncertainty.
2. Using inclusive policies and cooperative practices, involve employees in the planning, decision-making, and execution of change projects to promote accountability and ownership through collaborative practices and inclusive policies. Provide programs that lower fear, increase flexibility, and foster confidence in new procedures to give employees the abilities, information, and comprehension needed to successfully navigate change.
3. Tailor change management strategies to reflect organizational culture, local norms, and socio-economic realities and be sensitive to employees' perceptions of job security, fairness, and organizational justice. Also, the structured models of the organization should align with practices that address emotional, psychological, and social dimensions of employee responses.

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