

Management of Change and Performance of Colleges of Education in Kwara State

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Abstract

Original Research Article

This study is on evaluation of management of change on the performance of colleges of education in Kwara State. The specific objectives are to evaluate impact of communication as management of change strategy on institutional performance in colleges of education in Kwara State; and examine impact of motivation as management of change strategy on institutional performance in colleges of education in Kwara State. A descriptive survey research design was adopted. The population covered entire staff of fourteen (14) colleges of education in Kwara State. The main instrument used for data collection was "Management of Change on Performance Questionnaire (MCPQ). MCPQ was duly validated and its reliability coefficient of Cronbach Alpha score was 0.76. Regression analysis was used for data analysis. The findings showed that, management of change has a significant impact on institutional performance of colleges of education in Kwara state ($F = 13.11$; $P < 0.05$). Motivation has a significant impact on institutional performance of colleges of education in Kwara state ($F = 159.39$; $p < 0.05$). Based on the findings, the study concludes that, communication system in the colleges improves institutional performance, motivation enhanced efficiency and productivity in the selected colleges. Based on the conclusion, the study recommended that colleges of education in Kwara State should adopt a structured approach to change management that includes planning, execution, and evaluation. Colleges should set up formal and informal communication channels that allow for efficient, timely, and accurate exchange of information among all levels of staff. The study finally recommended that colleges of education in Kwara State should recognize and reward outstanding performance through incentives such as bonuses, promotions, certificates, or staff-of-the-month awards. This will motivate others to strive for similar achievements.

Keywords: Change Management, Communication, Motivation, Institutional Performance, Colleges of Education.

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1. INTRODUCTION

Institutional Performance is how well an institution achieves its stated objectives, meets stakeholder expectations, and maintains a sustainable competitive advantage (Elena-iuliana, 2023). It

reflects the efficiency, effectiveness, and productivity with which an institution operates in relation to its goals. It is a critical indicator of an institutional health, growth, and long-term viability. By focusing on measurable outcomes and continuous improvement, institutions can enhance their



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efficiency, adapt to changes, satisfy stakeholders, and achieve sustained success in Colleges of Education.

It is reliably to say that the success of management of change largely depends on effective communication. Institutional communication is to the process through which employees and management share information and understand each other's expectations, roles, and responsibilities to accomplish common goals (Mwale & Shaju, 2022). Effective communication plays a crucial role in achieving institutional performance, as it influences decision-making, coordination, employee engagement, and goal achievement (Jerab, 2024). Communication is the lifeblood of any organization. It involves the exchange of information, ideas, and feedback across all levels of the institutional. It is a strategic tool that directly influences institutional performance. When communication flows effectively within an institutional, it fosters alignment, trust, innovation, and productivity. Colleges of Education that prioritize and continuously improve their communication systems are more likely to achieve sustained success and competitive advantage.

Moreover, it is pertinent here to analyze the present situation of change management in the modern business environment. In the contemporary business the effect of change cannot be under cast because it has been a major measure for analyzing the performance of organizations. Nowadays, managers have noted the evaluation of management of change in realization of organization performance thereby shifting to proper consideration of the change in order to achieve effective and efficient target of the organization.

However, presently the global recognition of management as a field of study as well as awareness of human behavior and human resources accounting as a catalyst of change have adequately increase the technicalities in management as against the past and Colleges of Education are not left alone in this trend. It can be perceived that present situation enhanced the change. Therefore, the study finds it necessary to do further research on evaluation of management of

change in order to know what the future prospect will bring to the situation on ground particularly in the College of Education system.

Therefore, it is important to note that the research work shall bring to bear the following future prospect if management of change is adequately considered along with institutional performance. It will motivate member of the institution by serving as target and mechanizing for gaining involvement and commitment thereby achieving attainable institutional objectives.

1.1 PROBLEM STATEMENT

Poor management of change weakens institutional performance by disrupting workflow, lowering employee morale, fostering resistance, and ultimately leading to failure in achieving strategic objectives. All of which hinder performance improvement and adaptability. Poor communication during change efforts leads to rumors and misinformation, lack of stakeholder buy-in and poor feedback loops. When change is not communicated effectively, employees may feel anxious, insecure, or threatened. Lack of involvement or inadequate information breeds resistance, which leads to: reduced employee engagement, low motivation and morale, increased absenteeism and turnover

Furthermore, poorly managed change often lacks a clear vision or strategy. Employees may become confused about: their roles and responsibilities, the goals and objectives of the change, and how the change aligns with the institutional mission. This confusion can result in loss of focus, decreased productivity, and wasted resources. Moreover, when employees are dissatisfied or feel insecure due to mismanaged change, talented individuals may leave the organization. High employee turnover disrupts team dynamics and increases recruitment and training costs.

Likewise, poor management of change can damage to institutional culture because, unsuccessful change efforts can create a culture of distrust, fear, and cynicism, especially if previous changes have failed. This cultural damage affects team collaboration,

innovation and leadership credibility. Also, without a structured change management strategy, the institution is unlikely to achieve the intended benefits of the change (e.g., improved performance, new technology adoption, restructuring). This can result in wasted investment, missed market opportunities and competitive disadvantage.

Despite all effort by the past researchers to ensure the management of change are adequately considered in institution and Colleges of Education control system, as a result of dynamism of human behaviour little or no result was achieved. Therefore, because of the above statement of problem more research is needed in order to arrive at a dependable solution, hence this research work is embarked upon.

It is also prospective that the future will adequately corroborate the change management into organization system thereby good management and goals will be achieved. For organizations to perform, succeed and remain competitive in today's highly volatile, competitive and continuously evolving business environment, organization must be able to successfully manage the change effectively and efficiently which is as a matter of fact a necessity (Mmeje et al., 2023). Organizational performance is a vital concept in management and strategic development. High-performing organizations are those that can effectively align their resources, people, processes, and goals. Continuous performance assessment and improvement are essential for sustaining growth, meeting stakeholder expectations, and adapting in a rapidly changing business environment. For change to drive positive outcomes, it must be planned, communicated, and executed effectively, with active engagement from all levels of the organization.

The primary objective is therefore an evaluation of management of change and performance of colleges of education in Kwara State. The specific objectives are to: evaluate impact of communication as management of change strategy on institutional performance in colleges of education in Kwara State; and examine impact of motivation as management of change strategy on institutional performance in colleges of education in Kwara State.

2.0 LITERATURE REVIEW

Change management is unavoidable in any organizations who have to move with world marketing atmosphere. It is the application of a structured process, set of tools and techniques to manage and lead people side of change to achieve a required or desired business outcome (Ojenike, 2023). Change management is a systematic process of dealing with perspective change of an individual and organizations. It is a systematic and organized application or approach that determine employees' organizational changes from a particular state to desired future state (Oranye, Kifordu, & Arubayi, 2024).

Change management is an approach to transitioning individuals, teams and organizations to a desired future state, it also refers to a set of basic tools or structures intended to keep any change effort under control. This is a set of strategies and procedures used to manage an organizational change and guide people through the necessary transition to achieve the desired result. (Kotter, 2021). It is also about ensuring that people are successfully carried along the steps TOSHIBA move from the old process or procedures to the new ones needed for the change to be successful (Kotter, 2021). The agent of change management is the organization manager.

A manager is an individual who gets things done through other people. A manager makes decision allocates resources, and direct the activities of others to obtain organizational goals. Mintzberg (2020) through series of studies found out three main method adopted by managers in carrying out their work. The first method is that managers usually begin their work as soon as they arrive office in the morning and work late in the night. This method is known as unrelenting space working. This tallies with the general belief about how managers work.

The second method is dedicated by the complex nature of manager's work. Managers handle a variety of issues on daily basis. This method known as brevity variety and fragmentation work method is adopted to allow managers take care of certain exigencies which otherwise would have delayed their work performance.

The final work method known as verbal contact and networks involves the adoption of verbal communication while network refers to a set of cooperative relationships with individuals whose help is needed in order for a manager to function effectively.

Today, the need for change comes and emanates from all side. It is pertinent to consider those very important sources of change:

1. **Environment:** Environment can cause stresses or strains on other part of the organizational system, for example, if the growing organizational uncertainty in the environment outweighs the capacity of an existing organizational structure to handle such conditions.
2. **Technology:** This is an obvious source of organization change. The knowledge, methods and machinery use in producing goods and services provide both problems and opportunities. For example with new technologies the problems are also new, such as the maintenance problems on a new type of engine, or the management problems that arise when a company introduces a new data processing system. Most of the change initially involve installing new technology downsizing restructuring and trying to change corporate structure. According to Beer and Nohria (2022), the brutal fact is that about 70% of all change initiative fail
 - a. Structure, one of the attribute of structure is that it defines relationships that persist over time. It is noted that these variables can lead to problems and opportunities. One basic problem is that although structure bring orderliness to human affairs, they can place sever constraints on behaviours.

Communication as management of change strategy and organizational performance

Communication is the heart of business; the most important of all entrepreneurial skills. An organization's ability to transmit information helps both clients and employees feel they can communicate with and ultimately trust the

organization (Mwale & Shaju, 2022). Communication plays an essential role in organizational success, being a key element that influences internal and external relationships, decision-making and adaptation to change (Musheke & Phiri, 2021). Organizational performance largely depends on how information is transmitted, understood and applied within the organization. Communication is the vehicle that allows managers to fulfil each management function (Mmeje, Onibon, & Rauf, 2023). To plan successfully, managers must be able of effectively communicate their vision to the rest of the organization (Radovic & Omolaj, 2019). Managers must permit and promote open communication both up and down the hierarchy, as well as across departments and coworkers, in order to properly coordinate. Managers can share goals with shareholders both inside and outside of the company through communication. It enables managers to incite behavioural changes in both workers and vendors. It enables managers to engender loyalty among both consumers and workers. It enables Heads of Institutions to persuade workers and unions to give up ineffective methods. Managers can use it to convince leaders to approve funding, appease irate clients, and win over potential new clients. As a result, provosts need to communicate well in order to be effective (Mmeje et al., 2023).

Effective communication is crucial for organizational performance, promoting clarity, alignment, collaboration, employee engagement, feedback, conflict resolution, customer satisfaction, and decision-making (Jerab, 2024). It boosts productivity, efficiency, and trust, while fostering open and transparent communication. Feedback channels encourage constructive criticism, while conflict resolution minimizes disruptions. Effective communication with customers helps understand their needs and address concerns. In conclusion, clear and accurate communication is essential for enhancing organizational performance (Jerab, 2024).

Motivation as management of change strategy and organization performance

Motivation plays a critical role as a strategy in managing change within organizations. In today's

fast-paced and competitive business environment, change is inevitable — whether it's due to technological advancement, market demands, restructuring, or policy reforms. Motivation is becoming increasingly essential as organizations expect capable and skilled individuals who desire to work hard and obtain maximum job outcomes (Tupti, 2020). Successfully managing this change hinges on the organization's ability to keep employees engaged, committed, and productive. Motivation serves as a change management strategy and it impacts organizational performance are as follows:

Motivation as a Strategy in Managing Change

Motivation involves encouraging employees to embrace and adapt to changes rather than resist them. When used effectively, it can:

Reduce Resistance to Change: Motivated employees are more likely to see change as an opportunity for growth rather than a threat. Motivated workers enjoy excellent physical and emotional health, appreciate their jobs, and suffer less stress (Mohamad et al., 2025).

Enhance Participation: Motivation leads to active participation in change initiatives, making implementation smoother and more effective. Noorazem et al. (2021) observed that motivation as a factor that primarily supports behavioural change, enabling someone to act in a way that advances a specific objective.

Support Communication: Motivated employees are more open to receiving and acting on information about changes.

Align Personal and Organizational Goals: Motivation helps align individual goals with organizational changes, increasing ownership and accountability.

Motivational Strategies during Change: Incentives and Rewards: Recognizing and rewarding staff for adapting to change encourages others.

Training and Development: Motivating employees through skill enhancement helps them feel more

confident and capable of handling change, (Aremu, Gbadeyan, Sofoluwe, & Aremu, 2015).

Empowerment and Involvement: Involving employees in decision-making builds trust and intrinsic motivation. Motivation strengthens behavior and triggers continuation (Kumari et al., 2021).

Clear Vision and Communication: Communicating the purpose and benefits of change motivates employees to support it.

Resistance to change within an organization can significantly impede progress and negatively impact overall performance. It can manifest in various forms, from passive disengagement to active opposition, and can lead to decreased productivity, increased absenteeism, and even project failure (Agama, 2023).

Impact of Motivation on Institutional Performance

Aremu, Bamiduro and Aremu (2007) posited that motivation is not just a tool for employee engagement; it is a strategic approach to managing change effectively. When change is supported by strong motivational practices, the result is improved institutional performance, resilience, and sustained growth. Leaders must, therefore, prioritize motivational strategies to navigate change and achieve high performance in system.

When motivation is integrated into change management, it positively influences organizational performance in the following ways:

Improved Productivity: Motivated employees are more committed to their work and adapt faster to new systems, processes, or roles — which increases overall productivity, Aremu (2014).

Higher Employee Retention: Motivation reduces anxiety and dissatisfaction during transitions, decreasing turnover and retaining valuable talent.

Enhanced Innovation and Creativity: Motivated workers are more likely to contribute innovative ideas during organizational change, which improves competitiveness and performance.

Better Customer Service: Motivated and satisfied employees provide better service, leading to increased customer satisfaction and loyalty.

Goal Achievement: Through motivation, employees understand and align with organizational goals during change, resulting in effective goal attainment.

Concept of Institutional Performance

The word "performance" are frequently used indiscriminately to refer to anything from effectiveness to progress. Organizational performance is related to defining and achieving specific goals (Enos, 2007). Enos (2007) defines organization performance as an indicator and progressive achievement of tangible, specific, measurable, worthwhile and personally meaningful goals.

McCloy, Campbell and Cudeck, (1994), the term performance has to do with those behaviour or actions which are regarded relevant to those goals of the said organization in question. They contend further that a performance itself might be considered an action rather than an outcome, consequence, or effect of actions or behaviours. The fundamental success factors are the list of problems or aspects of organizational performance that indicate the vitality of the organization, its state and success (Parmenter, 2010).

Conceptual ambiguities plague the idea of organizational performance (Mmeje et al., 2023). Organizational performance refers to how effectively an organization achieves its goals and objectives. It is a key indicator of an organization's success, sustainability, and competitiveness. Performance is typically measured through productivity, profitability, employee engagement, customer satisfaction, and innovation. Organizational performance can be defined as the extent to which an organization fulfils its mission through the efficient and effective use of resources, while meeting stakeholder expectations and maintaining a competitive advantage (Elena-iuliana, 2023).

Institutional performance is multidimensional and can be evaluated across several key areas like financial performance, effective service delivery

which has to do with profitability (e.g., net profit, return on investment). Also, operational performance includes productivity and output levels as well as quality of products or services

Measuring institutional performance reports on the long term process of continuous monitoring and reporting on achievements, especially of the pre-defined aims. When measuring organizational performance, indicators are chosen by the management for the purpose of reporting and performance improvements (Parmenter, 2010). Those performance measures, oriented to aspects of institutional performance that are most critical to current and future success of the colleges of education, are classified as key performance indicators (KPIs).

Relevance of the Change Model to this Study

Change Model principles like awareness of need to change, Desire to support change, Knowledge of how to successfully change, ability to adopt the new skills/behaviours for the change and reinforcement of the change in an organization.

The Prosci (2021) Change Model, with its ADKAR framework, offers a practical, research-based approach to managing change. By focusing on individual transitions and aligning them with organizational goals, it increases the likelihood of successful and lasting change. It is widely used in business, education, healthcare, and government sectors across the globe.

Lewin's Change Management Model (1951)

This theory was developed by Kurt Lewin, this is one of the earliest and simplest models of change. Kurt Lewin, a German-American psychologist and one of the pioneers of social psychology. Purpose was to explain how organizational and individual change occurs and how to manage it effectively. Lewin's change management model illustrates the need to unfreeze the current state of behaviours and habits, teach the new behaviours, and then freeze the new behaviours so they will become the new "way we do things". These three stages of change management definition are described as Unfreeze, Change and Freeze (Kurt Lewin, 2021). Three Stages of Lewin's

change management model are unfreeze, actions and change.

Unfreeze is to prepare the organization for change by creating awareness. This is the preparation stage, where the focus is on helping people recognize the need for change. Key actions for change has to do with challenge existing beliefs, behaviours, and processes, communicate the reasons for change, create awareness of the problem or opportunity and reduction of resistance by involving stakeholders in planning.

Change (Transition) is to Implement the change; people start to resolve uncertainty. This is the implementation stage, where the actual shift takes place. This is by introduction of new processes, systems, or behaviours, provide training and support. It also involves encourage people to experiment and adjust and communicate consistently and provide feedback.

Refreeze is the third stage of change management solidify the new state as the standard and institutionalize change.

Empirical Review

Oranye et al. (2024) examined the impact of change management on employee performance with evidence from selected universities in Delta State using a cross-sectional survey research design. The research was anchored on the target population consists of 2820 staff (Academic and Non-Academic) of selected tertiary institutions in Delta State. A sample size of 338 employees was selected using simple random sampling technique. Primary data was collected using questionnaires. Analysis was done using descriptive statistics and presented using graphs and tables. The results showed that there is a significant relationship between change leadership, change communication and employees' performance.

Felix (2024) examined the management change in corporate and government sector in Nigeria. Survey design was used and the sampling object comprised employees of MTN, GLO and Airtel; measures of change management process employed were prepare

for change (PC), create a vision for change (CVC) and implement change (IC) (independent variables) on Organizational Performance (ORGP) (dependent variable). Questionnaire was obtained from respondents using five (5) Likert scale. Purposive sampling method was used to select a sample of seventy-five (75) employees out of which seventy-three (73) copies were returned and analyzed via descriptive and inferential statistical tools. Findings revealed that there is a significant positive relationship between PC and ORGP; there is a significant positive relationship between CVC and ORGP; and IC has a significant positive relationship with ORGP. The study concludes that change management has significant positive effect on organizational performance of selected telecommunication firms in Nigeria.

Mmeje et al. (2023) examined the effect between change management process and performance in Mira Purification Ltd Abuja of the beverage sector. The data used in this study were collected from mainly primary source. The main research instrument was structured questionnaire and the research questions were asked to guide the respondents in order to elicit information on the subject matter. The study had a population of 110 made up of owners, employees of private firms, technical engineers, unions and association and journalists. Simple random sampling was used to administer copies of questionnaire on the respondents. The study adopted the use of descriptive statistics to analyze the demographic characteristics of the respondents while inferential statistics of simple linear regression was used to test the hypotheses in line with the objective of the study. The study found out that there is a significant and positive relationship between change management process (CMP) and Performance (PF) in mira purification ltd aspect of the beverage sector.

Ojenike (2023) investigated the effects of change management on employees' performance in a manufacturing firm in Nigeria. The study adopted a survey research design. The target population was 150 employees. A sample size of 110 employees was selected using the taro Yamane sample size determination and a proportional sampling technique

was used to select employees across six departments in the selected manufacturing firm. Primary data was collected using questionnaires. Analysis was done using descriptive statistics and inferential statistics. The result of hypothesis formulated revealed that there is positive relationship between Change Implementation and employee performance with the correlation coefficient of (R) = 0.682 and coefficient of determination (R square) of 0.465. The result of the study also revealed that there is positive relationship between Change Adoption and employee performance with the coefficient of with the coefficient of (R)= 0.722 and coefficient of determination (R square of) 0.521. Lastly, the result of the study also revealed that there is a positive relationship between Communication Method and employee performance with the correlation coefficient and coefficient of determination. The study concluded that change management has a significant effect on employee performance in the selected manufacturing firm in Nigeria.

3.0 METHODOLOGY

The study was conducted across Colleges of Education in Kwara State, Nigeria. Inferential statistics of regression analysis was used to test the relationship between variables of the study. There are at least fourteen approved Colleges of Education in Kwara State that award the National Certificate in Education (NCE), according to the National Commission for Colleges and Education (NCCE).

The following are the list of Colleges of Education in Kwara State: Muhyideen College of Education, Ilorin; Kinsey College of Education, Ilorin; ECWA College of Education, Igbaja; PAN African College of Education, Offa; College of Education, Moro, Ife North; Adesina College of Education, Share; College of Education, Ilemona; Moje College of Education, Erin-Ile; Imam Hamzat College of Education, Ilorin; Gand-Plus College of Education, Ilorin; Kwara State College of Education, Oro; Kwara State College of Education (Technical), Lafiagi; Kwara State College of Education, Ilorin; and Nigerian Army School of Education (NASE), Ilorin.

Model Specification

This model was specified for the impact of management of change (MoC) on organization performance as expressed as: $EP = f(COM, M, \dots)$ (1)

IP= Institutional Performance in equation 1 is expected as the dependent Variable for Y in equation 2

$$Y = B_0 + B_1x_1 + B_2x_2 + \epsilon_0 \dots \dots \dots (2)$$

The model specification of management of change (MoC) is a function of communication, (COM), Motivation (M), organization Structure (OS), Resistant to change (RC)

Where, B_0 = Constant/the intercept point of the regression line and the Y-axis

B_1 = slope of the estimated parameters, and $i=i$ to 4

X_1 = Communication (COM)

X_2 = Motivation (M)

ϵ_0 = stochastic term (which reveals the strength of $B_1X_1 + \dots + B_nX_n$)

The research design for this study was descriptive survey research design. This is to enable the study to gather relevant information on management of change on institutional performance of colleges of Education in Kwara State. The population cover the entire management of colleges of Education in Kwara State. The sample population of study is minimum of four management staff from each of the colleges of education in Kwara State while the (29) management respondents returned the questionnaires, this represented eight (8) sampled colleges in the state and no response from six (6) colleges. Some colleges did not have all the management on ground since there is no governing council in some colleges which made some management position to be vacant.

The sampling techniques are purposive and convenience sampling technique were used to select colleges of education in Kwara State. In addition, simple random sampling technique was used for the selection of the respondents using Taro Yamane (1967) sample size determination formular. Also, convenience sampling technique was used in the

administration of the instrument. This is due to the nature of the work of the respondents.

Statement of Hypotheses

Two Hypotheses were tested in the study, the hypotheses are:

Ho1: There is no significant relationship between management of change and institutional performance in colleges of education in Kwara State; and

Ho2: There is no significant relationship between effective communication and institutional performance in colleges of education in Kwara State.

Reliability Test

The reliability of the questionnaire has been tested through pre-testing for consistency of the outcomes of the instrument with reliability coefficient of Cronbach Alpha score of 0.76. The reliability of the instrument is to ensure that the instrument measures what is meant to measure.

4.0 DATA PRESENTATION AND ANALYSIS

Test of Hypotheses

Hoi: There is no significant relationship between management of change and institutional performance in colleges of education in Kwara State

Table 1a: Model Summary of Impact of Change Management on institutional Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.700 ^a	.490	.452	.594

Source: Authors' Field Survey, 2025

1. Predictors: (Constant), Resistant to Change (RC), Motivation (M), Communication (COM)
2. Dependent Variable: Institutional Performance

Table shows the model summary of the level of impact of Resistant to Change (RC), Motivation (M), Communication (COM) on organization performance. From the table, R of .70 indicates positive relationship between Management of Change and institutional performance. R Square value was .490 indicated that all variables of

management of change jointly explain for institutional performance in Colleges of Education by 49.0%. In other words, variability changes in institutional performance is explain by 49% variables of management of change variables. While the remaining 51.0% were exogenous variables that are not explained by the model.

Table 1b: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	16.862	3	4.621	13.111	.000 ^b
Residual	14.449	41	.352		
Total	28.311	44			

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), Resistant to Change

Source: Authors' Field Survey, 2025

The table above shows the F-statistic from ANOVA table above is significant since the ANOVA

significance of .000 is less than the alpha level of .05, thus the overall model is significant. The analysis in

the table above showed regression sum of square value (16.862) which is higher than the residual sum of square value of (14.449). This implies that the model accounted for most variations in the dependent variables. The table further shows that F.cal. is 13.111, significant value is .00 at 0.05. The significant value of 0.00 is less than 0.05 level of

significant (F.cal 13.111; $P < 0.05$). Therefore, main hypothesis is rejected. This implies that management of change has a significant impact on organization performance in Colleges of Education in Kwara State. Since there is significant impact of management of change on institutional performance.

Table 1c: Coefficients of Management of Change on institutional Performance

Model	B	Std. Error	Beta	T	Sig
(Constant)	2.948	.586		5.030	.000
Communication	.054	.277	.053	.194	.000
Motivation	.226	.126	.258	1.796	.000
Resistant to Change	-.609	.225	-.660	-2.712	.010

Source: Authors' Field Survey, 2025

a. Dependent Variable: institutional Performance

Table 1c shows the level of the impact of management of change on organization performance in Colleges of Education in Kwara State. Result indicates that communication (B.53), motivation (B.258), and resistant to change (-.609) respectively. There is negative and positive impact of management of change on organization performance. The

negative value suggests that increase resistant to change will reduce institutional performance. On the other hands, the increase in effective communication, motivation of employees, will have positive impact and enhance the institutional performance in Colleges of Education in Kwara State.

Table 2a: Model Summary of Impact of Motivation on institutional Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.922 ^a	.851	.845	.490	1.307

Source: Authors' Field Survey, 2025

a. Dependent Variable: Motivation

The Table 2a shows that, R is .922 which indicates positive relationship between motivation (M) and organization performance. R Square value was .845 which suggests that motivation (M) variables jointly

explained for about 84.5% variation of the organization performance. This indicates that all variables of motivation explain for organization

performance in Colleges of Education in Kwara State by 84.5%.

Table 2b: ANOVA of the Impact of Motivation on institutional Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	38.248	1	38.248	159.397	.000 ^b
Residual	6.719	28	.240		
Total	44.967	29			

Source: Authors' Field Survey, 2025

a. Dependent Variable: Motivation

Table shows that F. calculated is 159.397, significant value is 0.00 at 0.05. The significant value of 0.00 is less than the 0.05 level of significant ($F=159.397$; $p.<0.05$). Therefore, hypothesis is hereby rejected.

This implies that motivation has a significant impact on institutional performance in Colleges of Education in Kwara State.

Table 2c: Coefficients of Motivation on institutional Performance

Model	B	Std. Error	Beta	T	Sig
(Constant)	.662	.180		3.678	.001
Motivations stimulate performance and reduce resistance to change.	.789	.062	.922	12.625	.000
When motivation is integrated into change management, it positively influences institutional performance.	.430	.344	.067	1.235	.185
Improved Productivity of Employees	.660	.165	.294	4.87	.001
It leads to higher Employee Retention.	.721	.279	.290	3.720	.002
Enhanced Innovation and Creativity.	.601	.207	.260	2.813	.006

Source: Authors' Field Survey, 2025

b. Dependent Variable: Motivation

Table 2c shows each of the motivation variables (M) positively contributed to organization performance. The results revealed that motivations stimulate performance and reduce resistance to change was the most positive predictor of all variables ($\beta=.789$), followed by when motivation is integrated into change management, it positively influences organizational performance ($\beta=.430$) and motivation improved productivity of employees ($\beta=.660$). Similarly, motivation leads to higher employee retention ($\beta=.721$) and also enhanced

innovation and creativity among employees ($\beta=.601$). This implies that motivations stimulate performance and reduce resistance to change positively impact organization performance of Colleges of Education in Kwara State.

Discussion of Research Findings

The study found that, management of change has a significant impact on institutional performance in Colleges of Education in Kwara State. Management of change improves the institutional performance.

This result is supported by the response to the research question one, where coefficient result indicates that communication ($\beta 0.54$), motivation ($\beta 0.226$), respectively. There is negative and positive impact of management of change on institutional performance. The negative value suggests that increase resistant to change reduces institutional performance. On the other hands, the increase in effective communication, motivation of employees, have positive impact and enhance the organization performance in Colleges of Education in Kwara State. This finding of agreed with Ojenike (2023) and Oranye et al. (2024) who submitted that it is the application of a structured process, set of tools and techniques to manage and lead people side of change to achieve a required or desired business outcome. Felix (2024) adds that, change management has significant positive effect on institutional performance.

It was found that, communication has a significant positive impact on institutional performance in Colleges of Education in Kwara State. Communication as a management strategy improve colleges institutional performance. This finding is supported by Musheke and Phiri (2021) who showed that communication plays an essential role in organizational success, being a key element that influences internal and external relationships, decision-making and adaptation to change. In agreement with this study finding, Jerab, (2024) indicates that effective communication is crucial for institutional performance, promoting clarity, alignment, collaboration, employee engagement, feedback, conflict resolution, customer satisfaction, and decision-making. Also, Owen (2024), and Andrei et al. (2024) who showed that communication is an essential pillar of institutional performance, having a significant impact on employee engagement, productivity, internal relations, innovation and customer satisfaction.

Motivation has a significant positive impact on organization performance in Colleges of Education in Kwara State. Motivation enhanced organization performance. This finding correlated with the submission of Mohamed et al. (2025) and Grzesiak et al. (2024) who showed that financial incentives,

including salary, bonuses, and compensation, significantly influenced employee performance, highlighting the continued relevance of monetary rewards in motivating staff.

5.0 CONCLUSION AND RECOMMENDATIONS

Management of change plays a significant role in enhancing institutional performance in Kwara State Colleges of Education in Kwara State, as it enables the institutions to adapt to dynamic academic environments, improve operational efficiency, and achieve sustainable growth.

Motivation enhanced efficiency and productivity. This result indicates that motivation has a strong positive effect on efficiency and productivity within the institution. In practical terms, it means that when staff are well-motivated through incentives, recognition, career development, or conducive working conditions they are more likely to perform tasks effectively, utilize resources optimally, and contribute significantly to overall organizational success.

Communication system in the institutions improve institutional performance, motivation enhanced efficiency and service delivery, and resistant to change leads to service delays or failure with negative impact on institutional performance.

Based on the conclusion, the study recommended that:

- i. Colleges of Education in Kwara state should adopt a structured approach to change management that includes planning, execution, and evaluation. This strategy should align with the colleges' vision, mission, and long-term goals. This will enhance Colleges' ability to manage change effectively, thereby improving its overall performance and ensuring long-term sustainability in a competitive academic environment.
- ii. Colleges of Education in Kwara State should set up formal and informal communication channels such as memos, meetings, emails, and digital platforms that allow for efficient,

timely, and accurate exchange of information among all levels of staff. This will create a robust communication system that supports teamwork, reduces errors, enhances decision-making, and ultimately drives improved institutional performance.

- iii. Colleges of Education in Kwara State should recognize and reward outstanding performance through incentives such as bonuses, promotions, certificates, or staff-of-the-month awards. This will motivate others to strive for similar achievements. This will significantly boost staff efficiency, overall service delivery and enhance institutional performance.

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