



## RESISTANCE TO CHANGE AND ORGANIZATIONAL PERFORMANCE: A STUDY OF SELECTED UNIVERSITIES IN SOUTH WEST, NIGERIA

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### ABSTRACT

The study is on how change resistance affects university performance in South West, Nigeria. The study evaluated how passive, active, attachment and uncertainty change resistance affect organizational performance in the South West. The study surveyed 382 out of 8221 people. Descriptive analysis used mean and inter-item correlations, and hypotheses were tested using the Ordinal Linear-by-Linear Association model. Empirical studies demonstrated that passive change resistance affected organizational performance in higher education institutions in South West Nigeria. Active change resistance affected university performance in South West. Attachment change resistance and uncertain change resistance affected organizational performance in the South West. The report proposed that higher education institutions in Nigeria anticipate change and organization enablers as such culture, structure and people. If institutional reform is to go smoothly without resistance, its infrastructure must be improved.

**Key words:** Resistance to change, Organizational performance, Higher Institutions

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## INTRODUCTION

Change in organizational existence has become the path to growth due to the speed at which new technologies are invented and implemented in every human endeavour, notably in commercial and social organizations. All organizations, whether for-profit and nonprofit, go through change every day. There are many tones to the changes. As a result, the importance of organizational change in fostering organizational growth and ensuring that firms maintain their competitiveness in the marketplace cannot be overstated (Devos, Buelens and Bouckennooghe, 2016). Since people generally dislike the unfamiliar, the odd and the obscure and would rather lean toward stability despite the fact that progress is never made by being static, resistance is an unavoidable component of change.

According to Abraham, Crawford and Fisher (2009), in order to promote organizational performance, businesses should make the necessary adjustments and respond to changes in a timely manner. Even the mere notion of change can cause anxiety and stress and as the change takes effect, organizational members might experience a sense of vulnerability and confusion. This may be brought on by a fear of the unknown. Given these facts, it seems improbable that important organizational leaders could underestimate the consequences of transformation programmes. It is predicated on the idea that educational institutions change throughout time as a result of external pressures brought on by the unstable environment in which they operate. In fact, it is essential to support educational effectiveness and school stability. To ensure school survival, it is crucial to implement ongoing improvement techniques in response to shifting circumstances. Varying approaches to the curriculum, organizational structures, educational programmes and students and teachers with different backgrounds are all part of change practices in schools. Schools must be adaptable and able to suggest organizational options while dealing with change in order to adjust to these changes (Adebanjo and Kehoe, 2015).

Educational organizations are under pressure to alter their structural and functional qualities as a result of changing economic and technological conditions. There have been advancements in educational technologies, learning and teaching processes and the roles of teachers and students, as well as in the content and presentation of educational programmes. In fact, schools need to improve learning environments by addressing educational needs, producing knowledge, skills and attitudes, and developing organizational strategies to ensure personal growth and the sustainability of social life and prepare people for change while taking into account needs from both inside and outside the education system (Clarke and Meldrum, 2012). Members of the educational institutions are currently under pressure to change and are expected to provide some replies. More precisely, various responses from organization members were prompted by attempts at reform in schools.

Resistance is a common reaction to organizational change in school organizations and a lot of the issues with change are caused by the forces trying to keep things the same in schools. Driving forces for organizational change, reasons why people oppose change and strategies for overcoming resistance are the main concerns with regard to resistance to change (Babalola,

2013). Passive change resistance, active change resistance, attachment change resistance and unsure change resistance are the types of change resistance that will be used in this study.

Passive change resistance, according to Mind Gardener (2018), is the behaviour in which people appear to consent to changes but do not actually implement them. While engaging in active resistance to change, an individual speaks out against it and takes action either publicly or secretly with the goal of inciting others to do the same or of overturning the change. Depending on their personality role and confidence, they (i.e., their behaviour) may subtly undercut reform efforts or directly question them. People who exhibit attachment change resistance make persuasive arguments against the need for change or in favour of the status quo in an effort to persuade others not to make significant changes. In an effort to keep things as they are, they can try to downplay the issue. Finally, persons who resist change because of uncertainty engage in a lot of wondering, fretting, speculating and discussing the change and its potential effects. When rumors first start to spread, they frequently rest on shaky hypotheses that are clutched at in the lack of known facts. Based on these facts, this study will evaluate organizational performance in Nigeria using the chosen universities in the south west. Productivity levels may start to fall, general negativity may increase and it may be challenging to get workers focused on business as usual.

## **STATEMENT OF THE PROBLEM**

Making change is never easy; whether it be for an individual or an entire business. It could be necessary to let go of attachment to routine behaviours, customs, locations and acquaintances.

People resist change for a variety of reasons, some of which include:

People are generally afraid of change, and they seek security in established ways of doing things. Uncertainty about the effects of change in organizations, particularly the effects on organizational performance, is one of the main causes of resistance to change. Individuals' judgments are frequently greatly influenced by their fear of the unknown. New technology, new practices and new systems can all breed uncertainty and, as a result, resistance to change. The staff are fearful and nervous about the change since they are unsure of what it would entail. Indeed, many people have lost their jobs as a result of an automated industry or computerized office (Babalola, 2013).

Although it is frequently necessary to modify an organization in order for it to exist, employees may not always appreciate method of changes. One of the top two reasons why change attempts fail, according to a 2007 survey by the Society for Human Resource Management (SHRM), is resistance to change. Actually, responses to organizational change can range from unwillingness to comply to fervent support, with the latter being the exception rather than the rule. Resistance to organizational change always has a negative impact on the people involved; research has shown that when people have a negative reaction, they feel bad, take sick days more frequently and are more likely to leave the company on their own volition.

The most detrimental response to a suggested change attempt is active resistance. Actively opposing the change may disrupt the endeavor and be public critics of the new practices. Passive

resistance, on the other hand, comprises being affected by changes without necessarily articulating one's ideas; rather, passive resisters may secretly detest the change, feel pressured and dissatisfied and even look for a different employment without necessarily calling attention to their concern. All of the change resistance factors that were employed in the study can act as powerful inhibitors within an organization, greatly decreasing its desire to adopt new objectives and even new products (Babalola, 2013).

Additionally, it showed that numerous Nigerian colleges had occasionally undergone a great deal of restructuring change processes as a result of creative development scenarios. According to appearances, Nigerian colleges have not entirely adapted to global technological advancements. Universities appear to have problems acquiring and maintaining cutting-edge technological progress. It seemed that organizational leadership transformation strategies in Nigerian universities exhibit several defects and weaknesses. In numerous Nigerian colleges, different change management risks have been noted to have happened. According to Daniel (2019), the university's upper echelons are thought to be managing important change in organizations for their own benefit. The accomplishment of university aims and objectives as well as the creation of skilled labour for the country's economy are seriously threatened by this.

All these issues have been seen at Nigerian colleges, and it is assumed that if they continue, both employee and organizational performance may suffer. To the best of the researchers' knowledge, organizational performance in connection to change resistance in Nigerian colleges has not truly been the focus of research. Accordingly, the study investigated how resistance to change affected organizational performance in the universities in the South-west of Nigeria. Passive change resistance, active change resistance, attachment resistance and unsure change resistance are the four different types of change resistance.

The study's findings will have a significant impact on universities in South West Nigeria since they will identify numerous barriers to change in South West's higher education sector as well as a variety of initiatives to promote organizational change. The study will be focused on Federal Universities in the South West, such as University of Lagos, University of Ibadan and Federal University of Agriculture, Abeokuta, and will be both theoretically and practically relevant.

## **REVIEW OF RELATED LITERATURE**

### **Concept of Organizational Change**

Any vibrant and successful organization must embrace change. The term "change" is frequently used to describe a set of isolated, periodic changes that affect one or more organizational domains such as people, structure and technology (Chien, 2014). Organizational change is the process of continuously updating an organization's mission, structure and capabilities to meet the constantly shifting needs of both internal and external consumers (Bennebroek, 2016). These kinds of organizational adjustments typically take the shape of

official, planned and goal-oriented reforms. Organizational transformation is sparked by internal and external causes of all stripes.

A number of internal organizational elements such as administrative procedures, employment laws, personnel issues and corporate policies, may also cause change (Olajide, 2018). Meyer and Allen (2017) contend that it is equally crucial for managers to possess the aptitude and learn the necessary abilities to manage the organization's shifting level of instability and balance the impact of the required changes.

The introduction of modifications to the organization in recent years has been largely attributed to globalization. This is due to innovation, reorganization, re-engineering and improvement in total quality management as they struggle to survive and gain an advantage over rival businesses (Ahmed, Rehman, Asad, Hussain & Bilal, 2018). Because of the intense global competition, it is crucial for organizations to be quick to accept new changes and adapt in order to thrive (Cummings & Worley, 2015). Understanding the secret to tractability, endurance and organizational success involves identifying the behavioral causes underlying employee responses to change. Chien (2014) made a distinction between the organization's internal and external environments which are both conducive to transformation. The external environment includes the technological, political/legislative, economic and socio-cultural surroundings. The internal environment includes elements such as people, structure, process, strategy, internal company policies and life cycle stages. These elements all operate as impetuses for organizational change (Gruman & Sakes, 2018).

### **Behaviour Resistant to Change**

According to Waddell and Sohal (2016), employees should be considered as key players in any organizational reform. One of the toughest issues to solve is employee reluctance, though. In this regard, Naoler and Tushman (2018) make it clear in a manner consistent with the principles of physics that a change does not occur if a force that causes a change is met by an oncoming force that generates resistance to that change. According to Claver, Gasco, Llopis and Gonzalez (2017), opposition to change is entirely normal behaviour because it is human nature to show animosity against a process that is full of uncertainties and worries that cause difficulty and concerns. Over the years, academics have conducted extensive research on employees' resistance to change. Employees' resistance to organizational change can be (is supposed to be) largely motivated by their emotions. This is a crucial point because by characterizing resistance as emotional, managers can more easily justify and disregard it (Mento, Jones & Dirndorfer, 2015).

### **Passive Resistance to Change**

An authority, such as the government, is protested against nonviolently through passive change resistance. Common examples include large-scale demonstrations, refusing to follow a law or pay taxes, occupying buildings or blocking roadways, industrial strikes, economic boycotts and similar actions. It is a threat response, and threats cause the brain to become fearful.

There are four ways that fear might show up in behaviour: fight, flee, freeze, or freak out. People will perceive a flight or freeze reaction when someone exhibits passive resistance. It implies that they desire to flee or hide from the threat that this change poses in the hopes that it won't have an impact on them. It may occasionally have elements of overload change resistance, but it frequently goes beyond that. They might feel uneasy about the proposed adjustment for some reason. It can undermine their confidence or sense of competence, or they might have imagined a scenario in which things don't go as planned for them (Pearse and Sheehan 2018). Hultan (2011) defined passive change resistance as verbal agreement without action, failing to put change into practice, dragging one's feet, withholding information, recommendations, help, or support, or simply standing by and watching the change fail. He claimed that the behaviour described above indicates that individuals are resisting change but it is unclear as to why. Each person's unique makeup determines their "why." On the other hand, the tool for change does not presume that silence equals acquiescence, according to Gardener (2018) and Pearse and Sheehan (2018). In reality, individuals who seem to be struggling the most internally may be the ones who are saying the least; fear does not only surface in response to perceived danger. Therefore, the organization's aim with these people is to prevent them from picturing the worst and thereby creating their own worries. The first and strongest repercussions that are envisioned are the worst ones.

### **Active Resistance to Change**

The use of violence to combat perceived injustice is known as active change resistance. Active change resistance includes criticizing, accusing, finding fault, manipulating, spreading rumors, disputing, twisting the truth, using fear, sabotaging and intimidating (Hultan, 2011). Similar to active change resistance, active resistance is typically brought on by a threat response; however, when someone exhibits active resistance, they are simulating "fight." This indicates that a very specific threat that they aim to eliminate has been brought on by this development. They may actively resist in an effort to regain some lost autonomy or because it may make them feel out of control or unfairly treated. They may also actively resist because it may put something they value at risk (such as their status, livelihood, or intelligence), and they want to prevent this from happening. In general, one will notice the overtly active change-resisting behaviour at critical points in a change process when the impact of the change is imminent, for instance, when an organization is trying to force a commitment from them. It may conflict with something else that has a dominant hold over their beliefs or priorities (for example, if organizations are trying to change something they believe their boss is against). When management sees a chance for success from their efforts and pushes something up the chain of command into the view of their superiors or when an ally launches an attack (Pearse and Sheehan, 2018).

### **Resistance to Change in Attachment**

If they recognize that change is unavoidable, they might suggest minor changes in the hopes of striking a compromise that will allow them to keep the essential elements of the current procedure and prevent significant changes (Gardener, 2018). The reason could be that they have a strong sense of emotional attachment and ownership to the current procedures and processes. They may have been its original designers, have strong ties to the "values" ingrained in it, or have successfully used it and feel that it makes their lives simpler. The anchoring bias and confirmation bias, which force people to think positively about the known process, are in control of someone who has a strong attachment to an established process. Because the brain cannot maintain two opposing viewpoints simultaneously, it is exceedingly challenging for people to see the need for change or to react favorably to a replacement process (Pearse and Sheehan, 2018).

### **Risk Resistance Change Uncertainty**

When people are unable to interpret events or foresee the future, there exist uncertainties (Kramer 2004.). The idea of uncertainty avoidance initially appears in American Organization of Sociology literature. Because the future is fundamentally uncertain, organizations in every nation must manage it and learn to live with it. Uncertainty has been regarded as something to be decreased, avoided or managed in order to control them; various ways of living with uncertainties have been associated to the goal to find solutions to perceived difficulties.

### **Performance in the Workplace**

Performance is the outcome of actions taken and for any firm, it refers to overall productivity or efficiency. The literature has identified two approaches to dealing with performance: the financial or sales-based and the non-financial or firm-based (Paschal & Onuoha, 2019). The non-financial measures employee development, customer satisfaction, work happiness and effective organizational internal procedures whereas the financial measures variables like profitability, growth, productivity, level of sales revenue, market share and product (Waddell & Sohal, 2016). Strategic management is therefore, justified in the light of its capacity to raise organizational performance.

### **EMPIRICAL REVIEW**

Ndahiro, Shukla and Oduor (2015) looked at how change management affected Rwandan government institutions' effectiveness. The study used a survey research approach, with RRA personnel as the target group. Data were gathered by questionnaires and interviews and were then analyzed using SPSS and Microsoft Excel. The study came to the conclusion that all the changes made to RRA over the past four years were carefully thought out and put into practice based on the information gathered. The majority of the institution's staff members have generally accepted the changes made to the organization which has improved overall organizational performance. Ahmed, Rehman and Bilal (2015) looked on how organizational change affected workers' productivity in Pakistan's banking industry. Descriptive statistics and correlation

analysis methods were employed in SPSS program for the data analysis because the sample size for this study was  $n=252$ . According to the findings, organizational transformation in Pakistan's banking sector significantly improves employee performance.

Olajide (2014) used empirical data from Airtel Nigeria to conduct study on change management and its impact on organizational performance in the Nigerian telecoms sector. Out of a total of 1000 employees, 300 Airtel employees were chosen at random. The study was guided by three hypotheses, and one-way analysis of variance was used to assess the data that had been gathered. The findings showed that changes in technology significantly impacted performance and that changes in consumer preferences significantly impacted customer loyalty. The outcome also demonstrates that changes in management brought about by effective leadership have a big impact on workers' productivity.

A study on organizational resistance to change and employee performance at a few private institutions in Southwest Nigeria was conducted in 2019 by Abimbola, Oduyoye, Ashikia and Adefulu. The population included in this study consisted of 3886 staff members from private universities in Nigeria's Southwest, both academic and non-academic. The sample size of 676 staff members was determined using the Cochran sample size determination method. Utilizing inferential (multiple regression analysis) statistics, the collected data were examined. The results of the data analysis revealed that strategic leadership had a sizable moderating impact on the link between organizational learning and employee performance at a few private universities in Southwest Nigeria. According to the findings of this study, strategic leadership considerably moderates the relationship between organizational learning and employee performance at a few private colleges in Southwest Nigeria. It was advised that private colleges implement strategic leadership in terms of management commitment, constructive criticism, effective communication, motivation and management trust in order to achieve employee performance based on the study's findings.

In the Nigerian maritime sector, Paschal and Onuoha (2019) looked into the connection between change management and organizational effectiveness. The study used emergent change as a measure of change management, and corporate growth and employee commitment were used to gauge organizational performance. The study used a quasi-experimental research design known as the cross sectional survey method. 33 Nigerian indigenous maritime firms were chosen and a population element of 1651 was derived from them. The questionnaire served primarily as a tool for data collection. The hypotheses were evaluated using the Pearson Moment Correlation. The results showed that emergent change and organizational effectiveness as measured by employee commitment and corporate growth have a positive and significant relationship. It was determined that if the system is designed to withstand emergent environmental dynamism, organizations with absorptive capacities may be able to take advantage of changes. Organizations were advised to increase their investments in self-building and self-sustainability as a precaution against these disruptive shifts, which can occasionally be used to an organization's advantage.



The impact of change management on organizational performance in Nigeria was examined by Ekechi and Umar (2020). A descriptive survey research design with a total population of 3627 employees from five universities in the Federal Capital Territory of Abuja was used for the study. 315 employees were chosen for the study using a proportionate stratified random selection technique. Data from the study participants were gathered using a self-developed questionnaire. Frequency counting, percentage counting, mean calculations and multiple regression analysis were used to analyze the data. The results showed that employee performance in Nigerian universities is high, there are few technological and organizational leadership changes present there and the change management indicators (technological change and organizational leadership change) raised are important in determining employee performance in Nigerian universities. According to the study's findings, employees generally performed satisfactorily. This can be attributed to change management considerations (technological changes and organizational leadership). As a result, it was suggested, among other things, that the university's design of change management processes should be based on the relationships and functionalities of its staff (teaching, research and community services), as well as on their perceptions, norms, virtues and behaviours.

## **THEORETICAL FRAMEWORK**

The theory of Kurt Lewins is pertinent to the study because it is credited with highlighting change resistance and drawing attention to workplace performance. The theory was adopted because of the general philosophy of Lewins famous work that forms the basis for resistance to change, an approach that focuses on identifying and changing unsafe worker's behaviours. (Critics claim that adhering to the Lewins theory can lead to an over-emphasis on workers behaviour and not enough attention on systems organizations.)

In the light of this, leaders in universities should encourage employees, whether academics or non-academics, and avoid demotivating attitude to ensure a better work environment. Emotional intelligence is the most important aspect that should be observed by every organization. Organization has issues to handle; and the way the management or leaders handle the issues can affect the organization's performance as well as the employees' performance. Resistance, nevertheless, can also take the form of proactive quitting or deliberate harm (Kreitner and Kinicki, 2010). Any type of change needs to be discussed on three different levels: organizational, personal and team or group.

The study is best suited to Lewins' theory of change resistance because it identifies and addresses the fundamental requirements of the academic staff at Federal University of Agriculture Abeokuta, University of Ibadan and University of Lagos respectively. This is necessary because, once effective responses have been developed, workers' concerns about their security and safety can spur them on to perform better since their health will be protected against all odds and their wellbeing will boost productivity. Lewin's change model theory is beneficial to

the study in large part because it employs simple ideas and examples that make change management simple to comprehend for many people.

## METHODOLOGY

For the study, survey research was employed. The academic staff of a few South West Nigerian higher education institutions made up the study's population. The Federal University of Agriculture, Abeokuta, the University of Ibadan and the University of Lagos were purposively chosen. The structured questionnaire had a total of 12 question items. With the assistance of three other subject-matter experts at Ebonyi State University and the researcher's supervisor, the instrument's content validity was made. Cronbach's alpha was used to determine the instrument's dependability. It is regarded as a gauge of scale dependability. The scaled reliability test resulted in a Cronbach's alpha of up to 0.75, indicating the dependability of the study's instrument. Before coding, the collected copies of the questionnaire were examined for consistency. To make analysis easier, the SPSS version 23 platform was utilized. To evaluate general data, descriptive statistics including frequency distribution, mean and percentages were used. At 0.05 threshold of statistical significance, hypotheses were tested. Descriptive statistics were utilized to summarize the data study and the Ordinal Linear by Linear Association model was examined using hypotheses (Log- Linear Regression Model).

## RESULTS

### Data Analysis

The respondents were asked to provide general information as regards gender and marital status. The analysis of this information is presented in this section

### Gender of Respondents

The study sought to identify the gender of the respondents that took part in the research

**Table 1: Gender Distribution of Respondents**

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	145	40.96	40.96	40.96
Female	209	59.04	59.04	100.0
Total	354	100.0	100.0	
Missing System	0	0.0		
Total	354	100.0		

<b>Marital Status</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent4.3</b>
Valid Married	259	73.16	73.16	73.16
Single	95	26.84	26.84	100.0
Total	354	100.0	100.0	
Missing System	0	0.0		
Total	354	100.0		

**Source:** Author's Computation, 2021

**Table 2: Analysis of Key Research Questions**

S/N	Question Items/ Options	SA 5	A 4	U 3	DS 2	SD 1	N	Total	Mean score	Decision
	<b>Passive Resistance and Organizational Performance</b>									
	Unachieved goals and poor outcomes of higher institutions in the South West	15 2	12 8	19	25	30	354	1409	3.98	Accept
	Individuals as per academic staff can make their own successful transitions to the future state with desired levels of adoption and usage of various strategies	78	10 2	34	100	40	354	1140	3.22	Reject
	Develops an effective response when resistance becomes enduring or persistent	14 8	11 9	15	42	30	354	1375	3.88	Accept
	<b>Cumulative Mean</b>	<b>3.69</b>								
	<b>Active resistance and Organizational Performance</b>									
	I have information or ideas to contribute in the department via University Management.	13 2	11 8	12	52	40	354	1312	3.71	Accept
	My values allow me to meet my needs.	15 0	12 5	18	22	39	354	1387	3.92	Accept
	I want to expand or strengthen my base of support.	78	92	14	111	59	354	1081	3.05	Reject
	<b>Cumulative Mean</b>	<b>3.56</b>								

	<b>Attachment resistance and Organizational Performance</b>									
	I do tell my colleagues what is going on using a blend of formal and informal communication.	109	89	14	60	82	354	1145	3.23	Reject
	My organization allows me to give my input.	159	120	15	26	34	354	1406	3.97	Accept
	My organization ensures that all employees received the news about change in some way with all the communication outlets such as email, town halls and face to face meeting.	146	131	15	27	35	354	1388	3.92	Accept
	<b>Cumulative Mean</b>	<b>3.71</b>								
	<b>Uncertainty resistance and Organizational Performance</b>									
	Low workplace morale	77	99	27	70	81	354	1083	3.06	Reject
	Deteriorating product or service quality.	146	133	10	36	29	354	1393	3.94	Accept
	Reduction in marketing return on investment	127	144	15	27	41	354	1351	3.82	Accept
	<b>Cumulative Mean</b>	<b>3.61</b>								

Source: Field Survey, 2021

Table 2 indicates that the effects of passive resistance on organizational performance include: unachieved goals and poor outcomes of higher institutions in the South West and develops an effective response when resistance becomes enduring or persistent. This is based on the fact that the mean of these responses being 3.98 and 3.88 respectively were greater than the

cumulative mean being 3.69. The table also shows that the mean of the responses 3.71 and 3.92 respectively are greater than the cumulative mean being 3.56. On the other hand, the table equally shows that the mean of the responses being 3.97 and 3.92 are greater than their cumulative mean being 3.71. Finally, the table reveals that the effects of uncertainty resistance on organizational performance include: deteriorating product or service quality and reduction in marketing return on investment as the mean of the responses being 3.94 and 3.82 are greater than their cumulative being 3.61.

**Test of Hypotheses**

The researchers conducted a multiple regression analysis to determine the relationship between the independent and the dependent variables.

**Decision Rule**

Accept the Alternate hypothesis when the Sig. value is less than 0.05, otherwise reject the Alternate hypothesis.

**Hypothesis One**

Ho: Passive change resistance does not have significant effect on organizational performance in higher institutions in the South West.

Hi: Passive change resistance has significant effect on organizational performance in higher institutions in the South West.

Below are the results obtained.

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.115 <sup>a</sup>	.730	-.151	.55528

a. Predictors: (Constant), Passive change resistance has significant effect on organizational performance in higher institutions in the South West.

**Table 4: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.025	1	.025	3.081	.005 <sub>b</sub>
	Residual	1.850	6	.308		
	Total	1.875	7			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Passive change resistance has significant effect on organizational performance in higher institutions in the South West.

Table 3 above showed that the R<sup>2</sup> is 73%. The R<sup>2</sup> is used to explain the goodness of fit. Therefore, since it is about 73%, it implies that about 73% change in the dependent variable is explained by the independent variables and the higher the R<sup>2</sup> the better fit the independent variables.

Table 4 showed that the F – statistics is 3.081 while the Sig. value is 0.005. This shows that the model is significant and has a high goodness of fit.

**Table 5: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.050	.176	-.115	-.285	.785
Passive change resistance has significant effect on organizational performance in higher institutions in the South West.	1.750	.481		3.639	.011

a. Dependent Variable: Organizational Performance

**Decision**

Given the decision criteria to accept H<sub>1</sub> if the probability value is less than 0.05, table 5 shows that the probability value is 0.011. We accept the alternate hypothesis (H<sub>1</sub>) and conclude that passive change resistance has significant effect on organizational performance in higher institutions in the South West.

**Hypothesis Two**

Ho: Active change resistance does not significantly affect organizational performance in higher institutions in the South West.

Hi: Active change resistance significantly affects organizational performance in higher institutions in the South West.

Below are the results obtained

**Table 6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.417 <sup>a</sup>	.874	.036	.50819

a. Predictors: (Constant), Active change resistance significantly affects organizational performance in higher institutions in the South West.

**Table 7: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.325	1	.325	4.260	.015 <sup>b</sup>
	Residual	1.550	6	.258		
	Total	1.875	7			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Active change resistance significantly affects organizational performance in higher institutions in the South West.

Table 6 above shows that the R<sup>2</sup> is 87%. The R<sup>2</sup> is used to explain the goodness of fit. Therefore, since it is about 87%, it implies that about 87% change in the dependent variable is explained by the independent variables and the higher the R<sup>2</sup> the better fit the independent variables.

Table .5 shows that the F – statistics is 4.260 while the Sig. value is 0.015. This shows that the model is significant and has a high goodness of fit.

**Table 6: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.153	.136	-.417	-1.123	.305
	Active change resistance significantly affects organizational performance in higher institutions in the South West.	2.027	.401		5.059	.002

a. Dependent Variable: Organizational Performance



**Decision**

Given the decision criteria to accept  $H_1$  if the probability value is less than 0.05, table 6 shows that the probability value is 0.002. We accept the alternate hypothesis ( $H_1$ ) and conclude that active change resistance significantly affects organizational performance in higher institutions in the South West.

**Hypothesis Three**

Ho: Attachment change resistance does not have significant effect on organizational performance in higher institutions in the South West.

Hi: Attachment change resistance has significant effect on organizational performance in higher institutions in the South West.

Below are the results obtained

**Table 7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.067 <sup>a</sup>	.804	.161	.55777

a. Predictors: (Constant), Attachment change resistance has significant effect on organizational performance in higher institutions in the South West

**Table 8: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.008	1	.008	4.027	.035 <sup>b</sup>
	Residual	1.867	6	.311		
	Total	1.875	7			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Attachment change resistance has significant effect on organizational performance in higher institutions in the South West

Table 7 above shows that the  $R^2$  is 80%. The  $R^2$  is used to explain the goodness of fit. Therefore, since it is about 80%, it implies that about 80% change in the dependent variable is explained by the independent variables and the higher the  $R^2$  the better fit the independent variables.

Table 8 shows that the F – statistics is 4.027 while the Sig. value is 0.035. This shows that the model is significant and has a high goodness of fit.

**Table 9: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.067	.407	.067	.164	.875
	attachment change resistance has significant effect on organizational performance in higher institutions in the South West	1.467	.987		1.485	.028

a. Dependent Variable: Organizational Performance

**Decision**

Given the decision criteria to accept  $H_1$  if the probability value is less than 0.05, table 9 shows that the probability value is 0.028. We accept the alternate hypothesis ( $H_1$ ) and conclude attachment change resistance has significant effect on organizational performance in higher institutions in the South West.

**Hypothesis Four**

Ho: Uncertain change resistance does not have significant effect on organizational performance in higher institutions in the South West.

Hi: Uncertain change resistance has significant effect on organizational performance in higher institutions in the South West.

**Table 10: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.067 <sup>a</sup>	.834	-.161	.55777

a. Predictors: (Constant), Uncertain change resistance has significant effect on organizational performance in higher institutions in the South West.

**Table 11: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.008	1	.008	3.081	.019 <sup>b</sup>
	Residual	1.867	6	.311		
	Total	1.875	7			

- a. Dependent Variable: Organizational Performance
- b. Predictors: (Constant), Uncertain change resistance has significant effect on organizational performance in higher institutions in the South West.

Table 10 above shows that the  $R^2$  is 83%. The  $R^2$  is used to explain the goodness of fit. Therefore, since it is about 83%, it implies that about 83% change in the dependent variable is explained by the independent variables and the higher the  $R^2$  the better fit the independent variables.

Table 11 shows that the F – statistics is 3.081 while the Sig. value is 0.019. This shows that the model is significant and has a high goodness of fit.

**Table 12: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.067	.407	.067	.164	.875
	Uncertain change resistance has significant effect on organizational performance in higher institutions in the South West.	1.467	.987		2.372	.008

a. Dependent Variable: Organizational Performance

**Decision**

Table.12 demonstrates that the probability value is 0.008 given the choice criteria to accept  $H_1$  if the probability value is less than 0.05. The alternative hypothesis ( $H_1$ ) is accepted, and we draw the conclusion that uncertain change resistance has a sizable impact on organizational performance at higher institutions in the South West.

The findings of this study showed that ( i) Passive change resistance had a statistically significant impact on organizational performance in the higher institutions in the South West. (ii) In higher education institutions in the South West, active change resistance has a statistically significant impact on organizational performance. (iii) In higher education institutions in the South West, attachment change resistance also has a statistically significant impact on

organizational performance. And (iv) Organizational performance in higher institutions in the South West is statistically significantly impacted by uncertain change resistance.

## CONCLUSION

Resistance is one of the common responses to change in higher education institutions and a lot of the issues with change are tied to the forces opposing it while preserving the balance in schools. Driving forces for organizational change, reasons why people oppose change and strategies for overcoming resistance are the main concerns with regard to change resistance. Passive change resistance, active change resistance, attachment change resistance and uncertain change resistance are some of the variables of change resistance that were used.

The instance was beneficial to draw some conclusions about the change process as well as the phenomena of resistance to change. As we can see in light of the case, university academic staff embraced the change process and even made it better with their suggestions for improvement in South West, showing an active and positive role in the change process. In the literature review, we could see that many times, resistance is considered to be something inevitable in the sense that any change initiatives will face resistance that will need to be overcome in order to make the change implementation easier. This illustration demonstrates that people oppose change in general but not change itself.

## RECOMMENDATIONS

For this investigation, the following suggestions are made:

- ✓ Since change is a fact of life, management of higher institutions in Nigeria should plan ahead for an effective process of managing change and organizational enablers such as culture, structure and people need to be taken into account for improvements if institutional change is meant to proceed smoothly without resistance that can affect organizational performance.
- ✓ To the extent that it is feasible, enough resources (i.e., financial, personnel and technical support) should be allocated to ensure successful strategic change management in Nigerian higher education institutions as this will, in large part, reduce or eliminate any form of resistance to change being implemented.
- ✓ Therefore, in order to reduce resistance to change and improve the overall effectiveness of higher education institutions in Nigeria, change managers must properly manage the employee side of change.

- ✓ Nigerian government at all levels should continue to create conducive environment for implementation of change in higher institutions as this will reduce the extent of resistance to change in the institutions.

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