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EFFECT OF CHANGE MANAGEMENT STRATEGIES ON ORGANIZATIONAL SUCCESS IN FEDERAL POLYTECHNIC, MUBI

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Abstract

This study examined the effect of change management strategies on organizational success in Federal Polytechnic, Mubi, Adamawa State, Nigeria. Specifically, the study investigated the influence of effective communication strategy, stakeholder engagement strategy, leadership commitment strategy, and organizational flexibility strategy on organizational success. A cross-sectional survey research design was adopted. The population of the study comprised 2,360 academic and non-academic staff of the institution. Using Yamane's (1967) formula, a sample size of 337 respondents was determined, while 371 questionnaires were distributed to accommodate possible non-responses. Out of the questionnaires administered, 337 were properly completed and returned, representing a response rate of 90.8%. Data were collected through a structured questionnaire and analyzed using descriptive statistics and multiple regression analysis with the aid of SPSS version 21 at a 5% level of significance. The findings revealed that effective communication strategy has a significant positive effect on organizational success ($\beta = 0.330$, $p < 0.05$). Similarly, stakeholder engagement strategy significantly influences organizational success ($\beta = 0.269$, $p < 0.05$). The regression model explained 78.9% of the variation in organizational success ($R^2 = 0.789$), indicating that change management strategies are critical determinants of organizational performance and success. The study concludes that effective communication and stakeholder engagement enhance organizational success, with organizational flexibility exerting the greatest influence. The study recommends that Federal Polytechnic, Mubi should strengthen communication systems, enhance stakeholder involvement, and adopt more flexible organizational practices to improve institutional performance and achieve sustainable success.

Keywords: *Change Management Strategies, Effective Communication, Stakeholder Engagement, Leadership Commitment, Organizational Flexibility, Organizational Success.*

INTRODUCTION

Globally, the need for change management strategies has grown exponentially due to rapid technological advancements, globalization, economic shifts, and evolving organizational structures. For instance, in the corporate world, change management is often linked to organizational development, innovation, and competitive advantage (Amachree, 2017). According to a study by Ige, (2020), organizations that successfully implement change management strategies are more likely to improve their efficiency, productivity, and employee satisfaction. Similarly, in the educational sector, institutions are constantly adapting to new pedagogical practices, curriculum changes, and technological innovations, all of which require effective change management to ensure positive outcomes (Joseph, 2019). Organizational success is a dynamic concept that is shaped by numerous factors, including the effective management of change. Change is inevitable in any organization, and how it is managed can significantly influence its performance, sustainability, and ability to adapt to evolving environments.

Change management strategies, therefore, play a critical role in determining the outcomes of organizational change, including employee performance, organizational culture, and overall success (Adedeji, 2020). In a global context, businesses, educational institutions, and governmental organizations

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across various sectors are increasingly recognizing the importance of implementing well-structured change management strategies to ensure smooth transitions during periods of transformation (Akinwale & Oladosu, 2021).

The study of change management strategies within Federal Polytechnic, Mubi, offers a valuable opportunity to explore how specific change management practices can affect the institution's success (Oluwatayo, 2016). Organizational success in this context refers to achieving institutional goals such as improved academic performance, operational efficiency, enhanced stakeholder satisfaction, and positive institutional reputation (Kanter, 2003). To investigate these aspects, it is essential to define and understand the roles of both independent and dependent variables in the study.

The change management strategies, which refer to the structured approaches and practices used to implement, manage, and sustain organizational change. These strategies may include leadership approaches, communication plans, training and development initiatives, stakeholder engagement, and the use of change agents to facilitate transitions (Kotter, 1996). Several models of change management, such as Kotter's 8-Step Change Model and Lewin's Change Management Model, are widely utilized in organizational settings to guide the change process (Kotter, 1996; Lewin, 1947). In the context of Federal Polytechnic, Mubi, change management strategies might involve efforts to modernize teaching methodologies, improve administrative processes, integrate new technologies, or enhance student support systems.

However, like many educational institutions in , it faces significant challenges, including outdated curricula, limited infrastructure, and the need for organizational reforms to meet contemporary educational demands (Joseph & Mbah, 2019). Given these challenges, exploring the effect of change management strategies on organizational success in tertiary institutions, is particularly relevant. It not only addresses a critical gap in the literature on change management in Nigerian polytechnics but also offers practical insights for educational administrators, policymakers, and academic leaders seeking to improve institutional effectiveness.

Understanding the role of change management in improving organizational success in this specific context can serve as a blueprint for other polytechnics in and other developing countries. Moreover, it highlights the importance of developing a comprehensive change management strategy that is sensitive to the unique challenges faced by educational institutions in the state. Therefore, this study seeks to fill this gap by examining the relationship between change management strategies and organizational performance in Federal Polytechnic, Mubi. The study is justified because understanding how change is managed within this unique institutional context will provide practical insights for improving reform implementation, enhancing staff engagement, and strengthening institutional performance in Nigerian polytechnics.

This study examine the effect of change management strategies on the success of Federal Polytechnic, Mubi.

The main objective of this study is to examine the effect of change management strategies on organizational success in Federal Polytechnic, Mubi, Adamawa State, Nigeria. While the specific objectives are to:

i. assess the effect of effective communication strategy in change management on organizational success in Federal Polytechnic, Mubi.

ii. examine the effect of stakeholder engagement strategy on organizational success in Federal Polytechnic, Mubi.

Based on the objectives and research questions the following null hypotheses were formulated:

$H_0$1: Effective communication strategies do not have significant effect on organizational success in Federal Polytechnic, Mubi.

$H_0$2: Stakeholder engagement strategies do not have a significant effect on organizational success in Federal Polytechnic, Mubi.

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Conceptual Clarifications

Concept of Change Management

Change management is a structured approach aimed at ensuring that organizational changes are implemented effectively and sustainably by addressing human behavior, organizational systems, and processes. Kotter (1996) explains that successful change management focuses on creating urgency, building commitment, and embedding change into organizational culture to achieve long-term success. Change management can also be defined as the application of processes, tools, and techniques designed to manage the people side of change in order to achieve desired business outcomes. According to Hiatt (2006), it emphasizes preparing, equipping, and supporting individuals to adopt change so that organizational objectives can be realized efficiently.

Similarly, Todnem By (2005) defines change management as the process of ongoing renewal in an organization's direction, structure, and capabilities in response to internal and external pressures. This view underscores the dynamic nature of organizations and the need for continuous adaptation to remain competitive. Moran and Brightman (2001) conceptualize change management as a process of continually renewing an organization's direction, structure, and capabilities in order to meet the changing needs of customers and respond effectively to environmental shifts. Their definition stresses responsiveness and adaptability as key components of successful change.

Concept of Change Management Strategies

According to Okoye (2015), a change management strategy involves systematically preparing for and managing changes within an organization through a structured and deliberate process. This approach seeks to minimize resistance by engaging employees early, providing training, and offering support during the transition phase. Nwachukwu (2017) defines a change management strategy as one that emphasizes the involvement of employees in the decision-making process to ensure that their concerns and needs are addressed during organizational change. This strategy highlights the importance of communication, participation, and support from all levels of the organization.

According to Adebayo (2019), change management strategy refers to a comprehensive and radical change initiative that redefines the vision, strategy, culture, and structure of an organization. This strategy is focused on long-term goals and requires a commitment to reshape the entire organization's mindset. As described by Ibrahim (2020), a change management strategy is a hierarchical approach to managing organizational change, where top leadership drives the change process, sets the direction, and makes decisions without significant input from lower levels of the organization. Olumide (2018) refers to change management strategy as a gradual and step-by-step approach to organizational change. It is often used when organizations prefer to avoid major disruptions, allowing changes to be introduced in smaller, manageable stages. This strategy focuses on continuous improvement and adaptation. For the purpose of this study, change management strategy is a deliberate and structured approach through which organizations plan, implement, and sustain change by aligning leadership direction, employee involvement, communication, and support mechanisms to minimize resistance and achieve long-term organizational effectiveness.

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Concept of Effective Communication Strategy

According to Okoro (2018), an effective communication strategy ensures that messages are clear, concise, and purpose-driven, which is vital for organizational success in any sector (Okoro, 2018). As noted by Aliyu (2017), a well-developed communication strategy fosters better relationships between an organization and its stakeholders, leading to enhanced collaboration and productivity (Aliyu, 2017). According to Nwankwo (2019), for a communication strategy to be effective, it must be tailored to the cultural and societal norms of the target audience while using persuasive tactics that resonate with them (Nwankwo, 2019). As pointed out by Olumide (2020), it is important to maintain a unified voice in all forms of communication, whether internal or external, to avoid mixed signals that could undermine the credibility of the message (Olumide, 2020). According to Olayinka (2021), effective communication strategies involve a detailed analysis of the audience's needs and preferences, and they leverage both traditional and digital media to reach the audience effectively (Olayinka, 2021). For the purposes of this study, communication strategy is a purposeful and coordinated approach through which organizations design, deliver, and manage messages by ensuring clarity, consistency, cultural relevance, and appropriate channel selection in order to foster understanding, strengthen stakeholder relationships, and enhance organizational effectiveness.

Concept of Stakeholder Engagement Strategy

Stakeholder engagement strategy refers to a process through which an organization or project systematically communicates and interacts with its stakeholders to build mutual understanding, cooperation, and trust. This strategy aims to address stakeholder concerns and ensure that their perspectives are incorporated into decision-making processes (Akinyele & Olorunfemi, 2020). A stakeholder engagement strategy involves building and maintaining strong, long-term relationships with individuals or groups who have an interest in or are impacted by an organization's activities. This strategy focuses on aligning the objectives of both the organization and its stakeholders for mutual benefit (Adebayo & Olanrewaju, 2018). According to Ijaiya et al. (2021), a stakeholder engagement strategy is a planned and structured approach to involving stakeholders in decision-making processes. This ensures that stakeholder interests are considered in project or organizational decisions, thereby reducing the risk of conflicts and enhancing the quality of outcomes.

A stakeholder engagement strategy is critical in identifying and managing risks associated with stakeholder dissatisfaction or non-engagement. This strategy is designed to ensure that stakeholders' expectations are well-managed and that potential issues are addressed proactively (Ibrahim & Umar, 2019). A stakeholder engagement strategy is a continuous process of including stakeholders in the planning, development, and execution of projects. This strategy ensures that various groups, especially marginalized and vulnerable stakeholders, are actively involved in shaping project outcomes (Olumide & Akindele, 2022). For the purpose of this study, stakeholder engagement strategy is a deliberate and continuous approach through which organizations systematically communicate and collaborate with stakeholders to incorporate their perspectives into decision-making, manage risks, build trust, and achieve mutually beneficial and sustainable outcomes.

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Concept of Organizational Success

Organizational success can be defined as the ability of an organization to achieve its pre-established goals and objectives. This includes meeting financial targets, ensuring customer satisfaction, and sustaining growth over time. Akinyele (2015) asserts that organizational success is dependent on a clear alignment between strategy and execution, which drives the accomplishment of organizational goals. Okpara and Kabongo (2016) argue that profitability, revenue generation, cost control, and the capacity to secure financial resources are key indicators of organizational success in the Nigerian context. A holistic view of organizational success emphasizes sustainability, where an organization achieves long-term viability and continues to adapt to changing environmental, economic, and market conditions. Ogunyomi and Akinlabi (2018) argue that successful organizations in Nigeria are those that sustain their operations, embrace innovation, and maintain resilience in the face of economic challenges. Organizational success is also seen through the lens of employee satisfaction, engagement, and retention. According to Akintoye (2017), organizations that prioritize the well-being of their employees and foster a positive work environment are more likely to succeed in the long term, as they achieve higher productivity and lower turnover. According to Adebayo and Olayemi (2019), organizations that consistently outperform competitors and dominate their industry sectors reflect organizational success through strategic market positioning and brand recognition. For Nigerian organizations, success can also be defined by their market position and ability to maintain a competitive advantage.

Effect of Effective Communication Strategies on Organizational Success

Effective communication remains a cornerstone of organizational success in contemporary business environments, particularly in Nigeria, where diverse cultural, linguistic, and social dynamics influence workplace communication. Effective communication strategies ensure the smooth flow of information, reduce misunderstandings, enhance employee motivation, and foster teamwork. In the Nigerian context, where organizations often face unique challenges such as resource constraints, high employee turnover, and infrastructural issues, adopting effective communication strategies becomes crucial for sustainable growth and success. According to Adebayo (2015), the need for effective communication is paramount for any organization aiming to thrive in the highly competitive Nigerian market. A major impact of effective communication strategies on organizational success is improved decision-making. In Nigerian organizations, particularly those in the private sector, effective communication enables managers to share relevant information with employees, ensuring that decisions are based on accurate data and well-communicated strategies. As emphasized by Adeoye and Olayemi (2018), transparent and open communication channels allow organizational leaders to make informed decisions that align with the company’s goals. By ensuring the timely and accurate dissemination of critical information, organizations can respond to market demands, address challenges, and seize opportunities more effectively.

Effect of Stakeholder Engagement Strategies on Organizational Success

Stakeholder engagement is a cornerstone of strategic management in organizations globally, and its significance is also increasingly recognized in Nigeria. Engaging stakeholders ranging from employees, customers, suppliers, investors, and local communities helps businesses align their objectives with those who influence or are influenced by the organization's activities (Akanji, 2006). In Nigeria, where there is a complex socio-political landscape, stakeholder engagement strategies have become a critical factor in fostering trust, ensuring sustainability, and achieving long-term organizational success. Effective engagement can help companies manage social expectations, mitigate risks, and enhance their competitiveness, thereby contributing to the overall success of the organization (Oladejo, 2011).

A strong stakeholder engagement strategy enhances the quality of decision-making within organizations. In the Nigerian context, where businesses often operate in volatile markets, understanding the needs and concerns of various stakeholders is essential for ensuring that decisions are informed and aligned with market trends and local realities (Nwachukwu, 2015). For example, engaging with local communities in the oil and gas sector can help companies avoid conflicts related to land use, environmental damage, or social unrest, which are common in the Niger Delta region. By incorporating stakeholders' perspectives into decision-making, companies can identify potential risks early and implement proactive strategies to address them (Agbim, 2013).

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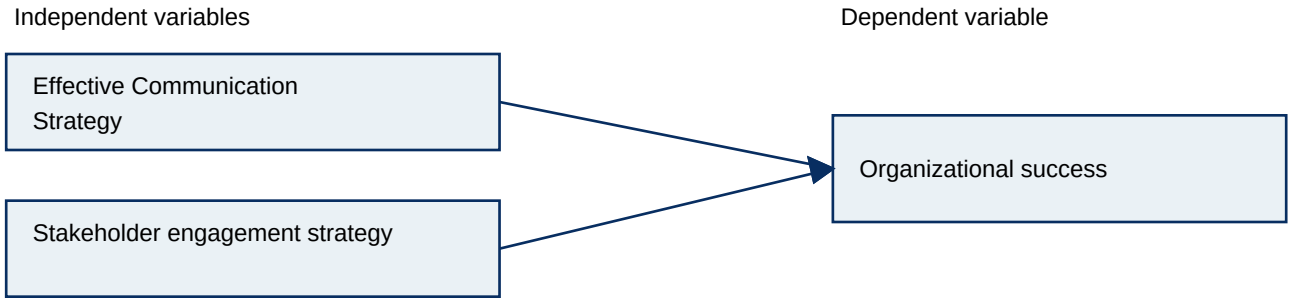
Conceptual Framework



Source: Researcher's Design, 2025

Fig. 2.1: Conceptual Model

Effective communication in change management enhances employee understanding, reduces resistance, and fosters engagement, leading to improved organizational performance. Stakeholder engagement ensures that both internal and external stakeholders are involved and their expectations addressed, promoting collaboration, resource efficiency, and sustainable success.

Theoretical Framework

This study is underpinned by Systems Theory, The significance of Systems Theory to this study lies in its ability to provide a holistic framework for understanding organizational change and performance. By viewing the organization as an interconnected system of interdependent subsystems, the theory helps explain how change initiatives implemented in one area can produce ripple effects across the entire institution. This perspective is particularly relevant in complex organizations such as higher learning institutions, where administrative, academic, and technological units must function in harmony to achieve institutional objectives.

Systems Theory is significant to this study because it emphasizes coordination, integration, and feedback mechanisms as critical elements for successful change management. It highlights the need for institutional leaders to consider the broader organizational implications of change strategies such as restructuring, digitalization, or curriculum reform, rather than treating them as isolated interventions. Through continuous monitoring and feedback, the theory supports adaptive decision-making that enhances organizational effectiveness.

Furthermore, the theory provides a strong analytical foundation for evaluating how well change management strategies contribute to overall institutional performance. By applying Systems Theory, this study is able to assess whether changes are systematically aligned with institutional goals and whether the interaction among subsystems enhances or hinders organizational success. Thus, Systems Theory significantly strengthens the theoretical grounding of the study and enhances the interpretation of its findings.

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Empirical Review

Olorunfemi and Okafor (2024) the role of change management strategies in enhancing organizational performance in Nigerian SMEs. Using a descriptive survey design, the researchers surveyed 150 employees from different SMEs in Lagos, selecting them through stratified random sampling. The research instrument was a structured questionnaire. The findings indicated that effective communication, leadership involvement, and employee participation were key factors in improving organizational performance. However, the study also highlighted that many SMEs lacked adequate change management training, resulting in resistance to change. The study concluded that change management strategies significantly influence performance in SMEs but emphasized the need for training programs to reduce resistance. The researchers recommended that SMEs invest in structured change management training programs to ensure better adaptation to change. A gap identified in the study was the limited research on how organizational culture influences change management success. Future studies should explore the relationship between organizational culture and the effectiveness of change management strategies in Nigerian SMEs.

Adebayo and Chijioke (2024) examined impact of change management practices on organizational effectiveness in Nigerian Banks. The authors used a correlational research design with a population of 200 employees from various commercial banks in Nigeria. The sample was selected using simple random sampling, and the research instrument was a self-administered survey. The study found a strong positive correlation between structured change management practices such as transparent communication and leadership involvement and organizational effectiveness. Banks that effectively communicated changes to employees had higher levels of satisfaction and performance. The study concluded that the adoption of structured change management frameworks is critical to enhancing organizational effectiveness. The authors recommended that banks should focus on transparent communication and employee involvement to improve effectiveness. A notable gap was that the study did not address external factors, such as economic conditions, which may also affect the success of change management. Future studies could explore how these external factors influence change management practices in Nigerian banks.

Olowookere (2024) conducted a case study to assess how change management strategies influence organizational success in Nigerian public sector organizations. The population consisted of employees from various government ministries in Nigeria, with a sample size of 100 individuals selected through purposive sampling. Data was collected through semi-structured interviews. The findings revealed that public sector organizations that lacked effective change management strategies faced issues such as low employee morale, inefficiency, and resistance to change. However, those that implemented clear goals, communicated effectively, and involved employees in the change process had better organizational outcomes. The conclusion emphasized the importance of adopting participatory change management approaches to foster employee commitment and improve performance in the public sector. Recommendations included the need for government organizations to prioritize change management training for both employees and leaders. The study identified a gap in understanding the role of leadership styles in managing change in the public sector. Future research should explore how different leadership styles affect the success of change management in Nigerian public organizations.

Bello and Idris (2024) evaluated the effectiveness of change management strategies in Nigerian healthcare institutions. Using a qualitative research design, the researchers conducted focus group discussions and interviews with 50 healthcare workers from various hospitals in Nigeria, selected through purposive sampling. The study found that effective communication and training on new systems were essential in reducing resistance to change in healthcare institutions. The study concluded that change management strategies are crucial for improving healthcare delivery in Nigerian hospitals, particularly in adapting to new technologies and systems. Recommendations included that healthcare institutions invest in continuous change management training programs for staff. One gap identified was the limited exploration of the role of technology in managing healthcare changes. Future research could investigate the impact of digital health systems on change management in Nigerian healthcare institutions.

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METHODOLOGY

Survey research design in form of cross-sectional design was adopted in this study. This research was carried out in Federal Polytechnic, Mubi, Adamawa State, Nigeria. The population of the study was put at (2360) staff consisting of academic and non-academic staff. The Yamani (1964), formula for determining the sample size was adopted for the study, and it is calculated as follows:

$n = N / (1 + N(e)^2)$

$N = 2360$

$n = 2360 / (1 + 2360(0.05)^2)$

$n = 2360 / (1 + 2360(0.0025))$

$n = 2360 / 7 = 337$

Hence, 337 is the sample size recommended for this study. However, 10% of the sample size was added in order to guide for spoiled or unreturned questionnaire. i.e. total of 371 copies of questionnaire was distributed. The study adopted the simple random sampling technique in selecting respondents for the research. For the purpose of this study, primary data was collected through questionnaire administered to the respondents. Structured questions was designed to gather primary data that have direct relevance with the research questions to ensure a fair reconciliation of the ideas already contained in the questionnaire. Therefore, the study adopted the closed-ended type of questionnaires, here questions were asked and respondent is expected to select from the various options given. The questionnaires were administered personally by the researcher. The data was analyzed using inferential statistics using multiple regression analysis with help of Statistical Package for Social Sciences () at 0.05 (5%) level of significance.

DATA ANALYSIS AND FINDINGS

A total of 371 questionnaires were administered to respondents, representing 100% of the questionnaires distributed. Out of these, 337 questionnaires were properly completed and returned, accounting for 90.8% of the total administered. This indicates a very high response rate, suggesting strong participation from the respondents and providing sufficient data for analysis. However, 34 questionnaires, representing 9.2%, were not retrieved and therefore could not be included in the study. The retrieval rate of 90.8% is considered adequate and reliable for research purposes, as it minimizes the risk of non-response bias and enhances the validity of the study findings.

Hypotheses Testing

The hypotheses of this study were tested using multiple linear regression statistics at 5% level of significance as indicted in table 4.8 below.

Table 1: Model summary of effect of change management strategies on organizational success

Variable	Coefficient	Std. Error	T-Values	P-Values	Hypotheses
(Constant)	6.732	2.880	6.337	0.000	
ECS	0.330	0.094	7.669	0.001	Rejected H01
SES	0.269	0.065	5.824	0.000	Rejected H02
R	0.888				
R2	0.789				
Adjusted R	0.787				
F-Stats	310.818				
a. Dependent Variable: OS					

Source: Computed using SPSS 21. 2026)

Where: ECS = Effective Communication Strategy, SES = Stakeholder Engagement Strategy and OS = Organizational Success.

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The results indicate a strong positive relationship between change management strategies and organizational success, as evidenced by the correlation coefficient (R) of 0.888. This suggests that the combined change management strategies are highly associated with improvements in organizational success. The coefficient of determination (R^2) is 0.789, indicating that approximately 78.9% of the variation in organizational success is explained by the four change management strategies included in the model. The adjusted R^2 value of 0.787 further confirms the robustness of the model, implying that after adjusting for the number of predictors, about 78.7% of the changes in organizational success can still be attributed to the selected change management strategies. The remaining 21.1% of the variation may be explained by other factors not included in the model.

The overall significance of the regression model is confirmed by the F-statistic of 310.818 with a significance level of $p < 0.05$, indicating that the model is statistically significant and suitable for explaining organizational success.

Examining the individual predictors, Effective Communication Strategy (ECS) has a positive coefficient ($\beta = 0.330$, $p = 0.001$), indicating that a one-unit increase in effective communication strategy leads to a 0.330-unit increase in organizational success, holding other variables constant. Since the p-value is less than 0.05, the effect is statistically significant. Consequently, Hypothesis One ($H_0 1$), which states that effective communication strategy has no significant effect on organizational success, is rejected.

Similarly, Stakeholder Engagement Strategy (SES) has a positive and significant effect on organizational success ($\beta = 0.269$, $p = 0.000$). This implies that increased stakeholder engagement contributes positively to organizational success. Therefore, Hypothesis Two ($H_0 2$) is rejected.

Summary of Findings

Findings of the study are summarized as follows:

The findings revealed that effective communication strategies have significant effect on organizational success in Federal Polytechnic, Mubi.

In addition, the finding revealed that stakeholder engagement strategies have a significant effect on organizational success in Federal Polytechnic, Mubi.

Discussion of Findings

The findings of this study revealed that effective communication strategy has a significant positive effect on organizational success ($\beta = 0.330$, $p < 0.05$). This result indicates that organizations that maintain clear, timely, and transparent communication channels are more likely to achieve their strategic objectives and improve overall performance. The descriptive analysis showed that respondents strongly agreed that communication within the institution is clear and concise, communication channels are readily available, and leaders remain accessible to employees. Effective communication reduces uncertainty, promotes trust, and ensures that employees understand organizational goals and expectations during periods of change. This finding is consistent with recent studies by Men and Yue (2023), who found that strategic internal communication significantly improves employee engagement and organizational effectiveness. Similarly, Verčič and Špoljarić (2024) reported that organizations with strong communication systems experience higher employee commitment and better organizational outcomes because employees are more informed and aligned with institutional objectives.

The study also found that stakeholder engagement strategy has a significant positive effect on organizational success ($\beta = 0.269$, $p < 0.05$). This finding suggests that organizations that actively engage stakeholders in decision-making processes are more likely to achieve sustainable success. The descriptive results indicated that respondents perceived stakeholder communication as transparent and believed that stakeholders' concerns and interests are adequately considered in organizational decisions. This finding supports recent empirical evidence by Greenwood and Van Buren (2023), who argued that stakeholder engagement enhances organizational legitimacy, trust, and long-term performance. Likewise, a study by Oppong and Adams (2024) found that organizations that establish effective stakeholder relationships are better positioned to manage change initiatives, reduce resistance, and improve organizational outcomes. The implication is that involving stakeholders creates a sense of ownership and cooperation, which contributes positively to institutional success.

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CONCLUSION

This study examined the effect of change management strategies on organizational success. Specifically, the study investigated the influence of effective communication strategy, stakeholder engagement strategy, leadership commitment strategy, and organizational flexibility strategy on organizational success. The study concludes that effective communication strategy significantly contributes to organizational success by promoting clarity, transparency, employee participation, and alignment with organizational goals. Organizations that establish effective communication channels are better positioned to manage change initiatives successfully and improve overall performance.

The study further concludes that stakeholder engagement strategy has a positive and significant effect on organizational success. Actively involving stakeholders in decision-making processes, maintaining transparent communication, and addressing stakeholder concerns contribute to stronger relationships, increased support for organizational initiatives, and improved institutional outcomes.

RECOMMENDATIONS

Based on the findings of the study, the following recommendations are put forward:

Federal Polytechnic, Mubi should improve its communication system by ensuring clear, timely, and transparent information sharing through various communication channels to enhance understanding of institutional goals and change initiatives.

Federal Polytechnic, Mubi should strengthen stakeholder engagement by involving stakeholders in decision-making processes and maintaining regular communication to build trust, support, and cooperation.

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