

## STRATEGIC CHANGE MANAGEMENT AND ORGANIZATIONAL SUSTAINABILITY

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### Abstract

This study investigates the relationship between strategic change management (SCM) and organizational sustainability (OS), focusing on how leadership commitment and employee involvement influence long-term sustainable outcomes. In an increasingly dynamic and competitive business environment, organizations must adopt effective change management practices to remain resilient, adaptable, and sustainable. A quantitative research design using a correlational approach was employed, targeting 200 employees, managers, and executives from medium and large organizations across multiple industries. Data were collected through a structured questionnaire measuring strategic change management practices, including leadership commitment, employee involvement, communication effectiveness, and adaptability and organizational sustainability dimensions, namely economic, social, and environmental sustainability. Statistical analysis, including Pearson correlation and multiple regression, was conducted using SPSS. The results revealed a strong positive relationship between strategic change management and organizational sustainability ( $r = 0.72$ ,  $p < 0.01$ ). Leadership commitment ( $\beta = 0.38$ ,  $p < 0.001$ ) and employee involvement ( $\beta = 0.29$ ,  $p < 0.001$ ) were found to have significant positive effects on organizational sustainability, collectively explaining 61% of the variance. These findings suggest that strategic change management is a critical driver of organizational resilience, adaptability, and long-term survival. The study underscores the importance of integrating structured change management practices, fostering participatory leadership, and engaging employees to achieve sustainable organizational outcomes. The study contributes to both theory and practice by providing empirical evidence linking strategic change management to sustainability and offers actionable recommendations for managers and policymakers to enhance organizational adaptability and sustainable performance.



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**Keywords:** Strategic, Change Management, Organizational Sustainability, Leadership Commitment, Employee Involvement, Organizational Resilience

### 1.1 Introduction

Strategic change management and organizational sustainability have become critical imperatives for organizations operating in Nigeria's increasingly volatile and competitive business environment. The Nigerian business environment has continued to face unprecedented uncertainty driven by rapid technological advancement, economic instability, regulatory changes, global pressures, and post-COVID-19 disruptions. These forces have significantly altered how

organizations operate, compete, and survive. According to Akinwale (2021), “the increasing turbulence in Nigeria’s business environment compels organizations to continuously rethink their strategies and embrace change as a survival mechanism.” This underscores the reality that organizations can no longer rely on static strategies to remain relevant and sustainable. The contemporary business landscape in Nigeria demands that organizations not only manage change effectively but also integrate sustainability into their long-term strategic vision. Ogunyomi and Bruning (2022) observe that “sustainability has shifted from being a peripheral organizational concern to a core strategic objective driven by environmental uncertainty and stakeholder expectations.” This shift highlights the growing recognition that long-term organizational success depends on managing change while ensuring economic, social, and environmental balance. Nigerian organizations today face persistent challenges, including inflationary pressures, fluctuating exchange rates, infrastructure deficits, policy inconsistencies, insecurity, and intense competition. These challenges have heightened the need for strategic adaptability. Adegbite, Amaeshi, and Nakajima (2021) note that “firms operating in weak institutional environments like Nigeria must rely on strategic flexibility and adaptive capabilities to withstand systemic shocks.” In a similar vein, Oladipo and Abdulkadir (2023) argue that “organizational survival in Nigeria is increasingly dependent on management’s ability to respond proactively to environmental volatility through strategic change.”

Strategic change management is the deliberate, systematic, and proactive process by which organizations realign their strategies, structures, cultures, and operational processes in response to internal and external environmental dynamics. According to Akinwale and Arogundade (2021), “strategic change management enables organizations to realign their internal capabilities with environmental demands in order to sustain competitive advantage,” emphasizing its relevance in turbulent economies such as Nigeria’s. This perspective aligns with Amah’s (2022) view that “change becomes strategic when it is purposefully planned, communicated, and aligned with organizational goals.” Organizational sustainability, on the other hand, is understood as the capacity of an organization to survive, adapt, and grow over the long term by balancing economic performance with social responsibility and environmental stewardship. Oginni and Adesanya (2022) describe organizational sustainability as “the ability of an organization to continuously create value for stakeholders while maintaining resilience in the face of environmental uncertainty.” In Nigeria, sustainability has become particularly important as organizations grapple with resource constraints, social expectations, and regulatory pressures. In the Nigerian context, scholars have increasingly examined how strategic change initiatives influence organizational performance and sustainability. Okolie and Memeh (2022) emphasize that “strategic change management significantly impacts organizational effectiveness by ensuring a structured approach to implementing change, fostering employee buy-in through effective communication, and utilizing strategic change agents.” Their findings suggest that poorly managed change often results in employee resistance, low morale, and declining organizational performance, thereby threatening sustainability. Amah and Baridam (2021) argue that “organizational sustainability in developing economies depends largely on management’s ability to initiate and manage strategic change that aligns people, processes, and purpose.” This reinforces the idea that sustainability is not accidental but a management-driven outcome. In support of this view, Nwibere (2022) posits that

“organizations that institutionalize strategic change practices are better positioned to achieve long-term stability and relevance.” Leadership has also been identified as a central factor linking strategic change management to organizational sustainability. John Ugoani (2025) asserts that “strategic leadership to push successful change management is necessary for organizational sustainability,” noting that leaders must not only design change initiatives but also actively champion their execution. Likewise, Nwachukwu and Chladkova (2022) observe that “leaders who proactively manage change build resilient organizations capable of sustaining performance despite environmental uncertainty.” These perspectives highlight leadership as a catalyst for successful change and sustainable outcomes.

Empirical evidence across sectors in Nigeria further supports the nexus between strategic change and sustainability. A 2025 study of manufacturing firms in Kogi State reveals that strategic leadership expressed through strategic flexibility and effective execution has a positive and significant effect on organizational sustainability. This finding reinforces the argument by Adegbite et al. (2021) that “organizational adaptability and strategic responsiveness are key survival mechanisms for firms operating in unstable institutional environments.” Research conducted in Rivers State (2025) within the hospitality sector concludes that strategic change management dimensions such as communication, collaboration, organizational culture, and employee commitment significantly influence organizational performance. Amah (2023) supports this view by stating that “effective communication during change enhances trust, reduces resistance, and strengthens employees’ commitment to organizational sustainability.” These findings are particularly relevant in service-oriented industries where human capital is critical to long-term success. Investigations into Nigerian tertiary institutions (2025) also indicate that holistic strategic change encompassing leadership reforms, structural redesign, policy realignment, and technological innovation enhances employee performance, which is a key indicator of sustained institutional effectiveness. According to Oginini and Adesanya (2022), “institutions that strategically manage academic and administrative change are better positioned to achieve long-term relevance and sustainability.” A 2024 study of agricultural organizations in South-West Nigeria reveals that innovation culture and employee socio-economic considerations significantly influence sustainable change management practices. This aligns with Ogunmokun, Eluwole, and Akinwale (2021), who assert that “organizational culture serves as the foundation upon which sustainable change and long-term performance are built.” These findings emphasize the importance of cultivating a culture that supports learning, innovation, and adaptability.

Sustainability in the Nigerian organizational context, therefore, incorporates economic viability, stakeholder engagement, adaptability to environmental and regulatory changes, and strategic foresight. The literature increasingly recognizes that sustainability is a deliberate outcome of strategic planning and leadership practices. For instance, studies on Nigerian higher education institutions (2024) reveal that “strategic planning positively influences transformational leadership and organizational performance,” suggesting that sustainability is best achieved when strategy and leadership are aligned. Overall, the convergence between strategic change management and organizational sustainability in Nigeria is becoming increasingly evident. Sustainable organizations are those that proactively manage change, anticipate environmental shifts, and build

dynamic capabilities to withstand disruptions. Okolie and Memeh (2022) reiterate that strategic change management enhances organizational effectiveness through structured planning, continuous learning, and employee involvement, all of which are essential for sustainability. Ugoani (2025) further emphasizes that “effective change leadership energizes people and provides strategic direction,” enabling organizations to adapt and survive in the long term. The academic discourse on strategic change management in Nigeria frequently draws on broader theoretical frameworks such as transformational leadership theory, the resource-based view, and dynamic capabilities theory. Akinwale (2021) notes that “these theories explain how organizations integrate internal resources with environmental demands to achieve sustainable performance.” Transformational leadership theory, in particular, highlights how leaders inspire innovation, commitment, and adaptability traits essential for sustaining organizational performance in challenging environments. Empirical Nigerian studies consistently affirm that strategic leadership, change management, and long-term planning are pivotal drivers of organizational sustainability.

Strategic change management (SCM) has its intellectual origin in early organizational and management theories that sought to explain how organizations adapt to environmental shifts. Classical roots are traced to Kurt Lewin’s (1951) three-stage model of unfreezing, changing, and refreezing, which emphasized structured approaches to transformation. While Lewin’s framework primarily addressed behavioral change at the individual and group levels, its principles have informed contemporary approaches to strategic change in organizations. Over time, scholars such as Ansoff (1965) and Mintzberg (1987) shifted the focus to integrating change with long-term strategic objectives, emphasizing that organizational adjustments should be aligned with broader strategy rather than implemented in isolation. Nigerian researchers have increasingly contextualized these theories, arguing that organizations in developing economies, such as Nigeria, face heightened environmental volatility that requires deliberate, structured change processes. According to Akinwale (2022), “strategic change management in Nigerian organizations is most effective when aligned with long-term strategic planning frameworks, rather than as reactive responses to sudden external pressures.” Similarly, Okolie and Memeh (2024) note that “structured change initiatives significantly improve organizational adaptability and performance in Nigerian firms operating in unpredictable business environments.”

Modern strategic change management is conceptualized as a formalized, systematic, and continuous process through which organizations transition from a current state to a desired future state while maintaining competitiveness. It integrates planning, leadership, stakeholder communication, and execution mechanisms to guide organizational transformation. Nigerian scholars emphasize that the country’s economic fluctuations, regulatory inconsistencies, and technological challenges make SCM a critical capability. Habeeb and Eyupoglu (2024) assert that “strategic planning significantly enhances organizational performance when supported by transformational leadership, particularly in Nigerian institutions where environmental uncertainty is high.” This indicates that strategic change management is not merely reactive but a proactive, continuous capability that allows organizations to realign goals, resources, and processes with emerging realities. Organizational sustainability, on the other hand, has its origin in sustainable development discourse, notably the Brundtland Report (1987), which defined sustainability as

meeting present needs without compromising the ability of future generations to meet theirs. When applied to organizations, sustainability extends beyond environmental responsibility to include long-term economic viability, institutional resilience, social legitimacy, and adaptability. Nigerian authors have highlighted that sustainability outcomes in organizations depend heavily on leadership quality, strategic foresight, and effective change management. Adebayo, Ogunyomi, and Ojokuku (2021) describe organizational sustainability as “the capacity of firms to survive, grow, and remain competitive over time despite environmental constraints.” Furthermore, Nigerian studies indicate that integrating strategic planning with adaptive and transformational leadership enhances organizational sustainability. Habeeb and Eyupoglu (2024) found that “organizations that align strategic change initiatives with effective leadership practices achieve superior performance and long-term sustainability in Nigeria.”

The theoretical foundation connecting strategic change management and organizational sustainability is anchored in Strategic Management Theory, Transformational Leadership Theory, and the Resource-Based View (RBV). Strategic Management Theory posits that long-term organizational success depends on deliberate formulation and execution of strategies that align internal resources with external environmental conditions. In Nigeria, research shows that strategic planning positively influences both adaptability and sustainability. Akinyele and Fasogbon (2022) observe that “strategic planning remains a critical determinant of organizational sustainability in Nigerian firms, particularly in environments characterized by economic and institutional volatility.” This illustrates that organizations with clear objectives, forward-looking strategies, and aligned resources are better positioned to manage change and sustain long-term viability. Transformational Leadership Theory complements this perspective by emphasizing the role of leadership in driving strategic change. Leaders who inspire, intellectually stimulate, and motivate employees facilitate the successful implementation of change initiatives while aligning staff with long-term organizational goals. Nigerian empirical studies confirm this relationship. Ogunyemi and Akinbode (2023) found that “transformational leadership significantly improves employee commitment to strategic change initiatives, thereby enhancing performance and sustainability in Nigerian organizations.” Similarly, Habeeb and Eyupoglu (2024) report that transformational leadership strengthens the link between strategic planning and performance, demonstrating its importance in sustaining organizational outcomes. The Resource-Based View further reinforces the framework by suggesting that sustainable success is derived from unique, valuable, and difficult-to-imitate internal resources, such as leadership competence, organizational culture, and change management capabilities. In the Nigerian context, these resources are particularly critical given the dynamic, sometimes unstable business environment. Onyekachi and Ibrahim (2021) argue that “organizations with strong internal change capabilities are better positioned to reconfigure resources in response to environmental challenges, thereby ensuring long-term sustainability.” Within this perspective, strategic change management itself is recognized as a valuable organizational resource that enhances resilience, adaptability, and long-term performance.

## 1.2 Statement of the Problem

In the contemporary business environment, organizations are confronted with rapid changes arising from globalization, technological advancement, economic volatility, competitive pressures, and evolving stakeholder expectations. To remain competitive and relevant, organizations must continuously adapt through strategic change management. Strategic change management involves the systematic planning, implementation, and control of organizational changes to align internal processes with external environmental demands. Despite the recognized importance of strategic change management, many organizations struggle to implement change effectively. Poorly managed change initiatives often result in employee resistance, operational disruptions, reduced productivity, and failure to achieve desired outcomes. In extreme cases, ineffective change management leads to organizational decline, loss of market share, or business failure. This challenge raises concerns about how organizations can sustain long-term performance while undergoing continuous transformation.

Organizational sustainability, which encompasses economic viability, social responsibility, and long-term operational continuity, depends significantly on how well organizations manage strategic change. However, there is limited empirical understanding of how strategic change management practices contribute to organizational sustainability, particularly in developing or dynamic business environments. This knowledge gap makes it difficult for managers and policymakers to design effective change strategies that support sustainable organizational growth. Therefore, the problem this study seeks to address is the lack of adequate understanding of the relationship between strategic change management and organizational sustainability, and how organizations can leverage change management practices to achieve sustainable performance and long-term survival.

## 1.3 Purpose of the Study

The main purpose of the study is to examine the relationship between strategic change management (SCM) and organizational sustainability (OS). Specifically, the study sought to:

1. Examine the effect of strategic change management practices on organizational sustainability.
2. Assess the role of strategic change management in enhancing organizational adaptability and long-term survival.

## 1.4 Research Questions

study was guided by the following research questions:

1. What is the effect of strategic change management on organizational sustainability?
2. How does strategic change management influence organizational adaptability and long-term survival?

## 1.5 Research Hypotheses

Based on the research questions and objectives of the study, the following hypotheses are formulated and tested:

1. There is a significant positive relationship between strategic change management and organizational sustainability.

- Leadership commitment and employee involvement in strategic change management have a significant positive effect on organizational sustainability.

## 2. Methodology

This study employed a quantitative research design and a correlational approach to examine the relationship between strategic change management and organizational sustainability. The choice of a quantitative approach enables systematic, objective collection of numerical data, which can then be analyzed to identify patterns, trends, and relationships among variables. By using a correlational design, the study sought to determine whether, and to what extent, strategic change management practices such as leadership commitment, employee involvement, communication, and adaptability are associated with sustainable organizational outcomes. Unlike experimental designs, this approach does not manipulate variables but rather observes existing conditions, making it suitable for understanding real-world organizational dynamics. The study population comprised employees, managers, and executives from medium- and large-sized organizations across various industries. These groups were chosen because they are directly involved in implementing strategic change initiatives and sustainability programs and therefore possess valuable insights into their processes and outcomes. To ensure that the sample adequately represents all levels of the organizational hierarchy, a stratified random sampling technique will be employed. This method divides the population into subgroups (executives, managers, and operational staff) and randomly selects participants from each group. Stratification helps to reduce sampling bias and ensures that findings reflect the perspectives of all relevant organizational levels. A sample of approximately 200 respondents is targeted, considered sufficient for conducting reliable statistical analyses and drawing meaningful generalizations.

Data were collected using a structured questionnaire informed by validated scales from previous studies. The questionnaire is designed to capture both the independent variable (strategic change management) and the dependent variable (organizational sustainability). It consists of four sections: Demographic Information, which includes age, gender, position, years of experience, and organizational type. This information helps contextualize responses and explore potential differences between demographic groups. Strategic Change Management assesses key aspects of change management, including leadership commitment, employee involvement, communication effectiveness, and adaptability. Respondents rate items on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Organizational Sustainability Evaluates sustainability across economic, social, and environmental dimensions, also using a 5-point Likert scale. Optional Open-Ended Questions provide respondents the opportunity to share additional insights, challenges, or best practices related to strategic change and sustainability, allowing for richer qualitative understanding. Before full deployment, the questionnaire will undergo pilot testing with 20 respondents from similar organizations. This process ensures that the items are clear, understandable, and relevant. The instrument's reliability was assessed using Cronbach's alpha, with values above 0.70 considered acceptable for internal consistency.

Prior to data collection, the study sought ethical approval from relevant organizational and academic authorities. Participants were informed of the study's purpose, the voluntary nature of

their participation, and the confidentiality of their responses. The questionnaire was distributed electronically and in paper form, depending on each organization's preference. To encourage participation, reminders were sent during the four-week data collection period. Once collected, the data were analyzed using the Statistical Package for the Social Sciences (SPSS). The analysis was conducted in two main stages: Descriptive Statistics, which includes measures such as mean, standard deviation, and frequency distribution, summarized respondents' demographic information and key study variables, providing a clear overview of the data. In inferential statistics, the Pearson correlation coefficient was used to assess the strength and direction of the relationship between strategic change management and organizational sustainability. Multiple regression analysis examined the influence of leadership commitment and employee involvement on organizational sustainability, allowing the study to identify which aspects of strategic change management are most critical for achieving sustainable outcomes. Hypothesis testing was done at the 0.05 significance level, ensuring robust statistical results. By combining these statistical techniques, the study not only identifies relationships between variables but also provides insights into the practical implications of strategic change management for promoting long-term organizational sustainability.

### 3. Results

**Research Question 1:** What is the effect of strategic change management on organizational sustainability?

**Table 1: Pearson Correlation Between SCM and OS**

Variable	1	2
1. Strategic Change Management (SCM)	1	0.72**
2. Organizational Sustainability (OS)	0.72**	1

**Notes n = 200 Correlation is significant at the 0.01 level (2-tailed)**

The correlation coefficient ( $r = 0.72$ ) indicates a strong positive relationship between strategic change management and organizational sustainability. This means that as organizations adopt effective change management practices, the likelihood of achieving sustainable outcomes increases significantly. A strong correlation suggests that change management initiatives such as leadership commitment, employee involvement, and effective communication align organizational processes with long-term sustainability goals. Practically, organizations that fail to implement strategic change properly may struggle to maintain performance, adapt to external pressures, or achieve long-term survival. This finding highlights the importance of embedding change

management into the organizational culture, not just as a temporary project but as a core strategy for sustainability.

**Research Question 2:** How does strategic change management influence organizational adaptability and long-term survival?

**Table 2: Multiple Regression Analysis for SCM Components on OS**

Predictor Variables	B (Unstandardized)	SE	$\beta$ (Standardized)	t	p
Leadership Commitment	0.45		0.08	0.38	5.63 <0.001
Employee Involvement	0.33		0.07	0.29	4.71 <0.001
Constant	1.12		0.21	-	5.33 <0.001

**Model Summary  $R^2 = 0.61$ ,  $F(2, 197) = 154.3$ ,  $p < 0.001$**

Both leadership commitment ( $\beta = 0.38$ ,  $p < 0.001$ ) and employee involvement ( $\beta = 0.29$ ,  $p < 0.001$ ) have significant positive effects on organizational sustainability. 61% of the variance in organizational sustainability is explained by these two predictors, indicating that leadership and employee engagement are critical drivers of sustainable organizational outcomes. Leadership commitment strengthens adaptability by ensuring that strategic objectives are clearly communicated and supported from the top. Employee involvement fosters ownership, reduces resistance to change, and enhances the implementation of sustainable practices. Organizations that combine strong leadership with active employee participation are more likely to adapt successfully to changing environments and ensure long-term survival. Strategic change management is not just a set of processes it actively shapes organizational culture, resilience, and the capacity to respond to future challenges.

### Hypothesis Testing

**H<sub>1</sub>:** There is a significant positive relationship between strategic change management and organizational sustainability. Pearson correlation shows  $r = 0.72$ ,  $p < 0.01$ , indicating a strong positive relationship.

This confirms that organizations investing in structured and well-managed change initiatives are more likely to achieve sustainable outcomes across economic, social, and environmental dimensions.

**H<sub>2</sub>:** Leadership commitment and employee involvement in strategic change management have a significant positive effect on organizational sustainability. Multiple regression shows leadership commitment ( $\beta = 0.38$ ,  $p < 0.001$ ) and employee involvement ( $\beta = 0.29$ ,  $p < 0.001$ ) significantly influence organizational sustainability.

Leadership and employee engagement are key levers in translating strategic change into sustainable performance. This emphasizes the need for organizations to invest in leadership development programs, participatory decision-making, and employee empowerment as part of their sustainability strategy.

#### 4. Discussion of Findings

The results of this study provide robust evidence that strategic change management (SCM) significantly influences organizational sustainability (OS). The Pearson correlation analysis revealed a strong positive relationship ( $r = 0.72$ ,  $p < 0.01$ ) between SCM and OS, indicating that organizations that manage change strategically tend to perform better across economic, social, and environmental dimensions. This empirical finding aligns with recent research that emphasizes that structured change management frameworks help organizations navigate turbulent environments and sustain long-term performance, particularly by enhancing leadership effectiveness and employee engagement. Recent work examining sustainability embedded leadership demonstrates that when leaders integrate sustainability principles into change agendas, organizations achieve more effective transformation outcomes and long-term strategic alignment with sustainable goals. Empirical evidence suggests that sustainability-focused leadership positively influences the success of organizational change, employee engagement, and sustainable performance outcomes (Akinwalere, Chang & Barbhuiya, 2025).

The multiple regression results from this study showed that leadership commitment ( $\beta = 0.38$ ,  $p < 0.001$ ) and employee involvement ( $\beta = 0.29$ ,  $p < 0.001$ ) both make significant positive contributions to organizational sustainability. Together, these factors explained 61% of the variance in OS, underscoring their central role in translating strategic change into sustainable performance. This finding resonates with recent empirical studies emphasizing the importance of leadership in organizational change. A 2025 study on authentic leadership and strategic agility found that leaders who demonstrate integrity, consistency, and a clear commitment to strategic direction significantly enhance organizational sustainability outcomes by fostering agility and resilience. Similarly, research published in 2025 on transformational leadership in sustainable manufacturing highlights that leadership practices directly influence organizational agility and sustainability. Transformational leadership fosters organizational adaptability and, by enhancing resilience, indirectly contributes to sustainability. This reinforces the idea that leadership commitment facilitates change processes that promote sustainable outcomes. The positive effect of employee involvement found in this study complements recent empirical evidence. A 2025 study on HR professionalism and change leadership showed that when HR and change leaders adopt professional roles, employee engagement and commitment increase, thereby strengthening sustainable human resource practices and organizational sustainability outcomes. Such findings

support the notion that employees' active participation enhances ownership of change initiatives and aligns individual behavior with sustainability goals. The results indicate that strategic change management is not simply a procedural mechanism but a critical driver of organizational resilience, adaptability, and long-term survival. This conclusion is consistent with theoretical frameworks that position leadership and engagement as foundational components of effective change and sustainable performance. Sustainable leadership theories suggest that leaders who embed sustainability into strategic change processes strengthen the organization's capacity to adapt to external pressures and operational disruptions.

## 5. Conclusion

This study concludes that strategic change management (SCM) plays a significant role in enhancing organizational sustainability (OS). The findings indicate that organizations that implement structured change processes are more likely to achieve sustainable outcomes across economic, social, and environmental dimensions. Leadership commitment and employee involvement were identified as critical determinants of sustainability, as leaders who actively champion change and employees who are engaged in the process significantly strengthen organizational adaptability and long-term survival.

Strategic change management is a key enabler of organizational resilience, enabling organizations to respond effectively to internal and external pressures. The study confirms that organizational sustainability cannot be achieved in isolation from effective change management practices and that both leadership and employee engagement are pivotal in translating strategic initiatives into lasting, sustainable outcomes.

## 6. Recommendations

Based on the findings, the following recommendations were made:

1. Organizations should invest in leadership development programs, coaching, and workshops to ensure that leaders actively support and guide change initiatives, thereby enhancing the effectiveness of sustainability-oriented strategies.
2. Employees should be meaningfully engaged in planning, decision-making, and implementation of change initiatives. Participatory approaches increase buy-in, reduce resistance, and foster a culture supportive of sustainability.
3. Change management should be embedded in the organization's long-term strategic plans to ensure that all initiatives align with sustainability goals and organizational objectives, rather than being treated as isolated projects.
4. Clear and transparent communication of the objectives, benefits, and processes of change initiatives is crucial. Additionally, organizations should implement monitoring and feedback mechanisms to evaluate the effectiveness of change practices and their contribution to sustainability, ensuring continuous improvement.

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