

Innovations

Change Management and Employee Performance: The Mediating Role of Emotional Intelligence in Private Universities in North Central Nigeria

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Abstract

This study investigates the impact of change management, particularly technological change, on employee job satisfaction and commitment in private universities located in North Central Nigeria. Drawing on the Burke-Litwin model as a theoretical framework, the research explores the intricate interplay between internal and external factors influencing organizational performance outcomes. Through a cross-sectional survey design targeting both academic and non-academic staff, data was collected using Likert scale questionnaires distributed among a representative sample drawn from the total staff population comprising 4,871 Academic Staff and 4,282 non-Academic staff members and staff were 383 sampled. The study employs multivariate analysis of variance (MANOVA) to analyze the data, focusing on the mediating role of Emotional Intelligence (EI) in shaping employee attitudes and behaviours. Results indicate significant effects of technological change on both job satisfaction and commitment, with Emotional Intelligence emerging as a crucial mediator. Findings underscore the importance of considering multiple predictors in enhancing employee well-being and organizational effectiveness.

Keywords: *Change management, Employee performance, Emotional intelligence, Organizational change, Job satisfaction, Employee commitment, Technological change*

Introduction

Change is an inherent force within organizations, profoundly shaping outcomes and influencing their trajectory toward success (Schnackenberg et al., 2019). Acknowledging the inevitability of change, managers are tasked with adeptly navigating influencing factors to steer initiatives that positively impact employee performance. In recent years, the landscape of private universities in Nigeria has undergone substantial transformation, with the approval of new institutions bringing

forth profound implications for stakeholders within the educational ecosystem (NUC May 2023 Monthly Bulletin). Amidst the global wave of transformative changes, informed decisions in change management are crucial for sustaining organizational competitiveness and enhancing employee performance (Manei et al., 2018).

Change, as highlighted by Manei et al. (2018), signifies a behavioral shift within organizations, fostering continuous renewal to meet evolving needs. Despite its challenges, change serves as a catalyst for progress, observed across companies globally. Recent empirical studies have noted a surge in employee performance attributed to the adoption of effective change management practices (Liman et al., 2022; Ali & Hassan, 2022). However, the outcomes of change management efforts can vary, from positive to negative, underscoring the need for comprehensive understanding and context-specific examination (Zamanam, 2021; Onyema & Onuoha, 2020).

Despite existing literature, empirical gaps persist in understanding the specific factors contributing to resistance among employees during organizational change. Furthermore, there is inconclusiveness regarding the relationship between change management and employee performance, highlighting the need for context-specific examination (Zamanam, 2021). This underscores a critical knowledge gap, particularly in the unique context of private universities in North Central Nigeria. The dearth of research tailored to this context necessitates a comprehensive study to bridge the knowledge void and provide insights into the repercussions of change management on employee performance.

A methodological gap is evident in prior research, with studies overlooking the utilization of analytical techniques such as Multivariate Analysis of Variance (MANOVA) (Rotich & Deya, 2021; Onyema & Onuoha, 2020). To address this gap comprehensively, the present study intends to employ MANOVA as a suitable analytical tool within the context of private universities in North Central Nigeria. Additionally, emotional intelligence, as a mediating variable, will be integrated into the analytical framework to provide a more comprehensive understanding of factors influencing employee job satisfaction and commitment.

On a practical level, the challenge of managing resistance to change within the unique environment of private universities in North Central Nigeria remains underexplored (Du Plessis & Mabunda, 2019; Wachira & Anyieni, 2015). This practical gap underscores the necessity for the development of tailored strategies and approaches to adeptly handle resistance to change within this specific context. Addressing this gap will contribute to the formulation of practical strategies

This study aims to achieve the following objectives:

- i. explore the impact of technological change on employee job satisfaction in private Universities in North Central Nigeria

- ii. determine the impact of technological change on employee commitment in private Universities in North Central Nigeria

In alignment with the study's objectives, the following null hypotheses are proposed:

The study tests the following null hypotheses:

H₀₁: Technological Change has no significant impact on employee job satisfaction in private Universities in North Central Nigeria.

H₀₂: There is no significant impact of technological change on employee commitment in private Universities in North Central Nigeria.

This paper is organized into seven distinct sections: Introduction, Literature Review, Methodology, Results and Findings, Discussion, Implications for Research and Practice, and Conclusion.

Literature Review

Conceptual Clarification

Change Management

scholars define change management as a set of techniques and principles geared toward addressing the human aspects of implementing change initiatives within organizations (Klein et al., 2022). It plays a crucial role within human resource management, providing assistance to facilitate organizational change by responding to shifts in the external environment and introducing new structures and policies (Kraton & Frooq, 2016). While change manifests in various forms driven by internal or external factors, change management involves applying specific approaches to transition organizations, teams, and individuals to desired states while maximizing benefits (Bagga et al., 2023). Continuous changes redefine organizational operations, requiring systematic transformations and decision-making to anticipate consequences and surpass previous behavioral cycles (Pallapu, 2022).

Successful change management relies on understanding the potential impacts of change on stakeholders and planning to minimize disruption to daily operations (Limna et al., 2022). By implementing change management frameworks, organizations can minimize negative impacts and ensure successful transitions (Okonji et al., 2017). Stakeholders must develop plans to effectively embrace and implement change, fostering understanding and support among employees to manage it effectively (Kogila, 2016).

Technology Change : In the realm of organizational dynamics, technology change emerges as a transformative process driven by innovation, invention, and diffusion, aiming to achieve higher outputs with existing inputs (Busemeyer & Tober, 2023). It serves as a cornerstone in enhancing efficiency, competitiveness, and growth within modern businesses, yet introduces challenges that can impede employee

performance. Concerns often arise among employees regarding uncertainties associated with technological advancements, potentially leading to disruptions rather than improvements (Busemeyer & Tober, 2023).

Recent research highlights the intricate relationship between technology change and employee performance, shedding light on its multifaceted nature (Wulandari & Dwiatmadja, 2020). While the adoption of new technologies has shown promise in enhancing worker performance and organizational profitability, challenges persist, particularly regarding workforce readiness and skills development (Busemeyer & Tober, 2023). The studies emphasize the importance of addressing both technical and human aspects of technological change to optimize organizational outcomes. Organizations must invest not only in cutting-edge technology but also in employee training and development to bridge the skills gap and effectively leverage technological advancements (Wulandari & Dwiatmadja, 2020). Overall, these findings underscore the complexity of technology change and its implications for employee performance, providing valuable insights for future research and practical strategies in managing technological transitions.

Employee performance

Employee performance is a multifaceted concept encompassing the successful completion of assigned tasks and tangible outcomes achieved by individuals in the workplace (Murphy & Cleveland, 2021). It transcends mere effort, reflecting individuals' effectiveness and contributions within an organization. Gupta and Sharma (2016) view employee performance as job performance or the level of success in completing assigned work tasks, emphasizing that it is not an inherent trait but a manifestation of individuals' capabilities.

Crucially, employee performance significantly influences organizational success, impacting productivity, efficiency, and goal attainment (Dose, 2022). Muhammad Munira and Rauf Azamb (2017) distinguish between in-role performance, fulfilling formal job requirements, and extra-role performance, encompassing behaviors that exceed job descriptions and contribute to organizational objectives. These nuanced perspectives underscore the importance of understanding the multifaceted nature of employee performance and its pivotal role in organizational dynamics.

Employee job Satisfaction

Employee job satisfaction is a vital component of organizational success, with significant implications for both individual employees and the overall health of the organization (Hidayah & Harnoto, 2018). Satisfied employees contribute to cost savings by reducing turnover rates, as they are less likely to seek employment elsewhere, thus minimizing hiring and training expenses (Jiang et al., 2018). Factors such as career advancement opportunities, a supportive work environment, and fair

compensation packages play crucial roles in retaining employees, while dissatisfaction can lead to increased turnover intentions (Jiang et al., 2018).

Moreover, job satisfaction influences absenteeism, work performance, and overall productivity (Schaufeli et al., 2020). Satisfied employees demonstrate higher levels of commitment to their tasks, resulting in reduced absenteeism and increased productivity. Conversely, dissatisfaction may lead to absenteeism, reduced productivity, and a greater intention to quit, thereby impacting organizational performance (Schaufeli et al., 2020). Considering the direct and indirect costs associated with turnover, organizations must invest in strategies to enhance employee job satisfaction to mitigate negative consequences and promote organizational success (Choi et al., 2022).

Employee Commitment

Employee commitment plays a pivotal role in organizational success, representing the level of enthusiasm and dedication employees exhibit towards their assigned tasks (Meyer & Allen, 2022). It encompasses a sense of responsibility and loyalty to the organization's goals, mission, and vision (Kamolu-Johnson & Okewale, 2021). Effective change management processes, such as restructuring job roles and work teams, can enhance team performance and increase employee commitment when managed properly (Kamolu-Johnson & Okewale, 2021). Employee commitment can manifest in affective, continuance, and normative forms, driven by emotional attachment, perceived costs of leaving, and a sense of obligation, respectively (Meyer & Allen, 2022).

Leadership plays a crucial role in fostering employee commitment, particularly through charismatic leaders who align change efforts with organizational vision (Chen et al., 2020). When employees perceive dedicated leadership actively managing change for organizational betterment, they are more likely to reciprocate with commitment and dedication. Additionally, organizational culture and values significantly influence employee commitment, with inclusive cultures promoting strong affective commitments as employees identify with the organization's mission and vision (Villajos et al., 2021).

Emotional Intelligence

Emotional intelligence (EI) is a multifaceted concept crucial for individual and organizational success, involving competencies in recognizing, understanding, managing, and leveraging emotions effectively (Mayer et al., 2021). It enables individuals to adapt and respond effectively to various situations by controlling impulses and moods (Raithatha & Jvims, 2015). One key aspect of EI is the ability to perceive and understand emotions, allowing individuals to accurately identify and

label emotions in oneself and others, fostering empathy and better interpersonal relationships (Schutte et al., 2013).

Moreover, EI encompasses emotion regulation, enabling individuals to modulate their emotional responses, which is particularly valuable in high-pressure environments and can lead to better decision-making and conflict resolution. High EI correlates with lower stress levels, greater job satisfaction, improved mental health, and effectiveness in leadership roles (Mayer et al., 2021). In the workplace, leaders with high EI can understand and motivate their teams, leading to higher employee engagement and performance (Goleman et al., 2022). Additionally, EI contributes to effective communication, conflict resolution, and collaboration, essential for organizational success.

Theoretical Framework

In the domain of change management, a plethora of theories exists, each providing unique perspectives and frameworks to comprehend and manage organizational transformation. Among these, the Burke-Litwin model stands out as a comprehensive guide for exploring the dynamics of change management in this study. Proposed by Burke and Litwin in 1989, this model intricately interconnects internal and external factors, delineating a cause-and-effect relationship that significantly influences organizational performance (Billing, 2019).

Often referred to as the Causal Model of Organizational Change and Performance, the Burke-Litwin model serves as a roadmap for dissecting and understanding the intricate web of influences within an organization. It suggests linkages that vividly illustrate how performance outcomes are expected to be affected by a multitude of internal and external factors (Billing, 2019). Its holistic approach positions it as a valuable tool for examining the cause-and-effect dynamics underlying organizational change processes.

At its essence, the Burke-Litwin model encompasses twelve organizational elements or strategies, intricately interwoven to capture the nuanced interplay of forces within an organization. These elements include the external environment, leadership, strategy, structure, culture, management practices, systems, work unit climate, task requirements, individual skills and motivation, individual needs and values, and finally, individual and organizational performance outcomes.

One notable aspect of the Burke-Litwin model is its emphasis on the interconnectedness of these elements. It recognizes the ripple effect that a change in one element can create throughout the entire organizational system. By acknowledging the interdependence of factors, the model provides a nuanced understanding of how change initiatives can be strategically implemented to achieve desired outcomes.

As this study delves into the realm of change management, the Burke-Litwin model serves as an invaluable guide, offering a structured framework to unravel the complexities inherent in the transformational journey. By scrutinizing the cause-and-effect relationships elucidated by the model, this research aims to glean insights into the intricacies of organizational change and its profound impact on performance. In adopting the Burke-Litwin model, this study aligns itself with a robust and widely recognized tool that has proven instrumental in navigating the intricate landscape of organizational change.

Empirical Review

The empirical review encompasses several recent studies focusing on the intricate relationship between change management practices and organizational performance across various industries and regions. Zamanam's (2021) investigation in Kuwaiti educational institutions highlights the multidimensional nature of change, emphasizing its impact on employee performance through technological advancements, structural modifications, and shifts in human factors. Similarly, Limna et al.'s (2022) study in Thai secondary schools underscores the critical role of ethical considerations in change management, advocating for proper human resource management to navigate ethical dilemmas effectively.

These recent studies collectively contribute to understanding the nuanced interplay between change management and performance across different contexts. In Pakistan, Sarwar et al. (2022) and Ali & Hassan (2022) explore the impact of leadership and change management on employee performance in the education industry and organizational settings, respectively. Their findings underscore the critical role of effective change management in enhancing leaders' perceived charisma and improving followers' performance outcomes, emphasizing the strategic importance of leadership attributes in navigating organizational change successfully.

Similarly, Rotich & Deya (2021) investigate the influence of change management practices on hotel performance in Kenya, while Onyema & Onuoha (2020) explore the relationship between change management and organizational performance in Nigerian banks. Both studies highlight the importance of communication, employee engagement, leadership, and resource dedication in driving positive performance outcomes amid the challenges of change implementation.

Further, Saritha & Reddy's (2021) study in Bangalore's IT sector and Sung & Kim's (2021) investigation in Korea's public sector shed light on the impact of organizational change on employee performance and organizational innovation, respectively. These studies emphasize the positive correlation between change management initiatives and favorable performance outcomes, emphasizing the role

of change management in fostering a culture of innovation and driving positive employee performance.

Additionally, Kamolu-Johnson & Okewale (2021) examine the relationship between change management and employee performance in Nigerian banks, while Asikhia et al. (2021) conduct a literature review on change management and organizational performance. Both studies underscore the significance of participatory leadership, effective communication strategies, and change readiness in improving overall performance within dynamic organizational environments.

Finally, Ekechi & Abbas (2020) delve into the impact of change management on employee performance in Nigerian universities, highlighting the need for these institutions to embrace technological advancements and inclusive leadership practices to foster successful change initiatives and enhance educational processes.

Overall, these studies collectively emphasize the strategic importance of effective change management practices in optimizing organizational performance across diverse industries and regions. Through various methodologies and contexts, they provide valuable insights into the dynamic relationship between change management and performance, offering practical recommendations for organizations seeking to navigate change successfully and drive positive outcomes.

Methodology

The research employed a cross-sectional survey design to achieve its objectives. By targeting Staff of private Universities in North Central Nigeria. In the specific context of this study, the population is meticulously characterized as comprising 4,871 Academic Staff and 4,282 non-Academic staff members, collectively forming an intricate tapestry of personnel within the ambit of the listed private universities in Northern Central Nigeria.

The sample size for this study was determined using the Taro Yamane (1967) technique, resulting in a sample of 383 staff members drawn from a total population of 9,153 within private universities in North Central Nigeria. The meticulous approach to sample size determination ensures that the research captures a representative subset of the population, balancing the need for robust findings with practical considerations. The utilization of both simple random and stratified random sampling techniques further enhances the study's methodological soundness. Simple random sampling ensures randomness and lack of bias in distributing the questionnaire among selected respondents, thereby avoiding potential sampling errors. Stratified random sampling adds sophistication by recognizing the diverse cadres and roles within the staff population, ensuring adequate representation of each subgroup in the sample.

The primary method of data collection involved distributing Likert scale questionnaires to both teaching and non-teaching staff across private universities in

North Central Nigeria. This approach was chosen for its efficiency, wide coverage, and suitability for capturing participants' views and perceptions. Questionnaires allow for simultaneous data collection from a large number of respondents, ensuring a comprehensive and representative sample. Economic considerations also influenced the choice of questionnaires, as they tend to be more cost-effective compared to other methods like interviews or focus group discussions.

To ensure the validity and reliability of the research instrument, rigorous validation processes were conducted. The questionnaire underwent expert review, pilot testing, and assessment of content, face, and construct validity. Cronbach's alpha was used to assess the internal reliability of the questionnaire, yielding high values across different variables, indicating a high level of reliability.

Data analysis involved a comprehensive approach, incorporating quantitative methods. Multivariate Analysis of Variance (MANOVA) was utilized for hypothesis testing, with IBM SPSS 25 employed as the statistical software.

MANOVA Model:

Employee Job Satisfaction (EJS):

$$EJS = \beta_0 + \beta_1TC + \beta_2EI + \varepsilon_1$$

Where:

EJS = Employee Job Satisfaction.

TC = Technological Change.

EI = Emotional Intelligence.

β_0 = intercept.

β_1 and β_2 = regression coefficients for TC and EI, respectively.

ε_1 = error term.

Employee Commitment (EC):

$$EC = \beta_0 + \beta_1TC + \beta_2EI + \varepsilon_2$$

Where:

EC = Employee Commitment.

EI = Emotional Intelligence.

β_0 = intercept.

β_1 and β_2 = regression coefficients for TC and EI, respectively.

ε_2 = error term.

Results And Findings

Table 1 Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
EJS	360	2.2500	1.14115	.855	.129	-.053	.256
EC	360	2.8889	.65826	-.468	.129	4.325	.256
TC	360	2.9722	.49992	1.289	.129	6.769	.256
EI	360	3.0000	.52778	1.143	.129	5.006	.256
Valid (listwise)	N 360						

SPSS OUTPUT, 2024

The table presents descriptive statistics for Employee Job Satisfaction (EJS), Employee Commitment (EC), Technological Change (TC), and Emotional Intelligence (EI). Descriptive statistics provide insights into the central tendency, variability, skewness, and kurtosis of the variables, offering valuable information for understanding their distributions and characteristics.

For Employee Job Satisfaction (EJS), the mean score is 2.25 with a standard deviation of 1.14115. The skewness value of 0.855 indicates a moderate positive skew, suggesting that the distribution of EJS scores is slightly skewed to the right. The kurtosis value of 0.129 falls within the acceptable range, indicating a near-normal distribution of EJS scores. This suggests that, on average, employees exhibit moderate levels of job satisfaction, with a relatively wide range of scores across the sample.

Regarding Employee Commitment (EC), the mean score is 2.8889 with a standard deviation of 0.65826. The negative skewness value of -0.468 indicates a slight left skew, suggesting that the distribution of EC scores is slightly skewed to the left. The kurtosis value of 4.325 suggests a leptokurtic distribution, indicating that EC scores exhibit heavier tails and sharper peaks compared to a normal distribution. This implies that, on average, employees demonstrate relatively high levels of commitment, with a narrower range of scores compared to EJS.

Technological Change (TC) has a mean score of 2.9722 with a standard deviation of 0.49992. The positive skewness value of 1.289 suggests a moderate positive skew, indicating that the distribution of TC scores is slightly skewed to the right. The kurtosis value of 6.769 indicates a leptokurtic distribution, suggesting that TC scores exhibit heavier tails and sharper peaks compared to a normal distribution. This implies that, on average, employees perceive moderate levels of technological change, with relatively low variability in scores across the sample.

Emotional Intelligence (EI) has a mean score of 3.0000 with a standard deviation of 0.52778. The positive skewness value of 1.143 indicates a moderate positive skew, suggesting that the distribution of EI scores is slightly skewed to the right. The kurtosis value of 5.006 indicates a leptokurtic distribution, similar to TC, suggesting heavier tails and sharper peaks compared to a normal distribution. This implies that, on average, employees demonstrate moderate levels of emotional intelligence, with a relatively narrow range of scores across the sample.

		EJS	EC	TC	EI
EJS	Pearson Correlation	1	-.222**	.061	.185**
	Sig. (2-tailed)		.000	.248	.000
	N	360	360	360	360
EC	Pearson Correlation	-.222**	1	.160**	-.241**
	Sig. (2-tailed)	.000		.002	.000
	N	360	360	360	360
TC	Pearson Correlation	.061	.160**	1	.422**
	Sig. (2-tailed)	.248	.002		.000
	N	360	360	360	360
EI	Pearson Correlation	.185**	-.241**	.422**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	360	360	360	360
**. Correlation is significant at the 0.01 level (2-tailed).					

SPSS OUTPUT, 2024

Table 2 presents a comprehensive overview of the correlations between key variables. The study observes a significant negative correlation between EJS and EC, with a Pearson correlation coefficient of -0.222**. This implies that as employee job satisfaction increases, their commitment to the organization tends to decrease, and vice versa. Such a finding suggests a nuanced interplay between job satisfaction and commitment, highlighting the complex nature of employee attitudes within the workplace.

The correlation between EJS and TC is negligible, with a Pearson correlation coefficient of 0.061 and a non-significant p-value of 0.248. This indicates a weak and insignificant relationship between employee job satisfaction and perceived technological change. Organizations undergoing technological transformations may not necessarily witness corresponding changes in employee job satisfaction,

underscoring the importance of considering multiple factors influencing employee well-being.

Conversely, there is a significant positive correlation between EJS and EI, with a Pearson correlation coefficient of 0.185**. This suggests that higher levels of job satisfaction are associated with higher levels of emotional intelligence among employees. Understanding this positive association can help organizations foster environments that promote both job satisfaction and emotional intelligence, contributing to overall employee well-being and organizational effectiveness.

The correlation between EC and TC, we find a significant positive relationship, with a Pearson correlation coefficient of 0.160**. This implies that as employee commitment increases, their perception of technological change within the organization also tends to improve. Organizations with highly committed employees may experience smoother transitions during periods of technological change, highlighting the role of employee commitment in facilitating organizational adaptation.

Furthermore, the correlation between EC and EI is negative and significant, with a Pearson correlation coefficient of -0.241**. This suggests that as employee commitment increases, their emotional intelligence tends to decrease. This unexpected finding warrants further exploration into the mechanisms underlying the relationship between commitment and emotional intelligence within the organizational context.

Lastly, the research observes a significant positive correlation between TC and EI, with a Pearson correlation coefficient of 0.422**. This indicates that perceived technological change is positively associated with emotional intelligence among employees. Organizations embracing technological advancements may inadvertently contribute to the development of employees' emotional intelligence, potentially enhancing their adaptive capabilities in dynamic work environments.

Table 3 Multivariate Tests^a

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.547	213.544 _b	2.000	354.000	.000
	Wilks' Lambda	.453	213.544 _b	2.000	354.000	.000
	Hotelling's Trace	1.206	213.544 _b	2.000	354.000	.000
	Roy's Largest Root	1.206	213.544 _b	2.000	354.000	.000

EI	Pillai's Trace	.136	27.887 ^b	2.000	354.000	.000
	Wilks' Lambda	.864	27.887 ^b	2.000	354.000	.000
	Hotelling's Trace	.158	27.887 ^b	2.000	354.000	.000
	Roy's Largest Root	.158	27.887 ^b	2.000	354.000	.000
TC	Pillai's Trace	.152	9.746	6.000	710.000	.000
	Wilks' Lambda	.850	9.978 ^b	6.000	708.000	.000
	Hotelling's Trace	.174	10.208	6.000	706.000	.000
	Roy's Largest Root	.156	18.439 ^c	3.000	355.000	.000
a. Design: Intercept + EI + TC						
b. Exact statistic						
c. The statistic is an upper bound on F that yields a lower bound on the significance level.						

SPSS OUTPUT, 2024

Table 3 provides an insightful analysis through Multivariate Tests, aiming to understand the combined influence of Emotional Intelligence (EI), Technological Change (TC), and the intercept on the overall model. Notably, Emotional Intelligence acts as a mediating variable, meaning it may moderate or explain the relationship between other variables in the model, offering deeper insights into organizational dynamics.

Starting with the **Intercept**, the tests reveal substantial effects across various metrics. Pillai's Trace, indicating the multivariate significance, underscores a notable impact ($V = 0.547$, $F = 213.544$, $p < .001$). This suggests that the intercept, alongside EI and TC, significantly contributes to the overall model. Similarly, Wilks' Lambda and Hotelling's Trace, renowned for their robustness in multivariate analysis, affirm the intercept's significance, further emphasizing its pivotal role in shaping the model's outcomes.

Emotional Intelligence (EI), the findings portray a nuanced picture. While Pillai's Trace indicates a relatively smaller effect size ($V = 0.136$, $F = 27.887$, $p < .001$), its significance remains undeniable. This implies that EI, serving as a mediating variable, plays a crucial role in influencing the model's outcomes in conjunction with other factors. The consistent significance across Wilks' Lambda and Hotelling's Trace reinforces the substantive impact of EI, shedding light on its intricate relationship within the organizational context.

In parallel, **Technological Change (TC)** emerges as another vital component shaping the model. Despite a marginally larger effect compared to EI, TC exhibits a significant influence ($V = 0.152$, $F = 9.746$, $p < .001$). This underscores the importance of technological advancements in organizational settings and their interplay with other variables. The corroborative significance across Wilks' Lambda and Hotelling's Trace underscores TC's contribution to the overall model, highlighting its relevance alongside EI and the intercept.

Notably, the inclusion of Emotional Intelligence as a mediating variable enriches the model's understanding. By considering EI's moderating effects on the relationship between other variables, such as TC and the intercept, the analysis gains depth. This nuanced perspective offers a comprehensive view of organizational dynamics, elucidating the intricate interplay between emotional intelligence, technological change, and other factors influencing employee attitudes and organizational outcomes.

Table 4 Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	EJS	25.921 ^a	4	6.480	5.210	.000
	EC	26.309 ^b	4	6.577	18.065	.000
Intercept	EJS	4.372	1	4.372	3.515	.062
	EC	141.135	1	141.135	387.653	.000
EI	EJS	12.587	1	12.587	10.119	.002
	EC	19.420	1	19.420	53.340	.000
TC	EJS	9.921	3	3.307	2.658	.048
	EC	17.309	3	5.770	15.847	.000
Error	EJS	441.579	355	1.244		
	EC	129.247	355	.364		
Total	EJS	2290.000	360			
	EC	3160.000	360			
Corrected Total	EJS	467.500	359			
	EC	155.556	359			
a. R Squared = .055 (Adjusted R Squared = .045)						
b. R Squared = .169 (Adjusted R Squared = .160)						

SPSS OUTPUT, 2024

Table 4 presents the Tests of Between-Subjects Effects, offering detailed insights into the influence of various factors on Employee Job Satisfaction (EJS) and Employee Commitment (EC), considering Emotional Intelligence (EI) as a mediating variable. These tests provide a comprehensive understanding of how each predictor contributes to explaining variance in EJS and EC, shedding light on their individual and combined effects within the organizational context.

The **Corrected Model**, which encompasses all predictors including EI, we observe significant effects on both EJS and EC ($p < .001$). This underscores the importance of considering Emotional Intelligence alongside other factors in understanding employee attitudes and behaviors. The Type III Sum of Squares for EJS is 25.921 with 4 degrees of freedom, and for EC, it is 26.309, indicating substantial explanatory power.

Analyzing the **Intercept**, which represents the baseline level when all predictors, including EI, are at zero, we find varying degrees of influence on EJS and EC. For EJS, the Intercept yields a Type III Sum of Squares of 4.372 with 1 degree of freedom, suggesting a moderate effect ($p = .062$). In contrast, for EC, the Intercept has a significantly larger effect, with a Type III Sum of Squares of 141.135 and 1 degree of freedom ($p < .001$), indicating its substantial impact on employee commitment, even when considering EI as a mediating factor.

Emotional Intelligence (EI), recognized as a mediating variable, we observe significant effects on both EJS and EC ($p < .005$). The Type III Sum of Squares for EI is 12.587 for EJS and 19.420 for EC, both with 1 degree of freedom, indicating its notable contribution to explaining variance in both employee job satisfaction and commitment. This highlights the crucial role of Emotional Intelligence as a mediator in influencing employee attitudes and behaviors.

Furthermore, **Technological Change (TC)** exhibits a significant effect on EJS ($p = .048$) but not on EC ($p < .001$). While the Type III Sum of Squares for TC is 9.921 for EJS, suggesting a relatively smaller effect, it is 17.309 for EC, indicating a more substantial influence on employee commitment, even when accounting for EI as a mediating variable.

Table 4 underscores the complex interplay of factors influencing employee job satisfaction and commitment, with Emotional Intelligence playing a pivotal role as a mediating variable. These findings emphasize the importance of considering EI alongside other predictors in understanding and enhancing employee well-being and organizational effectiveness.

Based on the findings presented in Table 4, the study evaluated the research hypotheses as follows:

H01: Technological Change has no significant impact on employee job satisfaction in private Universities in North Central Nigeria.

The analysis reveals that Technological Change (TC) has a significant effect on employee job satisfaction (EJS) in private Universities in North Central Nigeria ($p = .048$). While the effect size may be relatively smaller compared to other factors, it is nonetheless statistically significant. Therefore, we reject the null hypothesis (H01) and conclude that there is indeed a significant impact of Technological Change on employee job satisfaction in private Universities in North Central Nigeria.

H02: There is no significant impact of technological change on employee commitment in private Universities in North Central Nigeria.

Similarly, the results demonstrate that Technological Change (TC) has a significant effect on employee commitment (EC) in private Universities in North Central Nigeria ($p < .001$). The Type III Sum of Squares for TC in relation to EC is substantial (17.309), indicating a significant influence on employee commitment. Thus, we reject the null hypothesis (H02) and conclude that there is a significant impact of Technological Change on employee commitment in private Universities in North Central Nigeria.

Based on the findings from the analysis of the between-subjects effects, it is evident that Technological Change plays a significant role in shaping both employee job satisfaction and commitment in private Universities in North Central Nigeria. These results highlight the importance of incorporating technological advancements into organizational strategies to foster positive employee outcomes and enhance organizational effectiveness.

Discussion Of The Findings

The findings from the study titled "Change Management and Employee Performance: The Mediating Role of Emotional Intelligence in Private Universities in North Central Nigeria" provide valuable insights into the intricate relationship between various factors, including Emotional Intelligence (EI), and employee outcomes such as job satisfaction (EJS) and commitment (EC) (Table 4). These results are supported and aligned with existing theoretical frameworks and empirical studies in the field of change management and organizational performance (Burke & Litwin, 1989; Zamanam, 2021).

Firstly, the study's Corrected Model, which incorporates all predictors including EI, demonstrates significant effects on both EJS and EC ($p < .001$), emphasizing the importance of considering Emotional Intelligence alongside other factors in understanding employee attitudes and behaviors (Table 4). This resonates with the holistic approach proposed by the Burke-Litwin model, which intricately

interconnects internal and external factors to explain organizational performance outcomes (Burke & Litwin, 1989).

Analyzing the Intercept reveals varying degrees of influence on EJS and EC, with a significantly larger effect observed for EC (Table 4). This underscores the substantial impact of factors such as leadership, culture, and management practices on employee commitment, even when accounting for EI as a mediating factor (Table 4). These findings align with previous empirical studies that have highlighted the critical role of organizational factors in shaping employee attitudes and behaviors (Sarwar et al., 2022; Ali & Hassan, 2022).

Moreover, Emotional Intelligence emerges as a significant mediating variable, exerting notable effects on both EJS and EC ($p < .005$) (Table 4). This highlights the crucial role of Emotional Intelligence in influencing employee attitudes and behaviors, consistent with prior research emphasizing the importance of EI in fostering positive workplace outcomes (Table 4; Saritha & Reddy, 2021). The findings regarding EI as a mediator support the theoretical framework proposed by the Burke-Litwin model, which emphasizes the interconnectedness of individual and organizational factors in driving performance outcomes (Burke & Litwin, 1989).

Furthermore, while Technological Change (TC) exhibits a significant effect on EJS but not on EC, the results underscore the complex interplay of factors influencing employee outcomes (Table 4). These findings align with previous studies highlighting the multifaceted nature of organizational change and the need to consider various factors comprehensively (Rotich & Deya, 2021; Onyema & Onuoha, 2020).

The findings from Table 4 underscore the importance of considering multiple factors, including Emotional Intelligence, in understanding and enhancing employee well-being and organizational effectiveness. By aligning with theoretical frameworks such as the Burke-Litwin model and drawing on empirical evidence from diverse studies, the results contribute to a deeper understanding of the complex dynamics underlying organizational change and its impact on employee performance.

Implication To Research And Practice

The study's results underscore the importance of considering multiple factors, including Emotional Intelligence (EI), in understanding employee outcomes such as job satisfaction (EJS) and commitment (EC). This highlights the need for future research to adopt a comprehensive approach that integrates various organizational variables to gain a holistic understanding of employee behavior and performance. The findings also emphasize the mediating role of Emotional Intelligence in the relationship between organizational factors and employee outcomes. This suggests that future research should explore further the mechanisms through which EI influences employee attitudes and behaviors, as well as its potential implications for

organizational performance. Moreover, the study aligns with existing theoretical frameworks such as the Burke-Litwin model, emphasizing the importance of integrating theory into empirical investigations. Future research should continue to draw upon established theories to guide inquiry and deepen our understanding of organizational dynamics. Additionally, the study highlights the complex interplay of factors influencing employee outcomes, such as job satisfaction and commitment. Future research should aim to uncover the nuanced relationships between various organizational variables and their impacts on employee well-being and performance in diverse contexts.

For practitioners and organizational leaders, the findings underscore the importance of considering Emotional Intelligence in managing organizational change and fostering positive employee outcomes. Incorporating EI assessments and development programs into leadership training and change management initiatives can help enhance leaders' and employees' emotional competencies, thereby improving overall organizational effectiveness. Furthermore, the study highlights the significant impact of factors such as leadership, culture, and management practices on employee commitment, even when accounting for EI as a mediating factor. This underscores the importance of cultivating a supportive organizational culture, effective leadership, and transparent communication practices to foster employee engagement and commitment. Moreover, practitioners should recognize the multifaceted nature of organizational change and the need to approach change initiatives comprehensively. By considering various factors, including technological advancements and employee well-being, organizations can better navigate change processes and mitigate potential negative impacts on employee satisfaction and performance. Overall, the study's findings offer valuable insights for practitioners seeking to optimize organizational performance through effective change management strategies, leadership development, and the cultivation of emotional intelligence among employees. By incorporating these insights into practice, organizations can create a conducive environment that promotes employee well-being, engagement, and ultimately, organizational success.

Conclusion

The study on "Change Management and Employee Performance: The Mediating Role of Emotional Intelligence in Private Universities in North Central Nigeria" sheds light on the intricate relationship between various organizational factors, Emotional Intelligence (EI), and employee outcomes, particularly job satisfaction (EJS) and commitment (EC). The findings underscore the significance of considering multiple predictors in understanding and enhancing employee well-being and organizational effectiveness within the context of private universities in North Central Nigeria.

Through the examination of Tests of Between-Subjects Effects, significant effects were observed on both EJS and EC, emphasizing the importance of Emotional Intelligence as a mediating variable. These results align with established theoretical frameworks, notably the Burke-Litwin model, which emphasizes the interconnectedness of internal and external factors in influencing organizational performance outcomes.

By recognizing the mediating role of Emotional Intelligence, organizations can better understand the mechanisms through which individual and organizational factors impact employee attitudes and behaviors. This insight offers valuable implications for practitioners seeking to design and implement effective change management strategies within educational institutions and beyond.

Private universities in North Central Nigeria should implement targeted training programs and develop institutional policies to enhance Emotional Intelligence (EI) among faculty and administrative staff. Prioritizing EI development and fostering a supportive organizational culture can improve employee job satisfaction, commitment, and overall organizational effectiveness.

Further Research

Future research endeavours could explore the longitudinal effects of Emotional Intelligence (EI) development programs on employee performance outcomes in private universities in North Central Nigeria. Additionally, investigating the moderating role of contextual factors, such as organizational culture and leadership styles, on the relationship between EI and employee outcomes, would provide valuable insights for optimizing organizational effectiveness. Moreover, comparative studies across different sectors and regions could offer a broader understanding of the generalizability and applicability of EI interventions in diverse organizational contexts.

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