

Change Management Practices and the Sustainability of Ict Innovation Hubs in Uyo Metropolis, Akwa Ibom State, Nigeria.

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ABSTRACT

This research was carried out to uncover the relationship between change management practices and the sustainability of ICT Innovation Hubs in Uyo Metropolis, Akwa Ibom State, Nigeria. Executive support and change communication were the dimensions of change management practices used in this study. The survey research design was adopted for this study. The population was made up of personnel drawn from 10 identified ICT Innovation Hubs operating within Uyo Metropolis, Akwa Ibom State making a total of 203 personnel. Census sampling technique was adopted. 203 copies of the questionnaire were distributed to the respondents while 200 copies were returned and used as the basis of analysis. The data collected for this study was analyzed using the Pearson Product-Moment Correlation Coefficient (PPMC) at 0.05 level of significance using the Statistical Package for Social Sciences (SPSS) version 23. The findings of the study revealed that executive support and change communication had a positive and significant relationship with organizational sustainability at ICT Innovation Hubs in Uyo metropolis, Akwa Ibom State. It was recommended that top management should actively participates in change initiatives by providing clear direction, necessary resources, and continuous motivation and organizations should develop structured and transparent communication plans that engage employees at all levels.

Keywords: Change management, change management practices, executive support, change communication, financial sustainability, economic sustainability, environmental sustainability, ICT Innovation Hubs

INTRODUCTION

Organizations are constantly confronted with waves of disruption. Globalization, digital transformation, regulatory changes, shifting consumer preferences, and rising social expectations are reshaping how businesses operate. For organizations to remain competitive and future-ready, they must learn to adapt quickly while embedding sustainability into their core strategies (McKenzie, 2022). Also organizations must be guided by ethical standard which emphasizes on treating stakeholders with dignity (Uwa, Akpaetor & Johnson). This has made the relationship between change management practices and organizational sustainability a central focus in management research and practice, particularly for ICT Innovation Hubs in emerging economies such as Nigeria, and especially in Uyo, Akwa Ibom State.

The proxies of change management practices play a critical role in driving sustainability outcomes. Leadership commitment ensures that sustainability is not treated as an afterthought but as a core business strategy (Ahmad & Khan, 2021).

Statement of the problem

The Information and Communication Technology (ICT) sector operates in an environment characterized by rapid technological advancements, evolving consumer demands, and increasing regulatory pressures. To remain competitive and ensure long-term viability, ICT firms must effectively implement change management practices that promote sustainability. However, many organizations encounter significant challenges in this endeavour, leading to operational inefficiencies, employee resistance, and suboptimal sustainability outcomes.

One major challenge is the lack of structured change management frameworks that align organizational transformation with sustainability goals. Many ICT firms implement change initiatives without clear strategies, leading to resistance, confusion, and failure to achieve intended outcomes (Burnes, 2019). Another critical issue is employee resistance to change, which often arises due to fear of job displacement, inadequate communication, and lack of participation in decision-making. Resistance can slow down or completely derail change initiatives, affecting organizational efficiency and innovation (Armenakis & Harris, 2019).

Furthermore, the role of leadership in change management is often underestimated. Some ICT firms lack leaders who are skilled in change management, resulting in misalignment between strategic direction and execution (Cameron & Green, 2019). Additionally, many ICT organizations fail to integrate sustainability into their change management practices. Without embedding sustainability into change processes, ICT firms may struggle with regulatory compliance, ethical concerns, and reputational risks.

Given these challenges, this study sought to examine the relationship between change management practices - such as executive support, change communication, resistance management, employee training, and technology integration - and the sustainability in ICT firms.

Objectives of the study

The major objective of this study was to examine the relationship between change management practices and the sustainability of ICT innovation hubs in Uyo metropolis, Akwa Ibom State. However, the specific objectives were to:

- i. examine the relationship between executive support and the sustainability of ICT innovation hubs in Uyo metropolis, Akwa Ibom State;
- ii. investigate the relationship between change communication and the sustainability of ICT innovation hubs in Uyo metropolis, Akwa Ibom State;

Research hypotheses

The following null hypotheses formulated for this study were;

H0₁: There is no significant relationship between executive support and the sustainability of ICT innovation hubs in Uyo metropolis, Akwa Ibom State.

H0₂: There is no significant relationship between change communication and the sustainability of ICT innovation hubs in Uyo metropolis, Akwa Ibom State.

LITERATURE REVIEW

Concept of change management practices

Change is an unavoidable part of organizational life, especially in dynamic environments such as ICT innovation hubs where technology, customer preferences, and competitive forces evolve rapidly. Organizations that fail to adapt often face stagnation, reduced competitiveness, or even collapse. Change has therefore become a central theme in management research, highlighting the need for effective approaches to handle transitions smoothly and sustainably. According to Lewis (2019) change refers to any intentional modification in an organization's structure, processes, or operations to respond to internal ambitions or external pressures. Todnem (2020) defines change management as a structured process of guiding individuals and organizations through transitions to achieve strategic objectives. Similarly, Iqbal and Ahmad (2022) argue that effective change management is not only about system redesign or process improvements but also about supporting people to embrace new realities with confidence and commitment. Taken together, these definitions emphasize that change management practices are both technical and human in nature, requiring organizations to balance efficiency with empathy.

Carl (2022) argue that change management provides the necessary framework for sustaining organizational performance during periods of transformation by aligning strategies, structures, and people. Cheruto (2024) defined change management as the set of activities that enable employees to participate in change effortlessly while simultaneously reducing the shock and resistance associated with the process. Employees also look forward to fair treatment within the organization (Johnson, Emerole and Okebaram, 2024). To minimize resistance to change, organization have to handle the processes of change management with fairness without discriminating against any section of its workforce.

Extending this concept further, recent scholars have discussed “change management practices” as the practical interventions and strategies organizations adopt to ensure that change is effectively executed. The need for effective change management in organizations cannot be overstated. The rapid pace of technological innovation, globalization, and regulatory shifts means that organizations must adapt quickly to remain competitive. Without structured change management practices, initiatives often fail due to budget overruns, unmet deadlines, or lack of adoption (Pacoli *et al.*, 2022). In contrast, organizations that embrace these practices are more agile, resilient, and better able to harness opportunities presented by change.

Dimensions of change management practices

Change management practices encompass a broad range of activities - from executive support, communication, and resistance management to training and technology integration - that collectively enhance organizational adaptability and sustainability.

Executive support

Executive support has been defined as the visible and sustained involvement of top leaders in driving organizational change, providing direction, legitimacy, and resources to facilitate successful implementation. According to Ferede (2024), executive support refers to the strategic role played by senior leaders in endorsing change, allocating resources, and aligning initiatives with organizational goals. Similarly, Walk (2023) defined executive support as leader change-specific behaviours - such as articulating a vision, demonstrating commitment, and addressing employee concerns - that directly influence employees’ acceptance of change. These definitions highlight that executive support goes beyond mere approval; it involves leaders acting as vision bearers who align change initiatives with strategic priorities, communicate their importance, and model the behaviours expected from employees. Studies further show that when executives visibly support change and provide resources such as budgets, infrastructure, and time, the likelihood of successful outcomes increases significantly (Heliyon, 2024).

As a critical dimension of change management practices, executive support ensures that change initiatives gain legitimacy and are sustained across different organizational levels. Ridder *et al.* (2022) emphasize that transformational leadership behaviours from executives, including role modeling and inspiring employees, help reduce resistance and build trust during change. Similarly, findings by Akpaetor and Madubiike (2022) indicate that senior management ought to consistently provide support to employees during periods of strategic change by ensuring they are equipped with the essential resources needed to effectively adapt to such changes. In rapidly evolving environments such as ICT innovation hubs, where multiple and complex changes often occur simultaneously, executive support becomes indispensable in prioritizing initiatives, managing risks, and facilitating technology integration. This combination of strategic guidance, resource provision, and visible leadership makes executive support not just a facilitating factor but a decisive determinant of organizational sustainability in the face of ongoing transformation (Emerald, 2023).

Change communication

Communication is a corner stone of change management. Johnson, Okebaram and Emerole (2024) stated that employees who are well informed and on time about management decisions that will affect them will likely be more willing to accept and tolerate such decisions. Change communication is widely regarded as a central element of successful change management because it ensures that employees are informed, engaged, and aligned

throughout organizational transformation. Johansson and Heide (2019) defined change communication as the planned dissemination of information that creates shared understanding of the purpose, process, and expected outcomes of change within an organization. Similarly, Kitchen and Daly (2022) described it as a strategic process of exchanging information between leaders and stakeholders to reduce uncertainty, foster trust, and motivate employees to adopt new practices. These definitions highlight that change communication goes beyond the transmission of information - it is about creating meaning, building trust, and promoting employee ownership of change. By clearly articulating the rationale for change and using consistent messaging, organizations can bridge the gap between leadership intentions and employee perceptions, thereby laying the foundation for smooth transitions (Johansson & Heide, 2019; Kitchen & Daly, 2022).

As a vital dimension of change management practices, change communication plays a decisive role in shaping employee attitudes, reducing resistance, and enhancing commitment. Communication improves employee's resilience by empowering them with the right knowledge and ability to withstand threats, uncertainties and unexpected circumstances while still remaining dedicated to his/her job despite the change (Eketu, Edeh, Alamina, Fern, Kumari and Johnson, 2020). Clampitt, DeKoch, and Cashman (2020) emphasize that poorly managed communication often results in confusion, rumors, and disengagement, whereas transparent and consistent communication builds confidence in the change process. Kotter (2021) further argues that leaders who communicate a compelling vision and progress updates sustain momentum and strengthen alignment with organizational goals. Moreover, Schein (2020) highlights the importance of empowering middle managers with accurate information, as they act as intermediaries who translate strategic messages into actionable guidance for frontline staff. Recent studies also indicate that multi-channel approaches - combining face-to-face meetings, digital platforms, and feedback mechanisms - enhance inclusivity and ensure messages resonate with diverse audiences (Kitchen & Daly, 2022). Taken together, these perspectives show that effective change communication is not only about information sharing but also about fostering dialogue, trust, and shared meaning, all of which are critical for sustaining organizational change in complex and uncertain environments.

Concept of organizational sustainability

In an era characterized by rapid technological advancements, economic volatility, and heightened environmental concerns, organizational sustainability has emerged as a critical priority for businesses worldwide. The concept of organizational sustainability extends beyond the traditional focus on profit and shareholder value to encompass a broader range of economic, social, and environmental considerations. Organizational sustainability refers to the capacity of an organization to achieve long-term success by harmonizing economic objectives with social and environmental responsibilities. According to Rahman, *et al.* (2022), it entails an organization's ability to regulate its activities in a manner that safeguards financial strength while reducing ecological and social risks. Florez-Jimenez, *et al.* (2024) further conceptualized it as the integration of profitability, social justice, and environmental care, noting that competitiveness over time requires attention to all three aspects simultaneously.

Organizational sustainability helps businesses identify and manage risks related to social, environmental, and economic factors (Fletcher, 2020). By adopting sustainable practices, organizations can reduce their exposure to regulatory risks, environmental liabilities, and reputational damage. For example, companies that invest in renewable energy and reduce their carbon footprint are better positioned to comply with environmental regulations and avoid potential fines and penalties (Ala, *et al.*, 2024). Also, sustainability enhances an organization's reputation and brand image, building trust and credibility with stakeholders. A strong reputation for sustainability can attract customers, investors, and talent, contributing to long-term success.

Sustainability can provide a competitive advantage by differentiating an organization from its competitors through formulation and implementation of value strategy that cannot easily be imitated or duplicated (Uwa and Johnson, 2017). Sustainable products and services that meet customer needs while addressing environmental and social concerns can attract environmentally conscious consumers and open new market opportunities. For example, the rise of sustainable fashion brands that prioritize ethical sourcing and eco-friendly materials has created a competitive edge in the fashion industry (Fletcher, 2020). Furthermore, organizational sustainability ensures the long-term viability of a business by balancing short-term financial performance with long-term social and environmental goals.

Organizational sustainability is a multidimensional concept that encompasses economic, social, and environmental considerations. It involves balancing the need for financial performance with the responsibility to contribute positively to society and the environment. Achieving sustainability requires organizations to adopt practices that promote economic stability, social equity, and environmental stewardship (Ala, *et al.*, 2024). The importance of organizational sustainability is underscored by its role in risk management, reputation enhancement, competitive advantage, and long-term viability. As businesses continue to face complex challenges in a rapidly changing world, the importance of sustainability will only increase, making it a critical factor in achieving long-term success.

Dimensions of organizational sustainability

Organizational sustainability encompasses various key dimensions: economic, social and environmental. Each dimension plays a vital role in ensuring the long-term success and viability of organizations as asserted by Porter and Kramer (2021), McKenzie (2022), Hart (2019), Aguilera *et al.*, (2019) and (Pisano, 2019).

Economic sustainability

Economic sustainability refers to the ability of an organization to generate consistent revenue, maintain profitability, and ensure financial stability over the long term (Porter & Kramer, 2021). It involves prudent financial management, efficient resource allocation, and the creation of value for shareholders and other stakeholders. To achieve economic sustainability, organizations must adopt practices that enhance their financial performance and competitiveness. This includes investing in research and development, optimizing operational efficiency, managing costs effectively, and developing new revenue streams (McKenzie, 2022).

Social sustainability

Social sustainability refers to the impact of an organization on society and its stakeholders, including employees, customers, suppliers, communities, and society at large (McKenzie, 2022). It involves promoting social equity, ensuring fair labour practices, supporting community development, and contributing to the well-being of society. Social sustainability is important because it enhances the organization's reputation, builds trust with stakeholders, and fosters positive relationships with the community. Organizations can achieve social sustainability by adopting practices that promote social responsibility and ethical behaviour. This includes implementing fair labour practices, ensuring diversity and inclusion, supporting employee well-being, engaging in philanthropy, and contributing to community development (Fletcher, 2020).

Environmental sustainability

Environmental sustainability refers to the ability of an organization to minimize its impact on the natural environment and operate in an eco-friendly manner (Hart, 2019). It involves reducing resource consumption, minimizing waste and emissions, conserving biodiversity, and promoting the use of renewable energy sources. Environmental sustainability is crucial because it helps organizations mitigate environmental risks, comply with regulations, and contribute to the preservation of natural resources for future generations. To achieve environmental sustainability, organizations must adopt practices that reduce their environmental footprint and promote eco-friendly behaviour. This includes implementing energy-efficient technologies, reducing greenhouse gas emissions, adopting sustainable supply chain practices, and promoting recycling and waste reduction (Chouinard, 2022).

Change management practices and organizational sustainability

Change is an inevitable part of any organization's life cycle. In a world characterized by rapid technological advancements, evolving customer expectations, regulatory shifts, and environmental challenges, organizations must continuously adapt to survive and thrive. Change management is the systematic process of planning, implementing, and monitoring change within an organization to achieve desired outcomes (Geada, 2021). It involves a range of activities, including assessing the need for change, developing a change strategy, communicating the change, managing resistance, and reinforcing new behaviours. The primary goal of change

management is to minimize disruption, ensure a smooth transition, and maximize the benefits of change initiatives (Hiatt & Creasey, 2022). When effectively implemented, change management practices can significantly contribute to organizational sustainability, ensuring that businesses remain resilient, competitive, and capable of long-term success. Change management is crucial for organizational sustainability because it helps organizations adapt to internal and external changes, ensuring that they remain relevant and competitive (Carl, 2022). Effective change management enables organizations to respond to market trends, technological advancements, regulatory requirements, and stakeholder expectations, thereby supporting long-term viability and success.

Organizational sustainability is the ability of an organization to operate in a manner that ensures its long-term viability while balancing economic, social, and environmental objectives (Elkington, 2024). Change management practices play a vital role in achieving organizational sustainability by facilitating the successful implementation of sustainable practices, fostering a culture of innovation, and enhancing organizational resilience. One of the primary effects of change management on organizational sustainability is its ability to facilitate the implementation of sustainable practices (Tom, 2019). Sustainable practices involve integrating economic, social, and environmental considerations into business operations and decision-making processes (Dyllick & Hockerts, 2022). These practices are essential for reducing the organization's environmental footprint, promoting social equity, and ensuring long-term financial stability. To implement sustainable practices, organizations must often undergo significant changes in their processes, policies, and culture.

Change management practices play a pivotal role in achieving organizational sustainability by facilitating the implementation of sustainable practices, fostering a culture of innovation, and enhancing organizational resilience. By adopting effective change management practices, organizations can navigate the complexities of change, adapt to evolving challenges, and create value for stakeholders. As sustainability becomes increasingly important in the global business landscape, organizations must prioritize change management to ensure their long-term viability and success.

THEORETICAL FRAMEWORK

To provide a structured understanding of change management practices, this study was anchored on Lewin's Change Model (Lewin, 1947).

Lewin's change management model (Lewin, 1947)

Lewin's change management model was introduced by Kurt Lewin in 1947. Kurt Lewin, a German-American psychologist. The model, which outlines the three stages of change (Unfreezing, Changing, and Refreezing). Lewin's work laid the foundation for many subsequent theories and models in organizational change. Lewin's model outlines three stages to facilitate this transition.

Unfreezing

This is the preparatory stage, where the existing equilibrium is disrupted. The goal is to make people aware of the need for change, challenge existing mindsets, and create a sense of urgency. This stage involves overcoming resistance to change and preparing individuals and the organization for transformation. The first step in the unfreezing stage is to create awareness about the need for change. This involves communicating the reasons for change, the potential benefits, and the risks of not changing. Leaders must effectively communicate why change is necessary to motivate employees and stakeholders (Burnes, 2019). To unfreeze the current state, it is essential to create a sense of urgency. This can be achieved by highlighting external pressures, such as market competition, technological advancements, or changing customer expectations, that necessitate change (Burnes, 2019). The unfreezing stage is critical because it lays the groundwork for change. Without this stage, there is a risk that people will cling to the status quo, and efforts to implement change may be met with resistance or indifference. By preparing the organization and its members for change, unfreezing helps to build a solid foundation for successful transformation (Hussain *et al.*, 2018).

Changing (or moving)

This is the transition stage, where the actual change takes place. It involves implementing new processes, behaviours, or ways of thinking. During this stage, people begin to learn new behaviours and understand new ways of doing things. Support, communication, and education are critical to help individuals adapt to the change (Cummings & Worley, 2021). This stage involves putting the planned changes into action. It may include introducing new processes, technologies, or ways of working. During the changing stage, individuals must learn new skills, behaviours, and ways of thinking. Training and development programs, workshops, and on-the-job learning are essential to equip employees with the necessary knowledge and skills to adapt to change. Effective communication is vital during the changing stage to keep everyone informed about the progress of change, the benefits, and any challenges that may arise. Providing support, such as coaching, mentoring, and counselling, helps individuals navigate the transition and overcome any difficulties (Cummings & Worley, 2021). Involving employees in the change process encourages ownership and commitment. Encouraging participation and feedback helps to address concerns, build trust, and foster a sense of collaboration (Cummings & Worley, 2021). The changing stage is where the transformation takes place. It is a critical phase because it involves moving from the old way of doing things to the new. Successful change requires not only implementing new processes but also changing the attitudes and behaviours of individuals. This stage is about ensuring that the change is understood, accepted, and adopted by all members of the organization.

Refreezing

This is the final stage, where the new state is stabilized, and the change is solidified into the organization's culture. The goal is to ensure that the new behaviours and practices are maintained over time. Reinforcement mechanisms, such as policies, procedures, and organizational norms, are established to sustain the change (Schein, 2020). The refreezing stage involves establishing stability after the change has been implemented. It is essential to ensure that the new behaviours and practices become part of the organization's culture and are not seen as temporary measures (Schein, 2020). To sustain the change, reinforcement mechanisms are put in place. These may include new policies, procedures, reward systems, and performance metrics that support the new way of doing things (Schein, 2020). Continuous monitoring and feedback are essential to ensure that the change is maintained and issues are addressed promptly. Gathering feedback from employees and stakeholders helps to identify areas for improvement and reinforces the commitment to change. The refreezing stage is crucial for ensuring that the change is not just a one-time event but becomes a permanent part of the organization.

The relevance of Lewin's change management model to this research lies in its ability to explain how change management practices influence organizational sustainability. Lewin's model is advantageous due to its clarity and simplicity. It is straightforward and easy to understand, making it accessible to leaders, managers, and employees (Hussain *et al.*, 2018). By embedding change into the organization's culture, Lewin's model helps to prevent backsliding and ensures that the change is maintained (Burnes, 2019).

METHODOLOGY

The survey research design was adopted for this study. The population was made up of personnel drawn from 10 identified ICT Innovation Hubs operating within Uyo Metropolis, Akwa Ibom State. These hubs were identified using directories from the Technology Hubs and Incubators Network (THIN) (2025) and verified through the Corporate Affairs Commission (CAC) (2025), which confirms their legal registration and operational status as business entities in Nigeria. The total population of the identified ICT innovation hubs amounted to 203 personnel. Given the relatively small and accessible population size (203), this study adopted a census approach. The total population of 203 individuals within ICT Innovation Hubs in Uyo Metropolis, Akwa Ibom State, was fully utilized for the study.

The study depended entirely on primary data which was obtained through a structured questionnaire that was administered to managers, supervisors, administrative staff, and facilitators of ICT Innovation Hubs in Uyo metropolis in Akwa Ibom State. The reliability of the instrument was established using Cronbach's alpha method of reliability testing. Executive support had 0.943 while change communication had 0.855 which shows a high

acceptable Cronbach values. In this study, both face validity and content validity were employed. This process guaranteed that the instrument was not only appropriate on the surface but also comprehensive in capturing the variables of interest. The data collected for this study was analyzed using the Pearson Product-Moment Correlation Coefficient (PPMC). This statistical technique is suitable for determining the strength and direction of the linear relationship between two continuous variables. The PPMC analysis was conducted at a 0.05 level of significance, which is the standard threshold for determining statistical significance in social science research. All analyses were carried out using the Statistical Package for Social Sciences (SPSS) version 23.

Data Presentation

The data collected were as presented as follows:

Distribution of questionnaire/response rate

Categories	Frequency	Percentage %
Copies of questionnaire administered	203	100
Copies of questionnaire filled and returned	200	99
Copies of questionnaire not returned	3	1

Source: Researcher's field survey (2025).

From the table above, a total of 203 copies of the questionnaire were administered to respondents, representing 100% of the targeted sample. Out of these, 200 copies were duly completed and returned, giving a retrieval rate of 99%, while only 3 copies, representing 1%, were not returned. The very high response rate indicates that the data collected is highly representative of the sampled population and suitable for statistical analysis. A retrieval rate above 90% is generally considered excellent in survey research, as it minimizes the risk of non-response bias and enhances the reliability and validity of the findings. This implies that the responses analyzed in this study provide a credible reflection of the views of the population under investigation, thereby strengthening the generalizability of the research results.

Test of Hypotheses

Hypothesis one

H₀₁: There is no significant relationship between executive support and the sustainability in ICT Innovation Hubs in Uyo Metropolis, Akwa Ibom State.;

Correlation analysis between executive support and sustainability

Variables	Method	ES	OS
ES	Pearson correlation	1	0.901
	Sig. (2-tailed)		0.000
	N	200	200
OS	Pearson correlation	0.911	1
	Sig. (2-tailed)	0.000	
	N	200	200

Source: Researcher's computation (2025).

From the table above, it was observed that the relationship between executive support and the sustainability of ICT Innovation Hubs in Uyo Metropolis, Akwa Ibom State was 90.1%. The p-value computed showed that the relationship between the two variables was significant. The null hypothesis which stated that there is no significant relationship between executive support and the sustainability of ICT Innovation Hubs in Uyo Metropolis, Akwa Ibom State was rejected and the alternative hypothesis which stated that there is significant

relationship between executive support and the sustainability of ICT Innovation Hubs in Uyo Metropolis, Akwa Ibom State was accepted as p-value computed was less than 5% level of significance.

Hypothesis two

H₀₂: There is no significant relationship between change communication and the sustainability of ICT Innovation Hubs in Uyo Metropolis, Akwa Ibom State.

Correlation analysis between change communication and sustainability

Variables	Method	CC	OS
CC	Pearson correlation	1	0.909
	Sig. (2-tailed)		0.000
	N	200	200
OS	Pearson correlation	0.909	1
	Sig. (2-tailed)	0.000	
	N	200	200

Source: Researcher’s computation (2025).

From the table above, it was observed that the relationship between change communication and the sustainability of ICT Innovation Hubs in Uyo Metropolis, Akwa Ibom State was 90.9%. The p-value computed showed that the relationship between the two variables was significant. The null hypothesis which stated that there is no significant relationship between change communication and the sustainability of ICT Innovation Hubs in Uyo Metropolis, Akwa Ibom State was rejected and the alternative hypothesis which stated that there is significant relationship between change communication and the sustainability of ICT Innovation Hubs in Uyo Metropolis, Akwa Ibom State was accepted as p-value computed was less than 5% level of significance.

CONCLUSION

The study showed clearly that all aspects of change management (executive support and change communication) contribute positively and significantly to organizational sustainability in ICT firms in Uyo metropolis. Executive support provides the leadership and resources that guide firms through change, while effective communication keeps everyone informed, reduces uncertainty, and builds trust among employees and stakeholders. From these findings, it can be concluded that effective change management is a key driver of organizational sustainability. When leadership support and open communication are deployed, organizations become more resilient, adaptable, and forward-looking. For ICT firms in Uyo metropolis, this means not just surviving change but using it as an opportunity to innovate, grow, and remain relevant in a competitive market. In essence, organizations that embrace these practices are better positioned to handle future challenges and sustain long-term success.

RECOMMENDATIONS

Based on the findings of this study, the following recommendations were made:

- i. Organizations should ensure that top management actively participates in change initiatives by providing clear direction, necessary resources, and continuous motivation. Leaders must champion change efforts, communicate a compelling vision, and align strategic goals with sustainability objectives to foster long-term success.
- ii. Organizations should develop structured and transparent communication plans that engage employees at all levels. Regular updates, two-way communication channels, and feedback mechanisms should be established to address concerns and align employees with organizational changes, thereby reducing uncertainty and fostering trust.

Contributions to knowledge

The contributions of this study to knowledge were as follows:

- i. The research offered practical insights into how each component of change management uniquely influences sustainability outcomes, thereby filling existing gaps in literature that often treat change management as a monolithic concept.
- ii. The study provided context-specific findings, particularly from the perspective of ICT Innovation Hubs, contributing to regional and sectoral discourse on effective change implementation for sustained performance.

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