



## Influence of Employees' Socioeconomic Characteristics and Innovation Culture on Sustainable Organizational Change Management in Agricultural Organizations of South-West Nigeria

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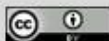
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### Abstract

Agricultural organizations in South-West Nigeria face unique challenges in achieving sustainability amidst rapid organizational and technological changes. This study examines how employees' socioeconomic characteristics and innovation culture influence sustainable organizational change management. Using a descriptive survey design, data were collected from 339 employees across agricultural organizations through structured questionnaires and interviews. The findings reveal that innovation culture ( $\beta=0.72$ ;  $p<0.05$ ) significantly drives organizational change management, fostering adaptability and creative problem-solving. Socioeconomic characteristics such as work experience ( $\beta=0.01$ ;  $p<0.05$ ) also positively influence change processes, while factors like age and income show minimal impact. The study highlights the need for agricultural organizations to foster innovation, enhance leadership communication and support employee training to boost resilience and competitiveness in the sector.

**Keywords:** Innovation Culture, Organizational Change, Agricultural Sustainability, Socioeconomic Characteristics, Nigeria



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# Influence of Employees' Socioeconomic Characteristics and Innovation Culture on Sustainable Organizational Change Management in Agricultural Organizations of South-West Nigeria

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## I. Introduction

Green bonds are seen as being crucial to the growth of sustainable infrastructure investments from institutional investors by improving the liquidity of infrastructure assets. They are financial innovation instruments designed to facilitate sustainable investing for institutional investors such as pension fund administrators (PFAs), insurance companies and funds/asset managers. Additionally, because of their potential for increased investment in the agricultural sector, as well as the opportunity to improve environmental quality and food security in Nigeria and globally, green bonds play a significant role in promoting sustainable agriculture in Nigeria. A sizable section of the workforce is employed in the agricultural industry makes a substantial economic contribution to Nigeria. Low productivity, inadequate infrastructure and restricted access to financing are only a few of the difficulties the industry faces (Oyaniran, 2020). Nigeria has seen a push in recent years to enhance sustainable agriculture, with an emphasis on raising output and minimizing negative environmental effects. Both domestic and foreign investors are becoming more interested in investing in sustainable agriculture in Nigeria. Numerous initiatives have received funding from a range of sources, such as venture capital, private equity and government initiatives. Additionally, more green bonds are being issued for initiatives promoting sustainable agriculture transformation in Nigeria (Owoade, 2019).

The dynamic and evolving nature of agricultural organizations necessitates effective organizational change management to ensure sustainability in an increasingly complex business environment. Organizational change management entails adapting structures, processes and strategies to address both internal and external challenges, with the ultimate goal of improving productivity, resilience and sustainability (Orieno et. al., 2024). In agricultural organizations, sustainability hinges on employees' socioeconomic characteristics and innovation culture. Socioeconomic factors such as education, age, gender, work experience and income levels shape

employees' perspectives on innovation and sustainable practices (Olubiyi et. al., 2023). Similarly, an organization's innovation culture, encompassing openness to new ideas, risk-taking and continuous learning, plays a critical role in fostering receptiveness to sustainable change initiatives.

Research on organizational change sustainability calls attention to the significant role of human capital in driving sustainable organizational transformation. For instance, Orieno et. al. (2024) highlighted that employee demographics and organizational culture strongly influence the success of organizational change management initiatives, particularly in African contexts. In agricultural organizations, these factors are amplified due to the resource-constrained environments they often operate in, where sustainability challenges such as food security, climate resilience and environmental stewardship demand innovative and adaptive approaches. However, existing studies rarely address the intersection between employees' socioeconomic characteristics and innovation culture in shaping sustainable change management outcomes, leaving a critical gap in understanding these dynamics within agricultural contexts.

South-West Nigeria was chosen as the study area due to its significant contribution to Nigeria's agricultural economy. The region is home to several agricultural research institutions, organizations and companies that drive innovation and support food security initiatives. According to Abubakar & Ibrahim (2019), the agricultural sector in South-West Nigeria plays a significant role in the region's economy, contributing substantially to its Gross Domestic Product (GDP) and supporting a large portion of the local population through direct employment and related activities. This emphasizes the region's critical importance in enhancing national food security and its potential for advancing sustainable agricultural practices.

Furthermore, agricultural organizations in South-West Nigeria have consistently demonstrated leadership in the adoption of innovation-driven practices and sustainability initiatives. For instance, data from Adeyemi et. al. (2023) indicated that a significant share of new agricultural technologies and innovations piloted in Nigeria over the past decade originated from this region. The region's rich socioeconomic diversity and thriving agricultural sector make it a strategic choice for understanding the interplay between organizational innovation culture and employees' socioeconomic characteristics in driving sustainable change.

The choice of South-West Nigeria for this study is also informed by its strategic role in agricultural research and innovation. The region hosts several public and private agricultural institutions, such as the National Horticultural Research Institute in Ibadan, the Nigeria Institute of Oceanography and Marine Research in Victoria Island as well as the Federal University of Agriculture in Abeokuta, which are renowned for their contributions to agricultural innovation and sustainability. These institutions are at the forefront of developing and implementing technologies that enhance productivity and address challenges such as climate change and food insecurity. Focusing on this region provides an opportunity to investigate how the interplay of

socioeconomic characteristics and innovation culture influences sustainability-driven organizational change.

The theoretical foundation of this study is rooted in the Resource-Based View (RBV) and the Theory of Planned Behavior (TPB). The RBV posits that an organization's internal resources, such as skilled employees and a strong innovation culture, are essential for achieving sustainable competitive advantage (Ikegbunam & Onuoha, 2023). The TPB complements this by explaining how individuals' attitudes, subjective norms and perceived behavioral control influence their willingness to embrace and implement sustainable change (Tunji-Olayeni et al., 2024). By integrating these frameworks, this study investigates the interplay between employees' socioeconomic characteristics and innovation culture in fostering sustainability-driven change processes.

Recent empirical studies offer insights into these dynamics. Arowosegbe et al., (2024) found that employees' educational background significantly influenced their adaptability to technology-driven changes, particularly those aligned with sustainability goals in agricultural cooperatives in Nigeria. Jimoh & Adenekan, (2024) emphasized that organizations promoting continuous learning and innovation were better equipped to transition smoothly during sustainability reforms. Similarly, Aluko et al. (2024) revealed that younger employees with higher technological proficiency were more likely to champion sustainable practices, thereby facilitating organizational transformation. Umeh et al (2024) further identified inclusive decision-making as a critical enabler of successful organizational change management, particularly in agricultural NGOs focused on sustainability. These findings highlight the need for further exploration of how individual and organizational factors collectively drive sustainability-oriented change.

Given these factors, the decision to focus on agricultural organizations in South-West Nigeria reflects their unique blend of socioeconomic and innovation-driven dynamics. The region's organizations provide a fertile ground for studying the complex interactions between employees' characteristics and innovation culture in shaping sustainable organizational change. By investigating these dynamics, this study aims to spawn actionable insights that can enhance the capacity of agricultural organizations to adapt and thrive amidst global sustainability challenges.

Despite these contributions, gaps remain in understanding the combined influence of employees' socioeconomic characteristics and innovation culture on sustainable change management outcomes in agricultural organizations, particularly in the Nigerian context. This study seeks to address this gap by examining selected agricultural organizations in South-West Nigeria, a region where diverse socioeconomic profiles and varying organizational cultures present unique opportunities and challenges for integrating sustainability into organizational change management.

The general objective of this study was to examine the influence of employees' socioeconomic characteristics and innovation culture on sustainability-focused organizational change management in selected agricultural organizations in South-West Nigeria. Specifically, the study aimed to describe the socioeconomic characteristics of employees in selected agricultural organizations, examine employees' perceptions of innovation-related factors in selected

agricultural organizations, investigate employees' perception of the effectiveness of organizational change management in selected agricultural organizations and analyze the influence of employees' socioeconomic characteristics and innovation culture on organizational change management.

By addressing these objectives, the study contributed to the growing knowledge of sustainability-driven organizational change in agricultural settings. It also provided actionable insights for policymakers and organizational leaders seeking to enhance sustainability-focused change management strategies. Innovation culture refers to an organizational environment that fosters creativity, openness to new ideas and continuous improvement, enabling employees to explore and implement innovative solutions to challenges (Davies & Buisine, 2018). Similarly, sustainable organizational change management involves systematically embedding environmental, social and economic sustainability principles into organizational processes and strategies to ensure long-term adaptability and resilience while maintaining stakeholder alignment (Orji, 2019; Sroufe, 2017). These concepts emphasize the importance of cultivating a proactive and adaptive approach to achieving sustainability goals within agricultural organizations.

## II. Research Methodology

This study adopts a descriptive survey design to examine the influence of employees' socioeconomic characteristics and innovation culture on organizational change management in selected agricultural organizations in South-West Nigeria. The survey design is suitable for exploring relationships among variables and capturing the perspectives of a diverse population within a specified period. Quantitative data were primarily employed to ensure objectivity, with qualitative insights gathered through open-ended interviews to provide additional context.

### *Area of Study and Population*

The study was conducted in South-West Nigeria, a region renowned for its active agricultural sector and diverse socio-economic dynamics. The area includes six states: *Oyo, Ogun, Ondo, Ekiti, Osun* and *Lagos*, all of which host a mix of private and public agricultural organizations involved in *agricultural research, innovation* and management. The selected organizations were the National Horticultural Research Institute in Ibadan, Oyo State; the Federal University of Agriculture, Abeokuta, Ogun State; and the Nigeria Institute of Oceanography and Marine Research in Lagos State. These public organizations were chosen purposively due to their significant roles in agricultural research and their established records in implementing innovation and organizational change programs. The target population consisted of 2224 employees across the three institutions, including managerial and operational staff with varying levels of expertise and engagement in agricultural practices and decision-making processes. Their diverse socio-economic backgrounds and exposure to innovative practices made them suitable for providing valuable insights into the dynamics of agricultural innovation in the region.

### Sampling Procedure and Sample Size

A multi-stage sampling procedure was employed to ensure comprehensive representation. In the first stage, purposive sampling was used to select three agricultural organizations based on their documented involvement in agricultural innovation and development initiatives. The second stage involved the use of stratified random sampling to ensure an equitable representation of respondents across departments and hierarchical levels within these organizations. Using Yamane’s formula for sample size determination with a 95% confidence level and a 5% margin of error, a sample size of 339 respondents was determined. The sample size was proportionately allocated to the organizations based on their total staff population. This approach ensured that the study captured a diverse range of perspectives and experiences relevant to the research objectives.

### Data Collection Techniques

Primary data were collected through a structured questionnaire comprising both closed- and open-ended questions. The questionnaire was pre-tested for reliability and validity, yielding a Cronbach’s alpha of 0.84, which indicates high internal consistency. The instrument assessed three primary constructs: employees’ socioeconomic characteristics (e.g., gender, age, education, work experience and income), innovation culture (e.g., risk-taking, openness to new ideas, support for creativity) and organizational change management (e.g., readiness for change, successful implementation of change initiatives). Complementary data were gathered through semi-structured interviews with key informants such as managers and innovation officers to provide qualitative depth.

### Variable Measurement

The dependent variable, organizational change management (Y), was measured using a composite index derived from respondents’ self-reported experiences and perceptions of change initiatives. The independent variables included employees’ socioeconomic characteristics ( $X_1, X_2, \dots, X_n$ ) and innovation culture (Z). The relationships among these variables were modelled using multiple regression analysis. The regression equation is expressed as:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \dots + \beta_nX_n + \Psi Z + \epsilon \tag{1}$$

Where:

- Y is the dependent variable, representing the organizational change management,
- $\beta_0$  is the intercept,
- $\beta_1, \beta_2, \dots, \beta_n$  are the regression coefficients for the socioeconomic variables ( $X_1, X_2, \dots, X_n$ ),
- $\Psi$  is the coefficient for innovation culture (Z) and
- $\epsilon$  is the error term

### Data Analysis Techniques

The collected data were analyzed using descriptive and inferential statistics. Descriptive statistics such as means were employed to summarize respondents’ profiles and general trends. Multiple regression analysis was conducted to assess the relationships among the independent variables and organizational change management. The Statistical Package for Social Sciences (SPSS) software was used to perform the analyses, with a significance level set at  $p < 0.05$ . Additionally, thematic analysis was applied to qualitative data from interviews to complement and contextualize the quantitative findings.

### Research Procedure

The study followed a systematic procedure. Initially, a literature review informed the development of the conceptual framework and questionnaire. Ethical approval was obtained from the institutional ethics committee and consent was secured from participating organisations and respondents. Data collection spanned two months, with trained enumerators administering questionnaires and conducting interviews. The responses were collated, cleaned and subjected to statistical and thematic analyses. The results were synthesized to address the research objectives and provide actionable recommendations.

## III. Results and Discussion

### Socioeconomic characteristics of respondents

**Table 1: Employees’ socioeconomic variables in selected agricultural organizations**

Socioeconomic Variables	Mean	Mode
Gender		Male (58.4%)
Educational Qualification		BSc. (39.9%)
Age (Years)	32.4 years	31-40 Years (43.3%)
Monthly Income (Naira per month)	₦162869.7	₦100,001 - ₦200,000 (52.0%)
Work Experience (Years)	8.6 (Years)	≤ 10 years (73.5%)

Source: SPSS Software Output

The findings of this study as presented in Table 1 reveal important insights into the socioeconomic characteristics of employees in selected agricultural organisations. The results highlight the centrality of these variables in shaping workforce dynamics and their implications for agricultural productivity and development. The key findings and their critical discussion are presented below.

The majority of employees in the selected organizations were male (58.4%). This finding aligns with the gender disparity commonly observed in the Nigerian agricultural sector, where male dominance persists due to



societal norms and gender roles (Ajayi et. al., 2022). However, the increasing participation of females in the workforce (41.6%) signals a gradual shift toward inclusivity, possibly driven by evolving societal attitudes and gender-sensitive policies. Future research could explore whether this shift translates into more equitable opportunities and productivity gains in the sector.

The modal educational qualification among employees was a Bachelor’s degree (39.9%). This reflects the increasing emphasis on formal education as a prerequisite for employment in the agricultural sector. Educational attainment is vital for equipping employees with skills for innovation and efficient resource management (Ajayi et. al., 2022). However, the relatively low representation of higher degrees suggests a potential gap in advanced technical expertise. This gap could limit the sector’s ability to fully leverage emerging technologies. Initiatives aimed at promoting postgraduate education among agricultural workers are necessary to bridge this gap.

The average age of employees was 32.4 years, with most falling within the 31–40 years age bracket (43.3%). This demographic pattern indicates a relatively young workforce, which could be an advantage in terms of adaptability and productivity. Young employees are often more open to adopting innovative agricultural practices and technologies (Obioma, et. al., 2022). However, the lack of older, experienced employees might limit mentorship opportunities for younger staff. Balancing the workforce age structure could enhance knowledge transfer and sustainability within the sector.

The average monthly income was ₦162,869.7, with the majority earning between ₦100,001 and ₦200,000 (52.0%). While this income level is relatively moderate, it may not adequately reflect the sector’s economic potential or match the cost of living in urban areas. Research by Yunusa et. al., (2023) suggests that income levels in agriculture often lag behind other sectors, leading to employee dissatisfaction and turnover. Addressing wage disparities and improving financial incentives could attract and retain talent, ultimately boosting the sector’s performance.

The average work experience was 8.6 years, with 73.5% of employees having 10 years or less experience. This finding highlights the predominance of early-career professionals in the workforce. While this demographic could be advantageous for fostering innovation, it may also indicate limited institutional knowledge and expertise. Empirical studies, such as those by Adeosun & Popogbe (2021), emphasise the importance of a balanced workforce experience mix for sustaining organizational growth. Agricultural organizations should therefore implement mentorship and professional development programs to enhance the skills of less experienced employees.

The results align with the Human Capital Theory, which posits that education and experience significantly impact employee productivity. This study’s findings support the theory by demonstrating the critical role of educational qualifications and work experience in shaping workforce efficiency in the agricultural sector. However, the low representation of advanced qualifications highlights a gap in maximizing human capital potential, suggesting the need for targeted capacity-building initiatives.

Thus, these findings have significant implications for agricultural policy and management.

Strategies to improve gender diversity, enhance educational opportunities and address wage disparities are critical for fostering a motivated and productive workforce. Additionally, policies that encourage balanced age and experience distribution could enhance organizational sustainability and resilience.

*Innovation culture in selected agricultural organizations*

**Table 2: Innovation Culture in Selected Agricultural Organizations**

IC Statements	Mean
I feel confident in my technical skills and expertise relevant to my role.	3.57
I am encouraged to stay updated with the latest technological advancements relevant to my role.	3.41
I feel empowered to apply creative problem-solving techniques in my work using technology.	3.38
I am encouraged to think creatively and come up with innovative solutions to challenges.	3.36
I can effectively collaborate with colleagues from diverse backgrounds on technology-driven projects.	3.32
Communication channels are open for sharing innovative ideas and feedback with my team.	3.30
I feel supported in adapting to new technologies and market trends as they emerge.	3.29
I understand how my innovation initiatives contribute to the overall goals and competitive advantage of the organization.	3.29
Failure is seen as a learning opportunity when experimenting with technological innovations.	3.21
Leadership values and recognizes innovative contributions from employees.	3.20
There is a culture of innovation fostered by leadership within the organization.	3.20
I have access to training and resources to enhance my technical knowledge and proficiency.	3.16
I feel encouraged to take calculated risks and experiment with new ideas and approaches.	3.16
My innovation efforts are aligned with the strategic objectives and priorities of the organization.	3.15
I can leverage external expertise and support when needed to drive technological innovation.	2.96
I have access to the necessary resources, such as funding and technology infrastructure, to support innovation.	2.80
<b>Innovation Culture (Grand Mean)</b>	<b>3.24</b>

Source: SPSS Software Output

Note: Innovation Culture is measured on a 5-point Likert-type rating Scale

The study examined the innovation culture in selected agricultural organizations, utilizing a 5-point

Likert scale to measure employees' perceptions of various innovation-related factors (Table 2). With a grand mean of 3.24, the findings reveal a moderately positive perception of innovation culture within the organizations. Key aspects of the results, analyzed about theoretical and empirical frameworks, are discussed below.

### Confidence in Technical Skills and Encouragement for Technological Advancements

The statement *"I feel confident in my technical skills and expertise relevant to my role"* scored the highest mean (3.57), suggesting that employees possess a strong sense of capability regarding their technical roles. This finding is consistent with the Human Capital Theory, which emphasizes the importance of skills and expertise in driving organizational performance. Similarly, the encouragement to stay updated with technological advancements (mean = 3.41) highlights organizations' awareness of the need for continuous learning. As noted by Egbulem *et al.*, (2024), fostering technical competence and promoting technological literacy among employees are critical for sustaining competitiveness in Nigeria's evolving agricultural sector.

### Empowerment and Creative Problem-Solving

Employees reported feeling empowered to apply creative problem-solving techniques using technology (mean = 3.38). This result reflects an organizational environment that values innovative approaches to addressing challenges. Studies by Odunayo & Abe, (2024) suggest that empowerment and autonomy are pivotal for stimulating creativity and innovation in workplaces. However, the moderate score indicates room for improvement, particularly in ensuring that such empowerment is consistently encouraged across all organisational levels.

### Collaboration and Communication

The ability to collaborate effectively with colleagues from diverse backgrounds on technology-driven projects (mean = 3.32) and open communication channels for sharing ideas (mean = 3.30) were moderately rated. Collaboration and communication are foundational to fostering innovation, as they enable knowledge exchange and collective problem-solving. However, the moderate scores suggest potential barriers, such as insufficient support structures or cultural resistance, which might hinder effective collaboration. As highlighted by Jejenywa *et al.*, (2024), strengthening communication frameworks and promoting diversity in team composition can significantly enhance innovation outcomes.

### Support for Adapting to Emerging Technologies

The study also found moderate levels of perceived support for adapting to new technologies and market trends (mean = 3.29). While employees acknowledge the existence of some support mechanisms, the relatively modest score implies that additional investments in technology infrastructure and training are needed. Onoja *et al.*, (2023) emphasize the importance of

adaptive capacity in agricultural organisations, particularly in leveraging emerging technologies to address climate-related challenges and market demands.

### Leadership and Risk-Taking

The perception of leadership's role in fostering a culture of innovation scored moderately, with statements such as *"Leadership values and recognizes innovative contributions"* (mean = 3.20) and *"There is a culture of innovation fostered by leadership"* (mean = 3.20). These findings suggest that while leadership plays a role in supporting innovation, it may not be sufficiently proactive in driving change. Moreover, the relatively low score for *"Failure is seen as a learning opportunity"* (mean = 3.21) points to a potential cultural aversion to risk-taking, which could stifle experimentation and creativity. Shuaib & He, (2021) argue that leadership commitment to recognizing and rewarding innovation is crucial for embedding a strong innovation culture.

### Access to Resources and Training

The lowest-scoring items were related to access to resources, such as funding and technology infrastructure (mean = 2.80) and leveraging external expertise (mean = 2.96). These results give emphasis to significant gaps that could hinder employees' capacity to innovate effectively. As observed by Bello *et al.*, (2024), inadequate access to critical resources remains a persistent challenge in Nigerian agricultural organisations, limiting their ability to implement transformative innovations. The findings support the Diffusion of Innovations Theory, which posits that organizational structures and leadership significantly influence the adoption of innovations. However, the study also reveals gaps in critical areas, such as resource accessibility and leadership-driven support. Practically, these results highlight the need for targeted interventions, including increased funding for innovation projects, enhanced leadership training and stronger collaboration with external experts.

### Organizational change management in selected agricultural organizations

**Table 3: Organizational Change Management in Selected Agricultural Organizations**

Organizational change management Statements	Mean
I have experienced recent changes in the organization's hierarchy or reporting lines.	3.32
I feel confident in the organization's ability to successfully implement strategic changes.	3.29
Technological changes have improved my productivity and job satisfaction.	3.24
The organization's goals and objectives are communicated and understood.	3.18
Process changes have positively impacted the quality of our work output.	3.17
New technologies have been implemented to enhance our work processes.	3.16
Leadership actively promotes and encourages the desired cultural changes.	3.13

I have received sufficient training and support to adapt to process changes.	3.13
I feel supported in adapting to the evolving organizational culture.	3.12
I feel supported during transitions in roles and responsibilities within the organization.	3.12
New processes have been introduced to improve workflow efficiency.	3.10
Leadership effectively communicates changes related to personnel.	3.10
I have received adequate training to effectively utilize new technologies.	3.08
I feel adequately informed about the structural changes happening within the organization.	2.99
I understand the reasons behind recent strategic shifts in the organization.	2.98
The restructuring of departments has impacted my day-to-day work responsibilities.	2.87
I have noticed changes in the composition of our workforce (e.g., hiring, layoffs).	2.87
I have noticed shifts in the organization's values and beliefs.	2.80
<b>Organizational Change Management (Grand Mean)</b>	<b>3.09</b>

Source: SPSS Software Output

Note: Organizational Change Management is measured on a 5-point Likert-type rating Scale

This study examined organizational change management in selected agricultural organizations, focusing on employees' perceptions of various aspects of change processes (Table 3). The grand mean score of 3.09 indicates a moderate perception of the effectiveness of change management. The discussion evaluates the key findings, cross-referencing them with theoretical and empirical studies, while exploring implications and identifying areas for future research.

#### Strategic and Structural Changes

The perception of recent changes in the organizational hierarchy or reporting lines scored the highest mean (3.32). This finding suggests that structural adjustments are a prominent aspect of change management in the studied organizations. However, confidence in the organization's ability to implement strategic changes effectively scored slightly lower (3.29), reflecting employees' cautious optimism. These results align with the Change Management Theory, which emphasizes that effective communication and transparency in hierarchical adjustments are essential for building employee trust (Balogun & Zaghmout, 2024). The relatively moderate score highlights the need for more robust strategies to ensure that structural changes translate into operational efficiency.

#### Technological Advancements and Productivity

The implementation of technological changes positively influenced productivity and job satisfaction (mean = 3.24). This aligns with findings from Adetowubo-King *et al.*, (2024), who reported that technology-driven

innovations in Nigeria's agricultural sector enhance employee performance and satisfaction. However, the moderate scores for statements such as "New technologies have been implemented to enhance our work processes" (mean = 3.16) and "I have received adequate training to effectively utilize new technologies" (mean = 3.08) suggest that while technology adoption is evident, gaps in training and resource allocation persist. Addressing these gaps is crucial to maximizing the potential benefits of technological advancements.

#### Process and Workflow Changes

Process changes were perceived to have positively impacted work output (mean = 3.17) and improved workflow efficiency (mean = 3.10). These findings reflect the importance of refining operational processes to achieve better outcomes. However, the results also highlight challenges in providing sufficient training and support for adapting to these changes, as reflected in the mean score of 3.13 for "I have received sufficient training and support to adapt to process changes." As posited by Odulaja *et al.*, (2023), effective training programs are indispensable for ensuring employees can seamlessly adapt to process changes and contribute meaningfully to organisational goals.

#### Leadership and Cultural Shifts

Leadership's role in promoting desired cultural changes (mean = 3.13) and effectively communicating changes related to personnel (mean = 3.10) received moderate ratings. These findings align with the Transformational Leadership Theory, which features the importance of visionary leadership in driving cultural transformation. However, employees felt less informed about the structural changes (mean = 2.99) and the reasons behind strategic shifts (mean = 2.98), pointing to gaps in communication strategies. Oladeinde *et al.*, (2023) assert that proactive and transparent communication is vital for mitigating resistance and fostering alignment during cultural and strategic transitions.

#### Workforce and Value Changes

The lowest mean scores were recorded for changes in workforce composition (mean = 2.87) and organizational values and beliefs (mean = 2.80). These findings suggest that such changes are either less pronounced or inadequately communicated to employees. Adinew (2024) argued that clear articulation of shifts in organizational values is crucial for sustaining employee engagement and fostering a cohesive work culture. Additionally, the low score for workforce composition changes may reflect employee concerns about job security, which could hinder their acceptance of broader organizational changes.

The findings call attention to the importance of comprehensive training programs, transparent communication and supportive leadership in facilitating successful change management. The moderate overall perception of organizational change management effectiveness highlights areas for improvement, particularly in technology adoption, communication of strategic shifts and fostering cultural change. Future research could explore the long-term impact of these change management on organisational performance, as well as the interplay between employee engagement and

the success of structural changes. Additionally, studies could investigate how agricultural organizations can leverage leadership styles to foster a more inclusive and adaptable change culture.

**Influence of employees’ socioeconomic characteristics and innovation culture on organizational change management**

**Table 4: Effect of Employees’ Socioeconomic Characteristics and Innovation Culture on Organizational Change Management**

Variables	$\beta$	Std. Error	t	Sig.
(Constant)	0.65	0.06	11.71	0.00
Employees' Age (Years)	-0.01	0.02	-0.52	0.60
Employees' Work Experience (Years)	0.01	0.00	3.49	0.00
Employees' Monthly Income (per 100,000 Naira)	-0.02	0.02	-0.95	0.34
Innovation Culture	0.72	0.02	36.40	0.00
<b>Regression Model Summary Statistics</b>				
R value			0.93	
R Square			0.86	
Adjusted R Square			0.86	
Std. Error of the Estimate			0.23	
F value	355.03 (p<0.05)			

**Dependent Variable:** Organizational Change Management

**Source:** SPSS Software Output

This study further examined the influence of employees’ socioeconomic characteristics and innovation culture on organizational change management. The regression analysis (Table 4) provides a critical understanding of the relative importance of these variables in driving organizational change management, with innovation culture emerging as the most significant predictor. The model exhibits a strong fit, as evidenced by an R<sup>2</sup> value of 0.86, indicating that 86% of the variation in organizational change management can be explained by the independent variables. Below, the results are critically analyzed about theoretical frameworks and empirical studies, while identifying gaps and implications for future research.

*Innovation Culture as the Dominant Driver of Organisational Change Management*

The results reveal that innovation culture has the most substantial impact on organizational change management ( $\beta=0.72$ ;  $p<0.05$ ), reflecting the central role of a progressive and adaptive culture in successful change management. This finding aligns with the Innovation Diffusion Theory, which posits that organisational adaptability to innovation is a key determinant of its overall effectiveness (Olaleye *et al.*, 2021). The high significance of this variable stresses the need for organizations to foster a culture that encourages creativity,

openness to change and proactive problem-solving. Empirical evidence from Okoro *et al.*, (2020) supports this observation, showing that innovation-driven organizations in Nigeria’s agricultural sector consistently outperform their peers in implementing strategic changes.

*Employees’ Work Experience and Organisational Change Management*

Employees’ work experience also shows a positive and significant relationship with organizational change management ( $\beta=0.01$ ,  $p<0.05$ ). This suggests that seasoned employees, having accumulated institutional knowledge and practical expertise, are better equipped to navigate and implement organizational changes. These findings resonate with the Organizational Learning Theory, which emphasizes the value of experiential knowledge in fostering organizational adaptability (Oyewobi *et al.*, 2021). However, the modest beta coefficient indicates that while work experience contributes positively, its impact is far less pronounced than innovation culture. Organizations may therefore benefit from leveraging experienced employees as change champions while prioritizing systemic cultural shifts.

*Insignificance of Employees’ Age and Income*

Contrary to expectations, employees’ age ( $\beta=-0.01$ ;  $p>0.05$ ) and monthly income ( $\beta=-0.02$ ,  $p>0.05$ ) do not significantly influence organisational change management. These findings suggest that demographic factors such as age and economic incentives alone may not directly translate to an enhanced capacity for managing change. This deviates from earlier studies, such as those of Onukwuba (2020), which found that younger employees were more adaptable to change. The discrepancy could reflect the context-specific nature of change management in agricultural organizations, where structural and cultural factors overshadow individual demographic attributes.

*Overall Model Fit and Implications*

The regression model’s R<sup>2</sup> of 0.86 and significant F-statistic (F=355.03;  $p<0.05$ ) indicate a robust model fit, demonstrating the collective explanatory power of the independent variables. However, the unexplained 14% variance suggests that additional factors, such as leadership style or organizational structure, may also play a role in organizational change management. Future studies should explore these dimensions to provide a more comprehensive understanding of change management dynamics.

However, the results have several theoretical and practical implications. The dominance of innovation culture accentuates the relevance of fostering adaptive organizational environments, as proposed by contemporary change management theories. Practically, this finding highlights the need for targeted interventions, such as promoting innovative practices, upskilling employees and enhancing collaborative problem-solving frameworks. Furthermore, the significant role of work experience points to the importance of mentorship and



knowledge transfer programs in agricultural organisations.

#### IV. Conclusion

This study explored the influence of employees' socioeconomic characteristics and innovation culture on organizational change management within agricultural organizations. The findings reveal that while socioeconomic factors such as work experience and income levels influence organizational dynamics to some extent, the most significant factor driving organizational change is the innovation culture. A strong culture of innovation, where employees are encouraged to develop their technical skills, collaborate and experiment with new ideas, substantially enhances organizational change management processes. Organizations that foster such cultures exhibit improved adaptability to change and better outcomes in technological and process innovations. Furthermore, the study indicates that effective leadership, adequate resources and an open communication environment are essential to nurturing innovation and supporting organisational changes.

Based on these findings, it is recommended that agricultural organizations prioritize the cultivation of an innovation-driven environment by promoting continuous learning, encouraging creative problem-solving and providing necessary resources for technological advancement. Additionally, leadership should actively communicate and support organizational changes to ensure smooth transitions, while also offering training programs to help employees adapt to new systems and structures. Strengthening these areas will not only improve the efficiency of organizational change management, but also contribute to the overall sustainability and competitiveness of the organization in a rapidly evolving agricultural landscape.

Finally, by integrating these improvements into organizational strategies, the field of organizational dynamics can progress toward more sustainable and development-oriented practices.

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