Original Research Article

Change Management and Institutional Citizenship Behaviour of Office Managers: The Moderating Role of Institutional Culture in Tertiary Institutions in Rivers State

Justice-Amadi Sandra Nyekazi (Ph.D)[1*], Mba Callistus Okechukwu (Ph.D)[1]

[1]Department of Educational Management, University of Port Harcourt, Nigeria

*Corresponding author: Justice-Amadi Sandra Nyekazi
Department of Educational Management, University of Port Harcourt, Nigeria

Abstract

This study investigated the relationship between change management and institutional citizenship behaviour of office managers in tertiary institutions in Rivers State. It also examined the moderating role of institutional culture on the relationship between change manage and institutional citizenship behaviour. The study was carried out in eight (8) tertiary institutions in Rivers State. Descriptive survey design was adopted in the generation of data. The instrument for data collection used in this study was the questionnaire. The population of the study consisted of eight hundred and thirty-six (836) Office and information managers in seven public tertiary institutions in Rivers State. The respondents to this research are 270 participants which constituted the sample size obtained through Taro Yamene Sample Size Determination Formula. Spearman ranked correlation and partial correlation were statistical tools used for testing the null hypotheses with the Statistical Package for Social Sciences (SPSS). The findings of this study revealed that change management significantly and positively influences institutional citizenship behaviour in tertiary institution in Rivers State. It was also found that institutional cultures strongly moderate the relationship between change management and institutional citizenship behaviiour Thus, the study concluded that change management is a veritable tool for enhancing institutional citizenship behaviour of office managers strongly moderated by institutional culture in tertiary institutions in Rivers State. Based on the findings and conclusion drawn, a number of recommendations were made, among which is that tertiary institutions should involve employees in institutional decisions and avoid prejudice and discriminatory in decisions consider these issues in institutions.
Keywords: Change, Managers, Management, Culture, Institutions.

INTRODUCTION

It is notable that in today's business environment, nothing remains still. The rate of change that institutions face continues to increase more and more in the last five decades. This is a result of advances in information and communication technology increasing democratization of economies and liberalization of economies across the globe. "Change" thus now becomes inevitable and turns to be a regular feature of the institution's business life. This necessitates the fact that it cannot be wished away but given the necessary attention (in form of management) to guarantee continually increased business performance. Kennedy (2005) suggests that those that fail to accept and embrace change will have a limited future. In his words "change is the law of life and those who look only to the past or present are certain to miss the future.

The business environment across the globe has become increasingly volatile and constantly changing in the last few decades. The tertiary institutions have been among the most hit of all because it is central to the globalization process that is on course. The competition in the educational sector is tense. Administrators in this industry today do not stimulate change but encourage adaptation and innovation to improve products and services, to meet new pressures and demands.

The business side of management in tertiary institutions has become more like the structure of corporate institutions, and this extreme change affects

the managing of people. The Business Process Redesign (BPR) originally began as a process to aid in change for Information Technology (IT) within institutions. BPR was reengineered to include a change in Higher Education (Casey, 1995). Adoption of an institutional practice should also lead to the adoption of the change management models and processes used in a corporate institution to prepare its employees, and promote a healthy work environment.

This thesis discusses the effect of a business process on the attitudes and behaviours of Office managers in tertiary institutions toward change management and how their behaviour was affected by the dynamics of management's decision of a system upgrade as it relates to the employee's current job duties. Since this was a system upgrade, employees gave references given to the first system implementation conducted several years ago, within the same administrative office. The outcome of successful change management models or processes used in institutions handling change can bring confidence to a university administrative office with similar possible successful results. The challenge was to obtain enough employee feedback to choose the right model or process and incorporate it before the change implementation took place, although there are processes that can be included in the change implementation, even after it has begun.

Handy in Burnes (2014), states that the world of work is changing because the institutions of work are changing their ways. At the same time, however, the institutions have to adapt to a changing world of work. It's a chicken and egg situation and the tertiary institutions are not an exception.

The present focus in the educational arena at national and institutional levels is change. The concept of 'change' is global and unavoidable. Seijts and O'Farrell (2003) state that change involves risk and requires the creation of new systems. Massive change is impacting all facets of society, creating new dimensions and great uncertainty and, the issue facing us today is how to manage such change (Bowin, 2001). The momentum of change has an impact on structures and operations within tertiary educational institutions. This requires effective managerial leadership and governance of tertiary institutions.

The change process needs strong leadership support. A salient point of Seijts and O'Farrell (2003) is that leadership "includes establishing a new direction for the institution, inspiring people to change their behaviours and routines consistent with the new direction, and coaching them on how to overcome barriers to change". Hence, in addition to management skills, coaching and guiding behaviours are of primary importance in major transformation processes (Eisenbach *et al*., 1999).

Change management also comprises efforts to alter the behaviour of individuals (to reduce fears or stereotypes), increase their confidence in themselves, and make them more open, cooperative, and trusting. Office managers in tertiary institutions need to take cognizance of the existence of staff resistance to change. Unavoidable changes in tertiary institutions affected staff in numerous ways. Seijts and Farrell (2003) assert that "unless the need to change is perceived as an effort to create positive outcomes including, but not limited to, the expansion of personal power and a more interesting job, individuals can be expected to resist the initiatives that are part of the overall change effort". According to Hammond (1999), "… it is simply not sustainable to ignore people's development needs. Giving employees the potential for personal growth is, in the long-term, the only real alternative to job security. Employers who do not pay attention to the development needs of their staff will only lose people faster". Chang (1994) submits the importance of realizing that "attitudes are both cognitive and highly emotional – our minds form the attitudes, and we often react to them on a gut level". Attitudes in a work environment reflect people's feelings towards their work. An attitude is a way one thinks, feels, and acts toward some aspect of the environment. The respective cognitive, affective, and behavioural aspects determine attitudes (Dailey *et al*., 1994). In addition, Gibson *et al*., (1994) maintain that a person's cognitive style is established by both perception and judgment. In a work environment, behaviour is linked to the functions that people perform which are driven by change. New roles, new structures, and new technology characterized by change force individuals in institutions to adopt new attitudes and behaviours. The indication is that behaviour cannot be discussed in isolation. The implication is that by nurturing positive attitudes with staff, the goals of change management can be accomplished through enhanced institutional citizenship behaviour.

Statement of the Problem
The relevant literature of the last decade on characteristics and trends in tertiary institutions shows that university education has thoroughly transformed. Uncertain funding, greater competition, and increased globalization are forcing these institutions to examine their governance and consider how they might set themselves up to better adapt to a fast-changing market. In this regard, they have to implement changes at all levels. The tertiary institutions are a paradox in change management. It is a field in which new ideas, solutions, and practices are constantly developing within different fields. Change is supported, and when research data contradict current beliefs or models, ideas are changed.

Higher education institutions in developing countries like Nigeria are facing serious challenges ranging from poor leadership to poor implementation of

change. Aluede et al. (2004) opined that change is not easy to enforce in higher education institutions as a result of the complex nature of the academic environment. The trend in the global community has mounted a great challenge to the management of higher education institutions in Nigeria (Adesina, 2012). To make an influence, leaders need to understand how to catalyze change bearing in mind that subordinates may refute and rebel against it (Yukl, 2010). In other words, both teaching and non-teaching staff in tertiary institutions consider it difficult to change practices and behaviours. The general business problem in this study was that employees are usually not a part of the process in any new or upgraded system implementation that directly affects their job. When handling institutional change, management usually decides how a change will take place and what method will be used to incorporate the change, without involving the employees (Brenner, 2008).

Another issue is that over the years, the issue of whether or not change management poses any significant effect on the performance of institutions has attracted extensive global relevance in academic literature. However, despite the numerous empirical examinations in that regard, there is still a lack of empirical evidence.

Empirical research on change management has grown at a phenomenal rate over years. The impetus for the research is the changing nature of change management that has resulted from global competition, technology, and downsizing. Several studies have been carried out internationally and locally on change management, they include: WITH regards to recent studies by Nigerian authors, researchers like Bringselius (2014), Brenner. (2008), Bush (2007), and Kyllonen (2012) found a non-significant association between change management and institutional performance.

The recommendations on the findings of these studies indicate a knowledge gap on whether there are some areas in that change management can be studied to determine how it affects both individual and institution performance. This laid a basis for this study since none of the local studies researched the relationship between change management, institutional culture and institutional citizenship behaviour in tertiary institutions.

Aim and Objectives of the Study
The aim of the study is to determine the relationship between change management, institutional culture and institutional citizenship behaviour of Office managers in tertiary institutions in Rivers State. To achieve the aim of the study the following objectives sufficed:

1. To examine the relationship between change management and institutional citizenship behaviour of Office managers in tertiary institutions in Rivers State.
2. Determine if institutional culture moderate the relationship between psychological empowerment and institutional citizenship behaviour of Office managers in tertiary institutions in Rivers State.

Hypotheses
H_{01}: There is no significant relationship between change management and institutional citizenship behaviour of Office managers in tertiary institutions in Rivers State.
H_{02}: Institutional culture does not significantly moderate the association between change management and institutional citizenship behaviour of Office managers in tertiary institutions in Rivers State.

METHODOLOGY
This study adopted a descriptive research design to investigate the relationship between change management and institutional citizenship behaviour. According to Kumar (2011), a descriptive correlation study aims to discover or establish the existence of relationships or independence between two or more aspects of situations. A descriptive correlational research design is fit for this study because an independent variable causes change in a dependent variable.

The population of the study was eight hundred and thirty-six (836) Office and information managers in eight public tertiary institutions in Rivers State which proportion is as follows: Rivers State University =162, Ignatius Ajuru University of Education =134, University of Port Harcourt = 192, Federal College of Education = 79, Rivers State College of Health Science and Management Technology = 71, Elechi Amadi Polytechnic = 66, ken Sarowinwa Polytechnic 73, Federal polytechnic of Oil and Gas = 59.

This study was guided by the stratified random sampling blended with purposive sampling. According to, Welman and Krunger (2004) stratified random sampling involves dividing the population into homogenous sub-groups and thereafter taking sample in each sub group to determine the respondents. The study involved 270 participants as a sample of the respondents within the area of study. The respondents was selected from the tertiary institutions and the sample was determined using the Taro Yamane's sampling technique theory to get the representative sample of the respondents from the target population.

Bowley (1926) proportional allocation formula will be used to allocate sample size for each institution. The Bowley's proportional allocation statistical techniques is as stated below.
nh = (Nh/N)n

Where: nh= the sample size for stratum h, n= total sample size, Nh= the population size for stratum h, N= the total population.

Table 1: Summary of sample

s/n	Institutions	Principal officers	Heads of Units	Secretaries	Total
1	Rivers State University	2	11	39	**52**
2	Ignatius Ajuru University of Education	2	10	29	**43**
3	University of Port Harcourt	2	14	46	**62**
4	Federal College of Education (Technical)	2	7	14	**26**
5	Rivers State College of Health Science and Management Technology	2	3	17	**23**
6	Elechi Amadi Polytechnic	2	6	14	**21**
7	Ken Sarowinwa Polytechnic	2	9	13	**24**
8	Federal Polytechnic of Oil and Gas	2	6	11	**19**
	TOTAL	**16**	**66**	**183**	**270**

Source: Researcher's Computation (2021)

Primary data for this study was generated using structured questionnaire. Copies was administered personally and with the help of research assistants to the sample of the study. The instrument that was used in this study is a structured questionnaire that was designed by the researcher. The questionnaire comprised two parts - sections (A), and (B); with section (A) comprising of items seeking demographic data such as gender, age designation, job type and years in service. Section (B) contains items on the main variables of the study.

To validate the instrument of the study the instruments was subjected to face and content validity through expert analysis by two lecturers in the department of Office and Information Management and Marketing Department in Ignatius Ajuru University of Education who will analyse, make corrections and ensure that the face and content validity are well designed.

To ascertain the reliability of the instrument, a pilot study was carried out by first administering the instruments to twenty administrative staff from the university of Calabar which was not part of the study population. The responses were subjected to a reliability test using Cronbach alpha to measure the reliability coefficient. A reliability coefficient of 0.851 was obtained for the instrument. The Spearman's rank order correlation coefficient was used to test hypothesis one and partial correlation was used to test hypothesis two.

RESULTS

H_{01}: There is no significant relationship between change management and institutional citizenship behaviour of Office managers in tertiary institutions in Rivers State.

Table 2: Correlation between leadership change and civic virtue

Variables	Mean	SD	N	rho	Sig	Decision
Change Management	2.6376	.58247	234	.315*	.000	Null Hypothesis Rejected
Inst. Citizenship Behav.	2.9085	.44124				

** Correlation significant at 0.05 level
Source: SPSS Data Output based on Field Survey (2022)

Table 2 shows a correlation coefficient (rho) value of 0.315 using a 2 tailed test p = 0.000 at 0.05 level of significance. Since the p-value of 0.45 is less than ($\leq$) 0.05 alpha levels, the null hypothesis was rejected and the alternate accepted. This implies that there is a positive weak and significant relationship between change management and institutional citizenship behaviour of Office managers in tertiary institutions in Rivers State, Nigeria.

H_{02}: Institutional culture does not significantly moderate the association between change management and institutional citizenship behaviour of Office managers in tertiary institutions in Rivers State.

Table 3: Moderating Role of Institutional Culture on the Relationship between Change management and Institutional citizenship behaviour

Control Variables			Change Mgt	institutional citizenship behaviour	Org_Culture
-none-[a]	Change Mgt	Correlation	1.000	**.315**	.008
		Significance (2-tailed)	.	.000	.877
		df	0	232	232
	institutional citizenship behaviour	Correlation	**.315**	1.000	.195
		Significance (2-tailed)	.000	.	.000
		df	232	0	232
	Org_Culture	Correlation	.008	.195	1.000
		Significance (2-tailed)	.877	.000	.
		df	232	232	0
Institutional Culture	Change Mgt	Correlation	1.000	**.319**	
		Significance (2-tailed)	.	.000	
		df	0	231	
	institutional citizenship behaviour	Correlation	**.319**	1.000	
		Significance (2-tailed)	.000	.	
		df	231	0	
a. Cells contain zero-order (Pearson) correlations.					

Source: SPSS Output from Field Data (2022)

Table 2 clearly showed that institutional culture moderates the relationship between change management and institutional citizenship behaviour of Office managers in tertiary institutions in Rivers State to a moderate extent with a r value of 0.319 indicating that institutional culture moderate the relationship between change management and institutional citizenship behaviour to a small extent.

It revealed that institutional culture significantly moderates the relationship between change management and institutional citizenship behaviour of Office managers in tertiary institutions in Rivers State to a moderate extent with a r value of 0.319 and p=0.00. Hence, the null hypothesis is rejected.

DISCUSSION OF FINDING

The research investigated the change management dimensions and institutional citizenship behaviour measures among Office managers in tertiary institutions in Rivers State. It found that there is existence of significant relationship between change management and institutional citizenship behaviour in the tertiary institutions in Rivers State. This is evident by the emergent mean values that are all above the criterion mean.

The finding of this present study is consistent with the findings of Perera (2016) who reported a strong positive relationship between change management and job behaviour of non-executive employees in some local government councils in Sri Lanka. Likewise, the findings of Oppenheim (2018) also agreed with the result of this study, reporting that each change management type examined in his study contributed to the variability of institutional citizenship behaviour. However, these findings negate the findings of Carbajal (2006) who in their findings reported that Technological change is negatively correlated with dimensions of institutional citizenship behaviours.

The study further investigated the moderating role of institutional culture on the relationship between change management and institutional citizenship behaviour. The result of this study showed that institutional culture significantly moderates the association between change management and institutional citizenship behaviour of Office managers in tertiary institutions in Rivers State. This finding is consistent with the findings of Oppenheim (2018) who also researched the moderating effect of change management and institutional citizenship behaviour. The result from the study reported institutional culture as a factor that affects the relationship between both variables. Hence, the result of this present study further strengthened Oppenheim's findings.

Previous studies indicated that change management was positively affected by institutional citizenship behaviour (Chiang & Hsieh, 2012). The current study is consistent with previous studies by proving that change management has a significant positive association with institutional citizenship behaviour. The reason for this association is that when employees are psychologically empowered and motivated, they will be highly satisfied and committed to their job, as a result, the cooperation with other institutional members will be increased, and the individual will spare more time for the institution.

CONCLUSION

This study aimed to gain insight into the relationship change management has with institutional citizenship behaviour and the moderating role of

institutional culture on the association between the two variables. The empirical results suggest that change management has a statically significant relationship with institutional citizenship behaviour and institutional culture significantly moderates this association.

RECOMMENDATIONS

Based on the findings and conclusion drawn, the following recommendations were made:

1. Every institution should build strong institutional management strategies that help to build good relationships based on their values, norms, behaviours, and perceptions.
2. Leadership changes leaders" mind-set, style and behaviour, therefore the change process they design as a result of their orientation must motivate employees to want to participate, to choose to contribute, rather than force them to do so.

REFERENCES

- Adebayo, S. A., Ghavifekr, S., & Megat-Daud, M. A. K. (2017), "Impact of leadership self-efficacy on organizational citizenship behavior: a qualitative analysis on academic leaders perceptions", *International Research Journal of Education and Sciences, 1*(2), 41-47.
- Adesina, O. S. (2012). The negative impact of globalization on Nigeria. *International Journal of Humanities and Social Sciences, 2*(15), 193-201.
- Ajibade, A. P. (2013). *Building human capital for sustainable development: Role of the university.* Sage.
- Ajzen, I. (1991). The theory of planned behaviour: Reactions and reflections. *Psychology and Health*, *26*(9), 1113–1127.
- Ali, M. M., Ahmed, R., Rahman, A., & Azam, M. M. (2007), Electronic banking in Bangladesh: Potential and constraints, D. U. *Journal of Marketing*, *10*(2), 22-34.
- Aluede, O., Aluede, R. O. A., & Ufuah, G. (2004). Higher education and Nigeria's national development: Challenges for the millennium. *Research for Educational Reforms, 9*(1), 20-28.
- Anantharaman, A. (2019). *How artificial intelligence is enabling financial inclusion in India.* https://yourstory.com/2019/05/artificial-intelligence-enabling-financial-inclusion
- Ansoff, I. (1990). *Implanting strategic management*. Prentice Hall.
- Blili, S., & Raymond, L. (2009). Information technology: Threats and opportunities for small and medium-sized enterprises. *International Journal of Information Management, 13*(6), 439-448.
- Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance: In N. Schmitt, & W. C. Borman (Eds.), *Personnel selection in organizations* (pp. 71-98). Jossey- Bass.
- Borman, W. C., Penner, L. A., Allen, T. D., & Motowidlo, S. J. (2001). Personality predictors of citizenship performance. *International Journal of Selection and Assessment, 9*(1), 52-69.
- Bowin, R. B. (2001). *Human resource management: An experiential approach*. Prentice-Hall
- Brenner, M. (2008). It's all about people: change management's greatest lever. *Business Strategy Series, 9*(3), 132-137.
- Cameron, K. S., & Quinn, R. E. (2019). *Diagnosing and changing organizational culture: Based on the competing values framework.* Addison-Wesley.
- Carlsson, B., & Stankiewicz, R. (1991). On the nature, function and composition of technological systems. *Journal of Evolutionary Economics, 1*(2), 93-118.
- Carnall, R. (1986). Dysfunctional culture, dysfunctional institution: Capturing the behavioural norms that form institutional culture and drive performance. *Journal of Managerial Psychology, 21*(8), 709–732.
- Carnall, S. (2003). *Stories of achievement: Narrative features of institutional performance.* Lund University Press.
- Casey, J. M. (1995). *A strategic business improvement model for higher education.* http://www.appa.org.
- Casolaro, L., & Gobbi, G. (2007). Information technology and productivity changes in the banking industry, *Economic Notes*, 36(4), 43-76.
- Chandan, H. (2007). Societal changing and institutional development. *Southern Review of Public Administration, 1*(4), 416-432.
- Chang, R. Y. (1994). *Mastering change management: A practical guide to turning obstacles into opportunities.* Richard Change Associates, Inc.
- Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS Quarterly, 13*(3), 319 - 340.
- Dawson, P., & Andriopoulos, C. (2014), Managing change, creativity and innovation, Sage, Los Angeles, CA.
- Demirel, Y., Elhusadi, I., & Alhasadi, A. (2018). The relationship between institutional citizenship behaviour and institutional factors. *International Journal of Business and Management Invention (IJBMI), 7*(3), 27-39.
- Ertmer, P. A., Ottenbreit-Leftwich, A. T., Sadik, O., Sendrur, E., & Senderur, P. (2012). Teacher beliefs and technology integration practices: A critical relationship. *Computers &Education, 59*, 423-435.
- Feather, N. T., & Rauter, K. A. (2004), Organizational citizenship behaviours in relation to job status, job insecurity, organizational

commitment and identification, job satisfaction and work values, *Journal of Occupational and Organizational Psychology, 77*(1), 81-94.

- Fichman, R. G. (2000). The diffusion and assimilation of information technology innovation, in framing the domains of IT management: projecting the fure through the past, R. W. Zmud (ed), *Pinna ex-Educational Resources*, Cincinnati, OH.

- Foss, N. J., Laursen, K., & Pedersen, T. (2011). Linking customer interaction and innovation: The mediating role of new organizational practices. *Organization Science, 22*(4), 980-999.