Change Management And Organizational Citizenship Behaviour Of Office Managers In Tertiary Institutions In Rivers State

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Abstract – **This study investigated the relationship between change management and organizational citizenship behaviour of office managers in tertiary institutions in Rivers State. The two variables were operationalized using technological change management, structural change and leadership change management for change management as predictor variable and altruism, conscientiousness and civic virtue as measures of institutional performance as the criterion variable. 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. Descriptive statistics (mean, standard deviation, and percentages) were used as statistical tools for univariate analysiis the data, while simple linear regression analysis was used as statistical tool for bivariate analysis with the Statistical Package for Social Sciences (SPSS). The findings of this study revealed that change management significantly and positively influences institutional citizenship in tertiary institution in Rivers State. Thus, the study concluded that change management is a veritable tool for enhancing organizational citizenship behaviour among office managers 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, Management, Technology, Tertiary, Office Managers, Citizenship Behaviour.**

I. INTRODUCTION

The present focus in the educational arena at 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. With relevant role competencies, drive, motivation, enthusiasm, and people management skills amongst other salient competencies, tertiary change managers can oversee the change process with optimism. The notion of predicting the traditional ways of doing things is non-existent. Change re-energizes the system, promotes growth, and creates challenges for people. Fox, et al., (1991) submit that change is not limited to modifying institutional processes. Hence, besides facing the usual perennial matters of quality, accountability, and cost-effectiveness, tertiary change managers are required to seek new solutions to growing demands in a multicultural environment.

These include reexamining and altering essential aspects of its structure and operations, whilst facing complexities and challenges.

Therefore, 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 organizational citizenship behaviour.

Drawing from the above, irrespective of the relevance of change in the workplace, if managers fail to involve their employees in its implementation, it becomes very difficult to achieve. Thus, since employees are the ones that will carry out the change plans, it is imperative to get them involved during its acceptance and its implementation to avoid resistance. It is believed that once transformation has taken place in the workplace through effective communication and employee involvement, then employees will very excited to engage in discretionary (extra-role) behaviours that will enhance the firm's effectiveness and efficiency. Thus, previous studies revealed that discretionary behaviour has been investigated by scholars using another predictor variable in the same country but different industry. Omoruyi et al. (2011) investigated perceptions of justice and discretionary behaviour of survivors after a firm's restructuring at a consolidated bank in Nigeria. One of the findings of their study shows that the bank did not involve employees before and after the downsizing exercise. In another context, Eketu and Edeh (2015) investigated the role of social intelligence on workers' extra-role behaviour of independent road transport companies in Port Harcourt, Nigeria. Their finding revealed that workers' extra-role behaviour is strongly dependent on the social intelligence of the supervisors and managers. Dialoke and Edeh (2016) investigated the correlational analysis between workers' extra-role behaviour and institutional socialization of selected road passenger transport operators in Umuahia, Abia State, Nigeria. Their findings show that workers' extra-role behaviour is strongly dependent on institutional socialization of workers. From the foregoing trends of investigations, it shows that gap still exists and this is what has informed this study by investigating the relationship between institutional change and organizational citizenship behaviour. It is against this background that this study interrogates the relationship between change management and organizational citizenship behaviour in tertiary institutions in Rivers State.

II. STATEMENT OF THE PROBLEM

Post-secondary education serves a vigorous part in the life of the individual and humanity at large (Kyllonen, 2012). Therefore, higher education institutions are saddled with a lot of responsibilities of producing highly skilled manpower needed for sustainable development (Karlsen et al., 2017; Ajibade, 2013). Not only that, these institutions are renowned for conducting research and bringing innovations that will ensure stability and development in human society (Gough & Scott, 2006; Thomson, 2008). Higher education institutions facilitate social change through the dissemination of knowledge, ideas, innovations, cultural integration, and a host of others (Taylor, 2008). For these institutions to keep discharging their duties as expected and responding to numerous needs of the society, change management is an essential tool in attaining and achieving these (Bush, 2007).

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.

The recommendations on the findings from previous 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 and organizational citizenship behaviour in tertiary institutions.

III. CONCEPTUAL FRAMEWORK

Figure 1.1 shows the conceptual framework of change management and organizational citizenship behaviour of office managers in tertiary institutions laying out the variables, their dimensions and their relationship as well as institutional culture as a moderating factor. For the scope of this study, technological change management, structural change management and leadership change management were adopted as dimensions of change management. The measures of organizational citizenship behaviour used in this study were altruism, conscientiousness and civic virtue. While change management is the predictor variable, and organizational citizenship behaviour is the criterion variable
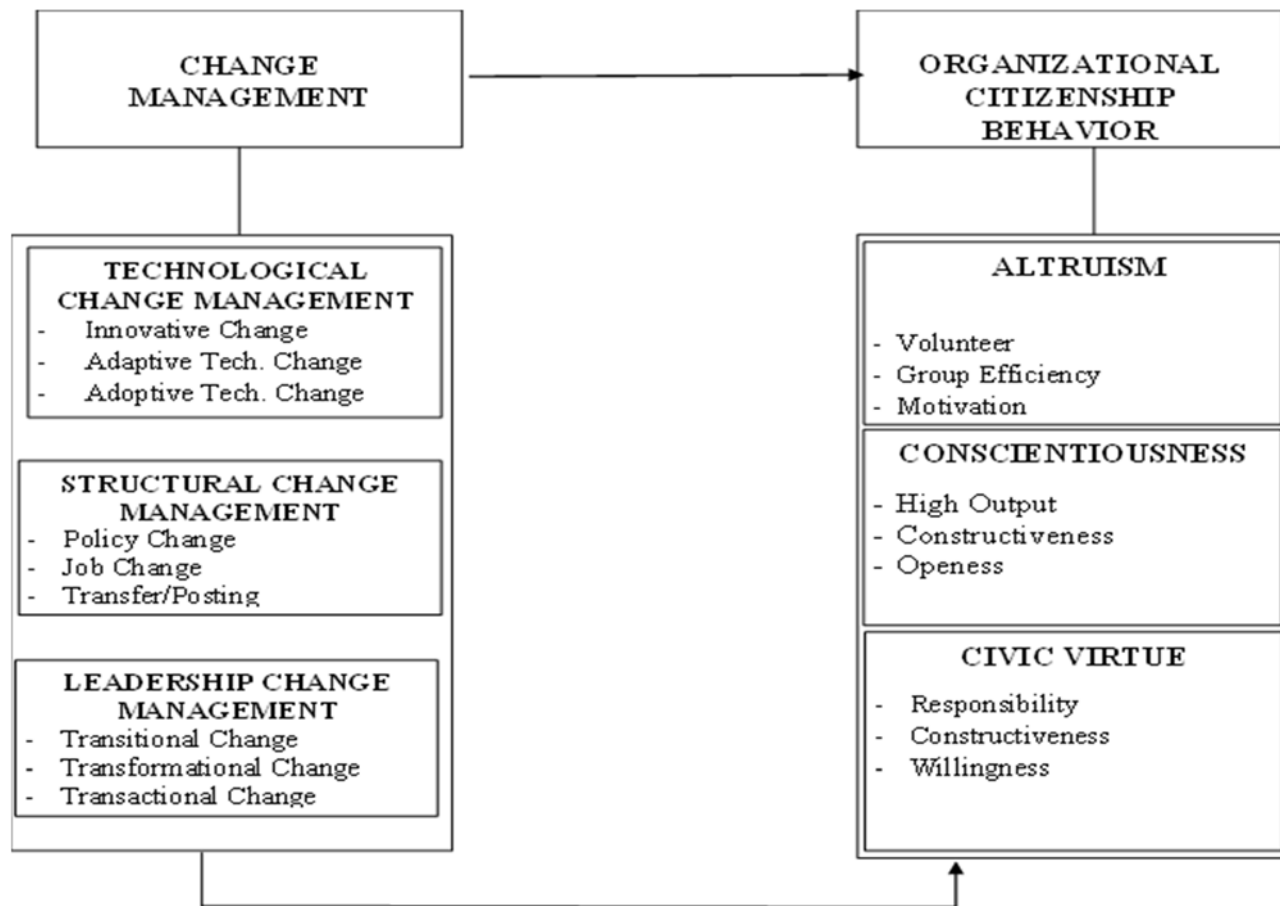
Fig 1.1 Conceptual Framework on change management and Institutional Citizenship behaviour

Source: Organ (1997); Zeyada (2018); Bateman, & Organ, (1983)

IV. AIM AND OBJECTIVES OF THE STUDY

The aim of the study is to determine the relationship between change management and organizational citizenship behaviour of Office managers in tertiary institutions in Rivers State. The study will specifically seek to:

1. determine the relationship between technological change and organizational citizenship behaviour of Office managers in tertiary institutions in Rivers State.

2. determine the relationship between structural change and organizational citizenship behaviour of Office managers in tertiary institutions in Rivers State.

3. determine the relationship between leadership change and organizational citizenship behaviour of Office managers in tertiary institutions in Rivers State.

Hypotheses

The following null hypotheses will be tested at 0.05 level of significance in the study.

H_{01}: There is no significant relationship between technological change and altruism of Office managers in tertiary institutions in Rivers State.

H_{02}: There is no significant relationship between technological change and conscientiousness of Office managers in tertiary institutions in Rivers State.

H_{03}: There is no significant relationship between technological change and civic virtue of employees in tertiary institutions in Rivers State.

H_{04}: There is no significant relationship between structural change and altruism of Office managers in tertiary institutions in Rivers State.

H_{05}: There is no significant relationship between structural change and conscientiousness of employees in tertiary institutions in Rivers State.

H_{06}: There is no significant relationship between structural change and civic virtue of Office managers in tertiary institutions in Rivers State.

H_{07}: There is no significant relationship between leadership change and altruism of Office managers in tertiary institutions in Rivers State.

H_{08}: There is no significant relationship between leadership change and conscientiousness of Office managers in tertiary institutions in Rivers State.

H_{09}: There is no significant relationship between leadership change and civic virtue of Office managers in tertiary institutions in Rivers State.

V. 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.

VI. RESULTS

Ho$_1$: There is no significant relationship between Technological change and altruism of Office managers in tertiary institutions in Rivers State, Nigeria.

Table 2   Correlation between Technological change and altruism

Variables	Mean	SD	N	rho	Sig	Decision
Technological change	2.8675	.46070				Null Hypothesis Rejected
Altruism	2.4494	.57484	234	.377**	.000	

** Correlation significant at 0.01 level
Source: SPSS Data Output based on Field Survey (2022)

Table 2 shows a correlation coefficient (rho) value of 0.377 using a 2 tailed test p = 0.000 at 0.01 level of significance. Since the p-value of 0.00 is less than ($\leq$) 0.01 alpha levels, the null hypothesis was rejected and the alternate accepted. This implies that

there is a weak positive and significant relationship between the use of Technological change and altruism of Office managers in tertiary institutions in Rivers State, Nigeria.

Ho2:   There is no significant relationship between Technological change and Conscientiousness of Office managers in tertiary institutions in Rivers State, Nigeria.

Table 3 Correlation between Technological change and Conscientiousness

Variables	Mean	SD	N	R	Sig	Decision
Technological change	2.8675	.46070				Null
Conscientiousness	2.9692	.55006	234	.346**	0.00	Hypothesis Rejected

** Correlation significant at 0.01 level
Source: SPSS Data Output based on Field Survey (2022)

Table 3 shows a correlation coefficient (rho) value of 0.346 using a 2 tailed test p = 0.000 at 0.01 level of significance. Since the p-value of 0.00 is less than ($\leq$) 0.01 alpha levels, the null hypothesis was rejected and the alternate accepted. This implies that there is a positive weak and significant relationship between between technological change and conscientiousness of Office managers in tertiary institutions in Rivers State, Nigeria.

Ho3:   There is no significant relationship between technological change and civic virtue of Office managers in tertiary institutions in Rivers State, Nigeria.

Table 4 Correlation between Technological change and civic virtue.

Variables	Mean	SD	N	rho	Sig	Decision
Technological change	2.8675	.46070				Null
Civic virtue	2.9085	.44124	234	.211**	.001	Hypothesis Rejected

** Correlation significant at 0.01 level
Source: SPSS Data Output based on Field Survey (2022)

Table 4 shows a correlation coefficient (rho) value of 0.211 using a 2 tailed test p = 0.001 at 0.01 level of significance. Since the p-value of 0.01 is less than ($\leq$) 0.01 alpha levels, the null hypothesis was rejected and the alternate accepted. This implies that there is a positive weak and significant relationship between the use of Technological change and civic virtue of Office managers in tertiary institutions in Rivers State, Nigeria.

Ho4:   There is no significant relationship between structural change and altruism of Office managers in tertiary institutions in Rivers State, Nigeria.

Table 5 Correlation between structural change and altruism

Variables	Mean	SD	N	Rho	Sig	Decision
Structural change	2.7735	.59395				Null
Altruism	2.4494	.57484	234	.423**	.000	Hypothesis Rejected

** Correlation significant at 0.01 level
Source: SPSS Data Output based on Field Survey (2022)

Table 5 shows a correlation coefficient (rho) value of 0.423 using a 2 tailed test p = 0.000 at 0.01 level of significance. Since the p-value of 0.00 is less than ($\leq$) 0.01 alpha levels, the null hypothesis was rejected and the alternate accepted. This implies that

there is a positive moderate and significant relationship between the structural change and altruism of Office managers in tertiary institutions in Rivers State, Nigeria.

Ho5:   There is no significant relationship between structural change and Conscientiousness of Office managers in tertiary institutions in Rivers State, Nigeria.

Table 6 Correlation between structural change and Conscientiousness

Variables	Mean	SD	N	R	Sig	Decision
Structural change	2.7735	.59395				Null
Conscientiousness	2.9692	.55006	234	.191**	.003	Hypothesis Rejected

** Correlation significant at 0.01 level
Source: SPSS Data Output based on Field Survey (2022)

Table 6 shows a correlation coefficient (rho) value of 0.191 using a 2 tailed test p = 0.003 at 0.01 level of significance. Since the p-value of 0.03 is less than (≤) 0.01 alpha levels, the null hypothesis was rejected and the alternate accepted. This implies that there is a positive weak and significant relationship between structural change and Conscientiousness of Office managers in tertiary institutions in Rivers State, Nigeria.

Ho6:   There is no significant relationship between structural change and civic virtue of Office managers in tertiary institutions in Rivers State, Nigeria.

Table 7: Correlation between structural change and civic virtue

Variables	Mean	SD	N	Rho	Sig	Decision
Structural change	2.7735	.59395				Null
Civic virtue	2.9085	.44124	234	.195*	.003	Hypothesis Rejected

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

Table 7 shows a correlation coefficient (rho) value of 0.195 using a 2 tailed test p = 0.003 at 0.01 level of significance. Since the p-value of 0.03 is less than (≤) 0.01 alpha levels, the null hypothesis was rejected and the alternate accepted. This implies that there is a positive weak and significant relationship between structural change and conscientiousness of Office managers in tertiary institutions in Rivers State, Nigeria.

Ho7:   There is no significant relationship between leadership change and altruism of Office managers in tertiary institutions in Rivers State, Nigeria.

Table 8 Correlation between leadership change and altruism

	Mean	SD	N	Rho	Sig	Decision
Leadership change	2.6376	.58247				Null
Altruism	2.4494	.57484	234	.515**	.000	Hypothesis Rejected

** Correlation significant at 0.01 level
Source: SPSS Data Output based on Field Survey (2022)

Table 8 shows a correlation coefficient (rho) value of 0.515 using a 2 tailed test p = 0.000 at 0.01 level of significance. Since the p-value of 0.00 is less than (≤) 0.01 alpha levels, the null hypothesis was rejected and the alternate accepted. This implies that

there is a positive moderate and significant relationship between leadership change and altruism of Office managers in tertiary institutions in Rivers State, Nigeria.

Ho_8:   There is no significant relationship between leadership change and Conscientiousness of Office managers in tertiary institutions in Rivers State, Nigeria.

Table 9 Correlation between leadership change and Conscientiousness.

Variables	Mean	SD	N	Rho	Sig	Decision
Leadership change	2.6376	.58247	234	.437**	.000	Null Hypothesis Rejected
Conscientiousness	2.9692	.55006				

** Correlation significant at 0.01 level
Source: SPSS Data Output based on Field Survey (2022)

Table 9 shows a correlation coefficient (rho) value of 0.437 using a 2 tailed test p = 0.000 at 0.01 level of significance. Since the p-value of 0.00 is less than ($\leq$) 0.01 alpha levels, the null hypothesis was rejected and the alternate accepted. This implies that there is a positive moderate and significant relationship between leadership change and Conscientiousness of Office managers in tertiary institutions in Rivers State, Nigeria.

Ho_9:   There is no significant relationship between leadership change and civic virtue of Office managers in tertiary institutions in Rivers State, Nigeria

Table 10   Correlation between leadership change and civic virtue

Variables	Mean	SD	N	rho	Sig	Decision
Leadership change	2.6376	.58247	234	.131*	.045	Null Hypothesis Rejected
Civic virtue	2.9085	.44124				

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

Table 10 shows a correlation coefficient (rho) value of 0.131 using a 2 tailed test p = 0.045 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 leadership change and civic virtue of Office managers in tertiary institutions in Rivers State, Nigeria.

VII. SUMMARY OF FINDINGS

The findings of this study are summarized as follows:

Ho	Statement	Result	Remark	Decision
1	There is no significant relationship between technological change and altruism of Office managers in tertiary institutions in Rivers State	r = .377, p<0.05	Weak, positive and Significant relationship	Rejected
2	There is no significant relationship between technological change and conscientiousness of Office managers in tertiary institutions in Rivers State	r = .346, p<0.05	Weak, positive and Significant relationship	Rejected
3	There is no significant relationship between technological change and civic virtue of employees in tertiary institutions in Rivers	r = .211, p<0.05	Weak, positive and Significant	Rejected

	State		relationship	
4	There is no significant relationship between structural change and altruism of Office managers in tertiary institutions in Rivers State	r = .423, p<0.05	Moderate, positive and Significant relationship	Rejected
5	There is no significant relationship between structural change and conscientiousness of employees in tertiary institutions in Rivers State	r = .191, p<0.05	Very weak, positive and Significant relationship	Rejected
6	There is no significant relationship between structural change and civic virtue of Office managers in tertiary institutions in Rivers State	r = .195, p<0.05	Very weak, positive and Significant relationship	Rejected
7	There is no significant relationship between leadership change and altruism of Office managers in tertiary institutions in Rivers State	r = .515, p<0.05	Moderate, positive and Significant relationship	Rejected
8	There is no significant relationship between leadership change and conscientiousness of Office managers in tertiary institutions in Rivers State	r = .437, p<0.05	Moderate, positive and Significant relationship	Rejected
9	There is no significant relationship between leadership change and civic virtue of Office managers in tertiary institutions in Rivers State	r = .131, p<0.05	Very weak, positive and Significant relationship	Rejected

VIII. DISCUSSION OF FINDINGS/HEURISTIC MODEL

The research investigated the change management dimensions and organizational citizenship behaviour measures among Office managers in tertiary institutions in Rivers State. It found that there is a existence of all dimensions and measures of both dependent and independent variables. This is evident by the emergent mean values that are all above the criterion mean. These variables were used as indices in measuring the relationship between the predictor and outcome variables by cross correlating the variables.

Although empirical literature suggested that human resource management strategies like change management can be antecedents to organizational citizenship behaviour, the magnitude and direction of such relationships were not known clearly, based on the competing and sometimes contradictory viewpoints offered on the dimension of such influence by social cognitive, contemporary leadership views of institutions. An extensive literature search revealed that there were no empirical studies that conclusively address the degree and the pattern of the relationship between change management and organizational citizenship behaviours specifically using the dimensions and measures as operationalized in this study. Hence, this study has contributed to knowledge by bridging the gap that existed in literature as earlier stated. Hence, the degree and pattern of the relationships are further presented in the heuristic model as shown in fig 2 below
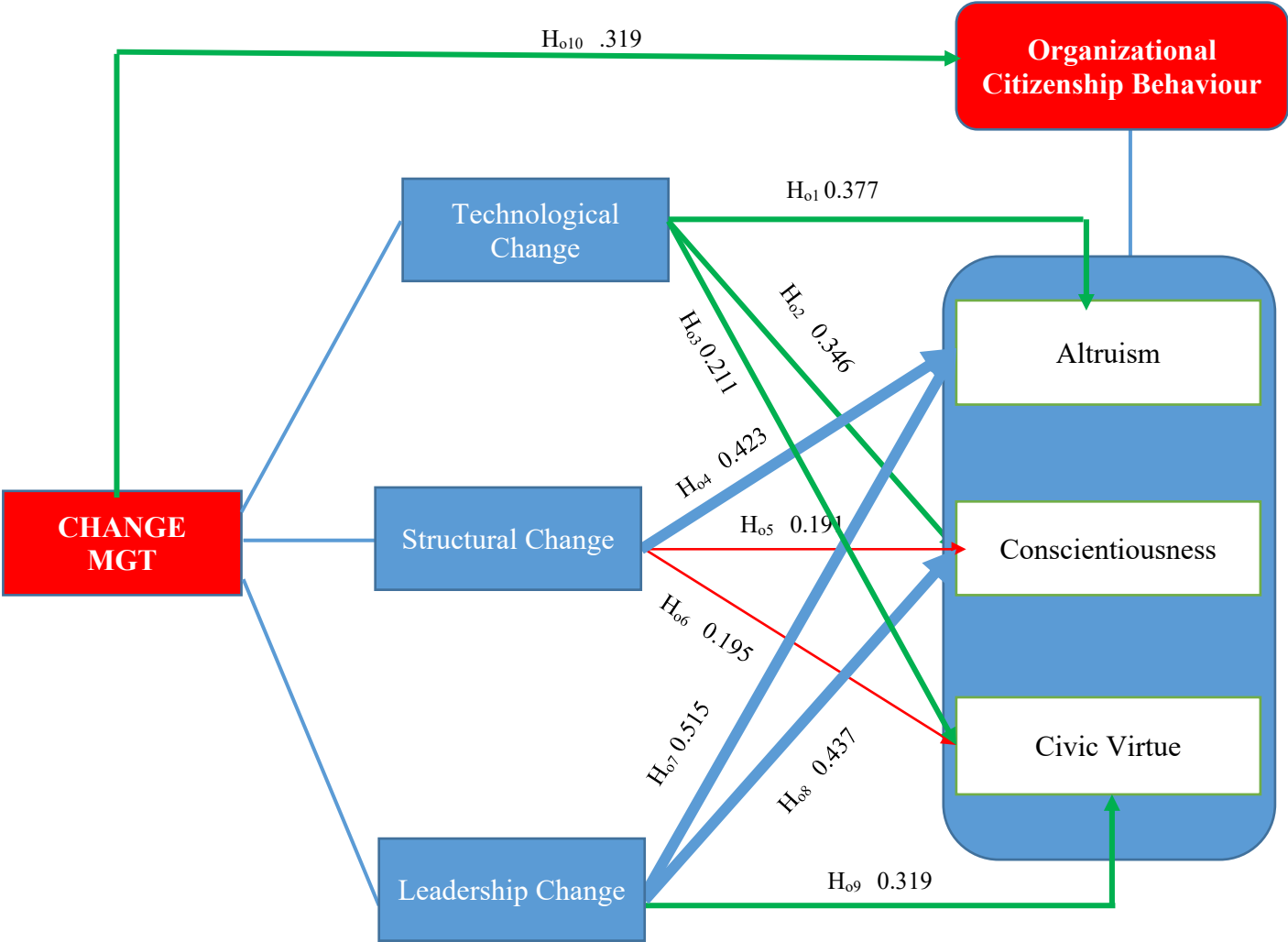
Key to Heuristic Model

Arrow	Interpretation	Range
→(red)	Very weak relationship	0.10 - 0.19
→(green)	Weak relationship	0.20 - 0.39
→(blue)	Moderate relationship	0.40 – 0.59

IX. CONCLUSION

This study aimed to gain insight into the relationship change management has with organizational 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 organizational citizenship behaviour and institutional culture significantly moderates this association. However, the empirical evidence showed that the association between structural change and organizational citizenship behaviour is retrogressive. On the whole, the findings from this study suggest that tertiary

institutions can increase the average level of organizational citizenship behaviour by evaluating and enhancing their inducements for their Office managers.

X. RECOMMENDATIONS

Based on the findings from this study, the following recommendations are put forward:

1. It is recommended that tertiary institutions should involve employees in institutional decisions and avoid prejudice and discriminatory in decisions consider these issues in institutions.

2. Tertiary institutions should meet the needs of their employees by job enrichment and shift. This inculcates the feelings of value in working, purposefulness and leadership change. When jobs are not challenging and meaningful and staff are faced with role ambiguity, role conflict and role overlap, their self-sufficiency belief is decreased.

3. Tertiary institutions should make policies that will improve on the existing change management types in the education sector. This will in return influence the organizational citizenship behaviour of Office managers. Such policies are frameworks that ensure frequent promotion of Office managers, provision of infrastructures, good reward systems and disciplinary measures.

4. Tertiary institutions should make conscious effort to review the condition of service for Office managers from time to time.

5. Employers should focus on ensuring that they help Office managers develop marketable skills and support them in career development.

6. Tertiary institutions, government and Policy makers, needs to be careful about promises they make to employees particularly in the context of institutional change when reneging of promises may be more prevalent.

7. Tertiary institutions should be aware that employees may differ in the extent to which they accept the norm of reciprocity in their exchange relationship with the employer. The extent to which employee respond to institutional inducements is influenced by the strength of reciprocity norm governing the relationship.

8. Tertiary institutions also need to make it clear to new recruits what they can expect from the job.

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