Change Management And Job Performance Of Office Managers In Tertiary Institutions In Rivers State

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Abstract – This study examined change management and Job performance in manufacturing companies in Nigeria. Relevant conceptual, theoretical and empirical literatures were reviewed. The study conceptualises change management in terms of technological change, leadership change and change management strategies. This study was anchored on organizational change and Lewin`s Three Step Model. 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). Change management strategies have effect on Job performance in manufacturing companies. Leadership changes have a positive influence on job performance of office managers in the tertiary institutions in Rivers State. The study concluded that change management is a determinant of office managers' job performance in in tertiary institutions. The study recommends that technology change had influenced employee performance since it simplifies the work to be done, thereby making work more efficient. Organizations which implement new technology should provide proper training to their employees to increase their performance. Every organization should build strong organizational management strategies that help to build good relationships based on their values, norms, behaviours, and perceptions. Leadership changes leaders‟ mind-set, style, and behavior. The change process they design as a result of their orientation must encourage employees to want to participate, to choose to contribute, rather than force them to do so.

Keywords – Technology Change, Leadership Changes, Change Management Strategies and Job performance.

I. INTRODUCTION

In today's business environment, nothing remains still. The rate of change which business organizations face continues to increase more and more in the last five decades (Huselid, 2005). This is as a result of advances in information and communication technology increasing democratization of economies and liberalization of economies across the globe. "Change" thus now become inevitable and turns to be a regular feature of business life. It becomes pertinent therefore, that it receives the necessary attention (from management) in order to guarantee a continued increase in business performance. Olajide (2014) asserts that the rate of competition in Nigeria is moving at a leap frog basis due to changes in technology, product and services, customer taste, among others. This has made change management experts to emphasize on the importance of establishing organizations‟ readiness for change, and has crafted various strategies for creating it because successful management of change is crucial to

every organization to survive in the present highly competitive and continuously evolving business environment. Change management is a planned loom for the transition of individuals, groups and organizations from existing state to a required future state. Thus, managing a change process is as important as change itself.

Warrrilow, (2010) in his work stated that to effectively manage change in an environment experiencing change dynamics, there is a need to adopt strategies for managing such changes so that people can embrace change and direct it towards positive contribution of a given organization. He therefore suggested the strategies for managing change. He further stated that when opting for a strategy, we should take into account not only the circumstances we face, but also the preferred managerial style.Go and Pine (2005) state that rapid and unpredictable changes in customer attitudes and information technology makes the need to manage change inevitable and that the ability to manage is the key to the long- term survival of companies. Mullins (2009) also claims that factors such as uncertain economic and political conditions, changes in social attitudes, fierce competition, take overs, acquisitions, technological developments and governmental interventions create an increasingly volatile environment for business, and consequently they can only perform effectively through flexibility and responsiveness to change.

For a firm to survive, succeed and remain competitive in today's highly volatile and continuously evolving business environment, it must be able to successfully manage the change which is as a matter of fact a necessity. Even though there has not been consensus as to the framework for organizational change management, there is a consensus that change, being triggered by internal or external factors, comes in all shapes, forms and sizes (Balogun and Hailey 2004). Implementing the change process in any organization is a crucial foundation for enhancing employee confidence in the activities of an institution, and employees play a critical role in this process, McEvily and Zaher (2009) and Burnes (2004). Most organizations in Nigeria ignore their employees during the conception; implementation and review of the change process and this affects the implementation of the change agenda negatively. Burke (2002) asserts that organizations undergoing transformations must have teams that champion the change process. This demands that all employees within the institutions desiring change, especially the top management must have been committed to the change process.

II.   STATEMENT OF THE PROBLEM

Recent statistics reveal that only one-third of organisational change efforts were considered successful by their leaders (Meaney & Pung, 2008; Beer & Nohria, 2000). Apparently, implementing successful change programs in organisations is quite problematic. The low success rates of change programs are often attributed to resistance to change on the part of employees (Ford, Ford & D'Amelio, 2008). Scholars on resistance to change point out the need for research beyond top-down organisational change. Studies should pay attention to the dynamics of change processes (Jones, Watson, Gardner & Callois, 2004; Dibella, 2007) and thereby contribute to the understanding of resistance, which is paramount to the high failure rate of change programs (Quinn and Dutton, 2005; Di Virgilio & Ludema, 2009). Employees react to change based on its impact to them personally. Perceived favorable impacts generally lead to support for the change and perceived unfavorable impacts may lead to change resistance (Craddock, 2015).

III.   AIM AND OBJECTIVES

There has been a debate by numerous researchers on whether change should always be positively related to a firm's performance (Appelbaum, 2000; Wright, 2005; Schuler and Jackson, 2001). Although most of the studies speak of Change practices leading to performance, such a one-way line of causation is not satisfactory (Edwards & Wright, 2001).

Aim and Objectives of the Study

This study examines the effect of change management on office managers performance, using tertiary institutions in Rivers State.

Specifically, the objectives of this study are to:

1.   Examine the influence of technological change on office managers' performance in tertiary institutions in Rivers State.
2.   Determine the effect of leadership change on office managers' performance in tertiary institutions in Rivers State.

Hypotheses

The following null hypotheses were formulated to guide the study:

H_{O1}: there is no significant relationship between technological change and office managers' performance in tertiary institutions in Rivers State.

H_{O2}: there is no significant relationship between leadership change and office managers' performance in tertiary institutions in Rivers State.

IV. REVIEW OF RELATED LITERATURE

Change Management

Burnes (2004) like many others scholars asserted that change is an ever present feature of organizational life, both at the operational and strategic level. Moran and Brighton (2011) defined change management as the process of continually renewing an organization direction, structure and capabilities to serve the ever changing needs of external and internal customers. Due to its importance, change management is becoming imperative and needs appropriate managerial skills and strategy. For firm to survive, succeed and remain competitive in today's highly volatile and continuously evolving business environment, it must be able to successfully manage the change which is as a matter of fact a necessity. Even though there has not been consensus as to the framework for organizational change management, there seem to be an agreement on two important issues One, there is a consensus that change, being triggered by internal or external factors, comes in all shapes, forms and sizes (Balogun & Hailey 2004). It is agreed that the pace of change has greater then, than in the current business environment.

Change has continued to take a front-of-stage role in both academic research and industrial practice. Whilst it is difficult to gain a universally accepted definition of change, we are reminded that change management is not a distinct discipline with rigorous and defined boundaries, but more that the theory and practice of change management draws upon a number of social science disciplines and traditions (Burnes 2004). Change basically means series of events which support the process of development in organizations (Kassim et al, 2010). Organizational change generally means rightsizing, new development and change in technologies, rescheduling operations and major partnerships (McNamara, 2011). Organizational change includes Mission changes, Strategic changes, Operational changes (including structural change), technological changes, Changing the attitudes and behaviors of personnel, Countering resistance from different employees of companies and aligning them to strategic directions of the organization.

Technological Change

Overall technology management is building an organization that is fit for today as well as tomorrow. It is the linking of "engineering, science, and management disciplines to plan, develop, and implement technological capabilities to shape and accomplish the strategic and operational objectives of an organization" (qtd. in Ettlie 5). "Fitness is a fundamental characteristic of technology management that involves innovating and replicating appropriate resources and routines to successfully attain technological capabilities that satisfy strategic objectives and market needs. It is an evolutionary indicator of an organization's ability to ensure current and future survival in one or more markets by effectively balancing exploration and exploitation" (McCarthy 739).

Organizational fitness is often achieved by making changes in business operations, and this frequently involves the use of new technology. These technologies often include information systems such as Optiva, Peoplesoft, Oracle, SAP and other Enterprise Resource Planning (ERP) systems. Information systems offer the ability to make operations more efficient and cost effective by reducing redundant work, standardizing operations, and maintaining records for both documentation of past work and references for future opportunities. There are hundreds of thousands of current implementations. Although these systems provide major improvements with many opportunities for future growth, each will need to be upgraded in the next ten years to continue to achieve organizational fitness.

Leadership Change

Leadership- changing the running of an organization from a command and control nature of management to the nurturing and motivational nature of leadership. We know that leadership can make a great difference, and we know that its importance for

organizational success is intensifying. Change cannot be accomplished without the commitment and involvement of the organization's leaders.

Due to dynamism, organizations require equipped leaders with good communication and planning skills to supervise the interaction between strategy, people and systems (Zeffane, 1996). The required change cannot be achieved unless there is strong leadership (Beer, Eisenstat & Spector, 1990b). Zeffane (1996) notes that top managers can adopt change by exemplifying it in their own behavior and efficient leadership is required to blend system, employees and procedures. It should be noted that leadership is not same with management, but both are needed to realize the change. According to Senior & Fleming (2006) managers tend to focus more on "strategy, structures and the systems", whereas leaders give more attention to 'soft' issues such as people issues, shared purpose, communication and motivation. They define the role of leadership as:

"leadership is about influencing others in pursuit of the achievement of organizational goals" (Senior & Fleming). According to Zeffane (1999), managing or leading strategic change can only be carried out in the existence of competent leaders and in an environment where there is trust an encouragement for organizational learning. Managers can create a motivational environment by getting to know the employees within the organization and determining critical factors in motivation (Pugh, 2007). Pugh further states that leading change requires some special skills such as communication, motivation, interpreting uncertainty and guiding decision behaviour when there is uncertainty, as well as practical skills like the ability to achieve the desired status and to deal with anxiety about the performance and responsibilities.

Job Performance

Job performance as a concept suffers from problems of conceptual clarifications. The term performance is often used indiscriminately to describe everything from efficiency, effectiveness to improvement. Job performance is related to defining and achieving specific goals (Enos, 2007). Enos (2007) defines organization performance as an indicator and progressive achievement of tangible, specific, measurable, worthwhile and personally meaningful goals. According to McCloy, Campbell and Cudeck, (1994), the term performance has to do with those behaviours or actions which are regarded relevant to those goals of the said organisation in question. They further argue that performance itself cannot be said to be the outcome itself, consequences or the result of behaviors or action, rather can be said to be the action itself. Thus, they argued that performance tends to be multidimensional, a situation whereby for any specific-type of job, there tends to be a number of substantive performance components that are distinguished in terms of their inter correlations and patterns on co-variation with other variables. However, there is no one definition of organisational performance. The primary reason for this is that researches from different fields of study such as psychology, human resource management, public administration and organizational behaviour have dealt with the concept based on their field of study. Hence, it is no surprise that the literature accommodates a variety of different definitions related to Job performance.

Job performance is an important construct in leadership that determines how to manage organizations. Previous literature reviews reveal that Job performance is a multidimensional concept that reflects the heterogeneous nature, circumstances and objectives of organizations at a given period.

Job performance is marked and classified by success indicators, performance indicators and key performance indicators as key success indicators. The fundamental success factors are the list of problems or aspects of Job performance that indicate the vitality of the organization, its state and success (Parmenter, 2010). Measuring Job performance reports on the longterm process of continuous monitoring and reporting on achievements, especially of the pre-defined aims. The measures of Job performance can be related to the type or level of process and direct output results (Franceschini et al., 2007). Buble (2006) notes that taking into consideration the effects of performance represents the beginning of the business process transformation. One of the aims of improving business processes is to determine the economic sense which the changes will bring, which is not possible without measuring performance. If business performance is not measured, business cannot be managed.

V. THEORETICAL FRAMEWORK

This work is anchored on Shields's Theory of Organizational Change (1999). Shield's model builds on the idea that when change fails, it is because of insufficient attention to the human and cultural aspects of an organisation. Shield suggests that there are critical components that are necessary for leaders to change an organization. If a change occurs in one component and one does not align the other components, this will lead to inefficient work processes. This system integrates human resources management

with business process innovations. Organizational leaders who are considering change should clearly understand which strategies they want to change and define critical success factors so that they will know the extent to which the desired change is possible. Some of the change models do not address this phase of change. Organizations must communicate the strategic objectives to the work force. If this is not done, the transformation effort will be reduced to a series of unrelated change initiatives. Finally, organizational leaders must review each of the work elements to identify their degree of alignment in support of the business strategy (Shields 1999).

VI. METHODOLOGY

This study adopted a descriptive research design to investigate the relationship between change management and organizational 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 for Bi-variate analysis. The Spearman's rank order is considered as applicable in this context given its non-parametric qualities and applicability in the assessment of relationships between variables based on data that may or not be normally distributed or have homogenous variance.

VII. RESULTS

Table 2 : Questionnaire distribution and Retrieval

Numbers	Questionnaire	Percentage (%)
No. Sent out	270	100%
No. Returned	234	83.60%
No. Not Returned	36	16.40%

Source: Field Survey, 2022

Table 2 shows the questionnaire distribution and retrieval information. A total of 270 questionnaires were distributed out of which, 234 were successfully filled and returned. This number indicates a 83.60% retrieval rate which was considered adequate for representation.

Ho₁: There is no significant relationship between Technological change and office managers' job performance in tertiary institutions in Rivers State, Nigeria.

Table 3: Correlation between Technological change and office managers' job performance

Variables	Mean	SD	N	rho	Sig	Decision
Technological change	2.8675	.46070				Null
Office managers' job performance	2.4494	.57484	234	.377**	.000	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 0.377 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 office managers' job performance in tertiary institutions in Rivers State, Nigeria.

Ho₂: There is no significant relationship between leadership change and office managers' job performance in tertiary institutions in Rivers State, Nigeria.

Table 4: Correlation between leadership change and office managers' job performance

	Mean	SD	N	Rho	Sig	Decision
Leadership change	2.6376	.58247				Null
Office managers' job performance	2.4494	.57484	234	.515**	.000	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 0.515 using a 2 tailed test p = 0.000 at 0.01 level of significance. Since the p-value of 0.00 is less than ($\leq$) 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 office managers' job performance in tertiary institutions in Rivers State, Nigeria.

VIII. DISCUSSION

The result of this study showed significant level of relationship existing between technological change and office managers' performance in the tertiary institutions in Rivers State. From the study so far, technological change had a positive effect on employee performance. This was supported by (Ndahiro, Shukla & Oduor, 2015; Anne, 2015; Olajide, 2014) which maintains that technological changes have a great effect on employee performance due to the rapid technological changes that the world is rapidly adjusting that eases employees" work load and increase efficiency and effectiveness at work place.

The application of the information and communication systems in change management of the business processes would not be possible if there is no human factor during the conduction of this activity. In this respect the managers and the specialists in information technologies exercise essential influence for their rational execution. This is why it is necessary to review them as a main factor for the structuring of the information exchange in the organization. The main role of the IT managers in the project for business processes change is to provide relevant conditions for their effectiveness.

The study also found that leadership change has a significant relationship with office managers' performance. This is indicative that leadership change is a driver of office managers performance in the educational sector. The finding is in tandem with an earlier position of Hill (2205) that the role of leadership in the implementation of change initiatives is of utmost importance, as employees look to their leaders for direction when organisations undergo change. Rice (1963), states that managing change is crucial because, finally, leaders, who cannot bring about the necessary adaptations with the organisation, will not survive, or, the organisations that they lead will not survive. Great organisations, according to Collins, (2001), had leaders who built an enduring organisational culture of discipline, powered by self-disciplined people who acted in the organisation's best interest without strict dictates from leadership. These disciplined organisations could and did thrive even after their leaders had departed, whereas organisations that practiced discipline only by tyrannical rule could not sustain themselves once their leaders departed, (Collins, 2001). Alexander the Great, King Shaka Zulu, Mahatma Gandhi, Abraham Lincoln and Nelson Mandela are all considered great leaders. What is common amongst them was that they led change initiatives that, although, initially were painful, empowered people to seek a better life, ultimately leading to change that gave them international acclaim. Leadership's role in change can never be under-estimated and as change in an organisation, although influenced by external and internal factors, can only come to fruition when leadership takes decisive steps to implement change, which ultimately leads to the survival of the organisation.

IX. CONCLUSIONS

Implementation of change often results in periods of organizational tension because it involves moving from the known to the unknown and therefore risky, stressful and complex. However, it can be effective with participative style of management such as training employees on change during implementation which gives them knowledge, skills and expertise needed during the change process, hence, fostering quick and smooth implementation of the change. To improve performance, changes must be made to the organizations" processes and system structures or job roles. Lastly, this study has provided some discussion on some issues which needs to be considered and suggested programme for implementing major change based not merely on theoretical studies but on practical experiences

From this study, it was discovered that technological changes had an effect on Job performance, change management strategies had a significant effect Job performance, and leadership changes had an influence on Job performance in tertiary institutions in Nigeria. The study therefore concludes that management of change has a positive significant effect on Job performance in tertiary institutions in Rivers State, Nigeria.

X. RECOMMENDATIONS

Base on the findings and conclusion, the study therefore, recommends that:

1. It is strongly recommended that managers should demonstrate strong leadership throughout the organization by spreading leadership and decision-making responsibilities in order inspire and motivate employees to play an active role in implementing change thus improving the telecommunication performance.

2. Technology influenced employee performance since it simplifies the work to be done, making work more efficient. Organizations which implement new technology should provide proper training to their employees to increase their performance.

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