

The Influence of Corporate Culture on Organisational Change and Workers Discretionary Behaviour

Friday Ogbu Edeh¹, Obiageri Felicitas Onwuegbule²,
Onyi Akachukwu Joseph³, Nelson Chibuike Osueke⁴

¹Department of Business Administration, Faculty of Management & Social Sciences,
Alex Ekwueme Federal University, Ndufu-Alike, Nigeria.

²PhD Candidate, Department of Management, Faculty of Management Sciences,
University of Port Harcourt, Nigeria.

³PhD Candidate, Department of Industrial Relations & Personnel Management,
Michael Okpara University of Agriculture, Umudike, Nigeria.

⁴Department of Business Administration, Alex Ekwueme Federal University, Ndufu-Alike, Nigeria.

Abstract

This study investigates the influence of corporate culture on organisational change and workers discretionary behaviour in Nigerian hospitality firms. Cross-sectional research survey was employed. One hundred and forty copies of questionnaire were administered to hotel managers, supervisors and front desk officers. Kendall coefficient of concordance (τ_b) was used to analyse hypotheses one and two while Pearson partial correlation was used to analyse the moderating influence of corporate culture. It was found that corporate culture positively moderated the relationship between organisational change and workers discretionary behaviour in Nigerian hospitality firms. It was also revealed that none of the previous studies showed any moderating role of corporate culture on the relationship between organisational change and workers discretionary behaviour. The study concludes that organisational change measured in terms of workers participation and workers involvement enhances workers discretionary behaviour as a result of the culture of the organisation. Thus, since hospitality industry is a major contributor to Nigeria's economic development, the need for managers to understand the nature of change and strategies for overcoming resistance to planned change in order to improve workers discretionary behaviour.

Keywords: Organisational change, workers discretionary behaviour, corporate culture, altruism, workers participation, workers involvement.

Introduction

The hospitality industry contributes immensely to Nigeria's economic development in terms of foreign exchange earnings, job creation quite apart from inter-cultural collaborations with

other countries (Sanni, 2009; Eketu and Nwuche, 2014; Eketu and Edeh, 2015; Eketu, 2017). Thus, for Nigerian hospitality firms to maintain the above momentum managers and practitioners alike must be ready and resilient to tackle technological, structural, operational changes that may arise from both internal and external work environment (Akpabio, 2007; Eketu and Dan-Jumbo, 2018). Secondly, Nigerian hospitality firms requires competent workers that will go beyond their job description to render prompt service delivery to their customers through discretionary behaviours such as altruism, enterprise obedience, courtesy, enterprise loyalty, enterprise compliance, sportsmanship, individual initiative, civic virtue, self development, conscientiousness (Organ, 1988; Graham, 1989; Podsakoff, Mackenzie, Paine and Bachrach, 2000; Güllüce and Erkiliç, 2015). Workers discretionary behaviours has been shown to predict corporate reputation and performance (Obamiro, Ogunnaike and Osibanjo, 2014); organisational justice (Arif and Kamariah, 2008; Fatima, Abd and Omar, 2014; Aondoaver and Ernest, 2013); emotional intelligence (Habibollah, Nour, Maryam and Liem, 2011); corporate affective commitment (Akinyemi, 2012; Asiedu, Sarfo and Adjei, 2014; Akhigbe, Osagie, Akhator, Itoya and Aiegoba, 2014); and firms creativity (Obiora and Okpu, 2015).

From the foregoing, corporate culture plays an important role in Nigerian hospitality firms as a result of its peculiarity. Cultural characteristics of hospitality firms are not different from other service oriented enterprises in Nigeria but differ from manufacturing and telecommunication firms. O'Reilly, Chatman and Caldwell (1991) corporate culture characteristics such as attention to detail, outcome orientation, people orientation, innovativeness and taking risk, team consciousness, aggressiveness and stability were feasible in Nigerian hospital industry (Dirisu, Worlu, Osibanjo, Salau, Borishade, Meninwa and Atolagbe, 2018). It has been shown that every enterprise possess innovative and risk taking assumption which encourage employees to be innovative, embark on risks taking, seek opportunities surround with few rule (Sanni, 2009). Workers also pay adequate attention to every detail that will lead to goal achievement especially when it comes to making precise decision (Akande, 2014). On outcome orientation, hospitality firms' focuses on results (expectations or outcomes) just like any other business other than the technique, processes and modes of operations used to achieve them (Ozigbo, 2015). For people orientation characteristics, hospitality managers also take into cognisance the effect that results or expectations will have on their employees; hence they make provisions for adequate compensation (Obiora and Okpu, 2015). Another corporate culture feature is team orientation. The underlining assumption of team orientation is that firms organized their work activities around work teams rather than individuals to improve performance (Ndajiya, Shehu and Yunusa, 2014). This is because teams achieve result faster than individual (Jones and George, 2017). Aggressiveness characteristics is concerned with how workers are encouraged by their managers to be aggressive in terms of results and competitive in pursuing goals rather than taking things easy while paying low attention on corporate social responsibility since the purpose of firms existent is to make profit and provide quality service delivery

(Oparanma and Gabriel, 2012). Lastly, stability is characterized by the degree to which firms emphasizes stability other than growth which maybe as a result of high performance recorded at the time expressed in their strategic intent (Eketu and Dan-Jumbo, 2018).

However, in line with the enormous significance of workers discretionary behaviour to hospitality industry, such behaviours are usually obstructed due to managers' perception on the need for change (Sanni, 2009). Buttressing further, managers in the hospitality industry whose responsibilities are to navigate the ship of management so as to achieve the set goals, consider alteration or change as a veritable tool that promotes the prosperity of the industry (Oparanma and Gabriel, 2012; Ndajiya, Shehu and Yunusa, 2014). Alteration occurs as a result of technological change, change in consumer taste and climate change (Jones and George, 2017). In addition, Ekpenyong (2003) added that alteration occur as a result of struggle for limited resources, growth in terms of industry expansion as well as founders ideology. Supporting the above affirmation, Smith (1976) cited in Ekpenyong (2003) argue that change is like the flowering of a seed which external conditions may facilitate or impede it growth, as not part of its mechanisms. What this implies is that change or alteration does not happen spontaneously rather, it occur with the assistance of an agent who employ organisational change strategies (Griffin and Moorhead, 2014; de Andrade, Albuquerque, Teófilo and da Silva, 2016; Robbins and Judge, 2018).

From the foregoing, change if successfully implemented brings about human development through change in behaviour as well as procedural and operational transformations (Anthony, Gerard and Steven, 2015; McShane and Von Glinow, 2018). Robbins and Judge (2018) argued that change is a force that comes with both positive and negative effects on organisational performance. It is positive when it solves certain problems being faced by the organization; while it is negative when it fails to achieve the purpose it was meant for (Maryam and Ayham, 2014; Robbins and Judge, 2018). The reasons why managers and organisational leaders apply change are as a result of challenges that are beyond their control and in order to resolve these maladies, change becomes an option (Kinicki and Kreitner, 2003; Swarnalatha and Prasanna, 2013). Change is not one sided, it affects almost every parts of the organization including the customers (Radović-Marković, 2008). Therefore, it has a perpendicular effect on both the initiator and assimilators in which case, the initiator benefit from the change outcome whether negative or positive while the assimilators represent the workers or subordinates in the workplace (Nograšek, 2011; Markiewicz, 2011).

Drawing from 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 (de Andrade, Albuquerque, Teófilo and da Silva, 2016; Gupta, 2016). It has been shown that workers are responsible for implementation of change and thus, it is imperative to get them involved from the introduction stage to final stage of implementation (Madinda, 2014; Tudor, 2014). Scholars has also argued that once workers are carried along in change implementation processes through education, communication, participation, involvement,

facilitation, support, negotiation, agreement, manipulation, co-optation, explicit and implicit coercion, they will be willing to accept the change and ready to refreeze (Cunningham, 2009; Kinicki and Kreitner, 2003; Luthans, 2011; Swarnalatha and Prasanna, 2013; Griffin and Moorhead, 2014; Jones and Judge, 2017; Robbins and Judge, 2018; McShane and Von Glinow, 2018).

Nevertheless, the following resistance to change by employees in Nigeria hospitality firms is what informs this study. They are; workers refusal to accept wireless cash transfer for room reservation through point of sales (POS); refusal to assist customers to check into their rooms; avoidance of constant cleaning of rooms immediately customers checked out from their rooms; slow service delivery to customer's room; and refusal to wear hotel uniforms which distinguishes one hotel from another (Eketu, 2017). Most of these resistances were triggered because of lack of necessary managerial skills needed to move hospitality and tourism industry forward (Lebari and Akpotu, 2015). Reasons are that most tertiary institutions in Nigeria have not commenced academic training in hospitality management disciplines that would have produced qualified human resource for the industry (Eketu and Dan-Jumbo, 2018). This was caused by the nation overdependence on oil thereby neglecting the tourism sector that is more sustainable compared to oil and gas. Thus, employees that are usually recruited have no knowledge about the industry hence when there is need for change; they feel unsafe thereby resisting most of the planned change initiated by the managers and supervisors (Eketu and Dan-Jumbo, 2018). Thus, in order to resolve the above resistant to change from hospitality workers in Nigeria, strategies such as workers participation and involvement will be employed while corporate culture will be used to moderate the association between organisational change and workers discretionary behaviour.

Organisational change

Organisational change is the transformation of enterprise processes, mode of operation, structure, individual behaviour as well as leadership (Maryam and Ayham, 2014; Swarnalatha and Prasanna, 2013; Robbins and Judge, 2018). It has been shown that when there is an alteration in any of the above mentioned factors, it is believed that change has taken place (Swanepoel, 2003). What then is change? Harris and Hartman (2002) perceived change as a behaviour, event, or circumstance that differs from a previous behaviour, or circumstance. Bringing change into the workplace, which this study is focused on; the views of other scholars shall be sought. Radovic-Markovic (2008) argue that organizational change is the implementation of new procedures or technologies intended to realign an enterprise with the transforming demands of its business environment, or to capitalize on business opportunities. Management scholars, Jones and George (2017) on the other hand, perceived organisational change as when an enterprise moves away from its present position to the desired future position to enhance efficiency and effectiveness. In addition, Njuguna and Muathe (2016) viewed organizational change as alterations in workers' involvement, products or services from the market it serves, the way it interacts with customers or

suppliers, quite apart from others. These alterations may arise from the point of decision-making by the organisational elites (Du Plessis, 2007). Change can also emerge as a result of environmental turbulence which the elites cannot control, thereby making them to alter the former arrangements (Swanepoel, 2003). Organisational alteration or change can be classified into planned and unplanned (Robbins and Judge, 2018; Griffin and Moorhead, 2014; McShane and Von Glinow, 2018; Jones and George, 2017; Swanepoel, 2003; Anthony, Gerard and Steven, 2015). Change that is planned is a type of change that organization anticipates or has anticipated that it will happen (Anthony, Gerard and Steven, 2015). For this typology of change, members of the workplace are conscious that there is going to be change in their behaviour, work methods, culture and leadership (Madinda, 2014; Tudor, 2014). Take for instance; when a manager of a particular branch is transferred to another branch, every member of the organization is aware that another manager will be posted to lead them. Thus, the members of that organization will begin to make adjustment to receive the new manager that will come. Organisational change can be typologies into planned and unplanned (Robbins and Judge, 2018). From the word ‘plan’ it means the organization anticipated a change before embarking on it. Planned change therefore is a type of change that organization plan for. For instance, a firm moves from one structure to another to alter the organisation (Nel, Werner, Du Plessis, Ngalo, Poisat, Sono, Van Hoek and Botha, 2011). Unplanned change is a type of change that is not planned for or anticipated but it just happens (McShane and Von Glinow, 2018). This type of change is usually associated with the external environment turbulences (Griffin and Moorhead, 2014). Most planned change emanate from the organization. Examples of planned change include change of leadership, change of organisational structure, adoption of new technology, strategy to overcome industry’s rival, change in organisation’s culture and firm’s diversification (Griffin and Moorhead, 2014; de Andrade, Albuquerque, Teófilo and da Silva, 2016). Meanwhile, unplanned change has been shown to be a type of change that organization does not anticipate its coming (Radović-Marković, 2008). It can also be referred to as uncertain type of change. This type of change can come as a result of change in political environment, government regulations or policies, change in global markets, change due to natural disaster, change due to war, etc. However, these alterations are always thwarted, delayed or hindered by members of the organisation because of fear of the unknown (Nograšek, 2011). Secondly, they exhibit such behaviour because of the benefits they perceived will be taken away from them when new change takes place; hence they will not want change that will also take away their ego and influence (Anthony, Gerard and Steven, 2015; Gupta, 2016).

Previous researchers such as Radović-Marković (2008); Duru and Emerole (2017); Chiavoghi and Emerole (2017) examined organisational change and commitment but they did not address the problem of the current study. This is what propels the researchers to investigate the moderating role of corporate culture on the relationship between organisational change and workers discretionary behaviour in Nigerian hospitality firms.

Why workers resist change

Several factors are responsible for resistance of change. Organisational behaviourists as well as management scholars Kinicki and Kreitner (2003) elucidated that people resist change as a result of the following reasons; individual’s predisposition toward change (Wanberg and Banas, 2000); fear of the unknown; climate of mistrust; fear of failing; jobs security; peer pressure; disruption of cultural traditions and group relationships; personal conflicts; poor timing; and non-reinforcement of compensation systems. On another perspective, Robbins and Judge (2018) argued that people resist change due to; individual habit; fear of insecurity; economic factors such as change in ones job description; selective information processing; fear of the known; structural inertia; group inertia; threat to expertise; threat to established power relationships; limited focus on change and threat to established allocation of enterprise resources.

Strategies for overcoming resistance to change

Stone (2008) suggested the following five strategies that managers can employed in their workplace to overcome resistance to planned change; communicate the change to the employees, encourage employees to participate in change implementation, guarantee employees that the change will not affect them negatively, counsel and reward employees that accept the change. But Kotter and Schlesinger (1979) cited in Kinicki and Kreitner (2003) supported by Griffin and Moorhead (2014); Jones and Judge (2017); Luthans (2011); Swarnalatha and Prasanna (2013); Robbins and Judge (2018); McShane and Von Glinow (2018) had outlined the following six strategies for overcoming resistance to planned change in the workplace as; education and communication, workers participation and involvement, facilitation and support, negotiation and agreement, manipulation and co-optation and, explicit and implicit coercion.

Table 1.Strategies for overcoming resistance to change

Strategies	When to apply
Workers participation & involvement	Where change agents don’t have all the information needed to implement change and where workers have considerable power to resist.
Education & Communication	Where there is inadequate information to initiate change
Facilitation & Support	Where workers are resisting change due to adjustment problems
Negotiation & Agreement	Where workers will lose out in a change and where they have considerable power to resist
Manipulation & Co-optation	Where other strategies of change will not work or too expensive to employ
Explicit & Implicit coercion	Where speed is needed and where change agents have considerable power

Source: Kinicki and Kreitner (2003).

Influence of Corporate Culture

Corporate culture is the set of values, norms, and standards of behaviour that govern the way individuals and groups interact and carry their task together so as to achieve corporate objectives and goals (Jones and George, 2017). Sinding and Waldstrom (2014) accentuated that corporate culture is a set of distributed, not valued implicit suppositions that a group of individuals holds that determines how they view, thinks about and reacts to its various environments. On another dimension, McLean and Marshall (1993) cited in Mullins (2011) opined that corporate culture is the collection of doctrines, attitudes, beliefs, policies and values that make up a pervasive context for everything people do and think in a firm. Organisational behaviourists Griffin and Moorhead (2014) affirmed that enterprise culture is made up of values that assists workers of an enterprise understand which actions should be considered acceptable and those considered unacceptable. McShane and Von Glinow (2018) argue that corporate culture consists of shared values and assumptions. Corporate culture refers to a system of distributed meaning held by corporate members that distinguishes them from other enterprise (Robbins and Judge, 2018). Human resource management scholar, Dessler (2013) stressed that corporate culture consists of values, traditions, and behaviours that are shared by employees of a firm. In furtherance, Dessler (2013) elucidated that a value is a basic belief about what is right or wrong or about what an individual should or shouldn't do in the workplace. In another binocular, Tsai (2011) viewed corporate culture as the beliefs and values that have existed in an enterprise for a long period of time, and beliefs of workers as well as the future value of their job that will influence their attitudes and behaviour. On another hand, Thokozani (2017) perceived corporate culture as firm's socialization approach towards its workers and customers, including written and verbal distributed rules that guide the employees' behaviour in addition to stable beliefs, values and principles enhanced and distributed within the workplace. For Hill, Jones and Schilling (2014), corporate culture involves the collection of norms and value shared by members of the firm.

Table 2. Previous studies on the influence of corporate culture

Authors	Title	Methodology	Findings
Onugha and Amah (2019)	Planned change and organizational effectiveness, the moderating role of organizational culture.	Pearson Product moment correlation, step wise regression model was used t	Corporate culture does not moderates the association between planned change and organizational effectiveness.
Miebaka (2018)	The moderating role of organizational culture on the relationship between ethical managerial practices and organizational resilience	Descriptive statistics and Spearman's Rank Order Correlation	corporate culture has a moderating role on the relationship between ethical managerial practices and organizational resilience

	in tertiary health institutions in Bayelsa State, Nigeria.		in tertiary health institutions in Bayelsa State
Saira and Najib (2018)	The Moderating Effects of Organizational Culture on the Relationship between Work Motivation and Work Commitment of University Academic Staff	Partial Least Squares	Adhocracy culture moderates the link between non-self-determined work motivation and work commitment among university academic staff.
Ira and Suharnomo (2018)	The moderating role of organizational culture on the effect of organizational justice on organizational citizenship behavior	Descriptive statistics, linear regression	corporate culture is also found to be the moderator on the effect of procedural justice on OCB
Myeongju and Hyunok (2017)	Exploring the organizational culture's moderating role of effects of corporate social responsibility (CSR) on firm performance: focused on corporate contributions in Korea	Descriptive statistics, SEM	some corporate cultures moderate the relationship between CSR and financial outcomes
Nadeem and Muhammad (2016)	The moderating role of organization culture in promoting external integration	multiple-group SEM	internal integration in organizations that possess high levels of market and adhocracy culture lead to better external integration.
Simon and Donald (2016).	How leaders respond to diversity: The moderating role of organizational culture on performance information use	Principal Component Factor Analysis	leaders are more responsive to these two types of functional diversity when they view their organization as lacking an innovative corporate culture.
Abbas (2014)	The moderator role of organizational culture between intellectual	Multiple regression	intellectual capital elements (customer capital, human capital,

	capital and business performance: An empirical study in Iraqi industry.		structural capital, and relational capital) can have a direct effect on the business performance of Iraqi industry and through the moderator role of corporate culture
Raza, Maria, Nousheen and Mohsin (2013)	Impact of job autonomy on organizational commitment and job satisfaction: The moderating role of organizational culture in fast food sector of Pakistan	Descriptive statistics, correlation, regression	corporate culture moderates the relationship between job autonomy, organisational commitment and job satisfaction
Muhammad, Abdul, Nurhazirah, Muhammad and Mohamad (2013)	Moderating effects of organizational culture on the link between leadership competencies and job role performance.	Descriptive statistics, factor analysis, Pearson correlation, hierarchical multiple regression	Each corporate culture dimension has moderating influence on the relationship between the leadership competencies and employees' job performance.

Source: Compiled by the Authors

Table 2 above shows previous studies on the moderating role of corporate culture on various organisational variables. Most of the above studies, only Onugha and Amah (2019) findings revealed that organizational culture does not moderates the association between planned change and organizational effectiveness whereas others showed that corporate culture moderates the relationship between the variables in their respective studies as shown on table 2 above.

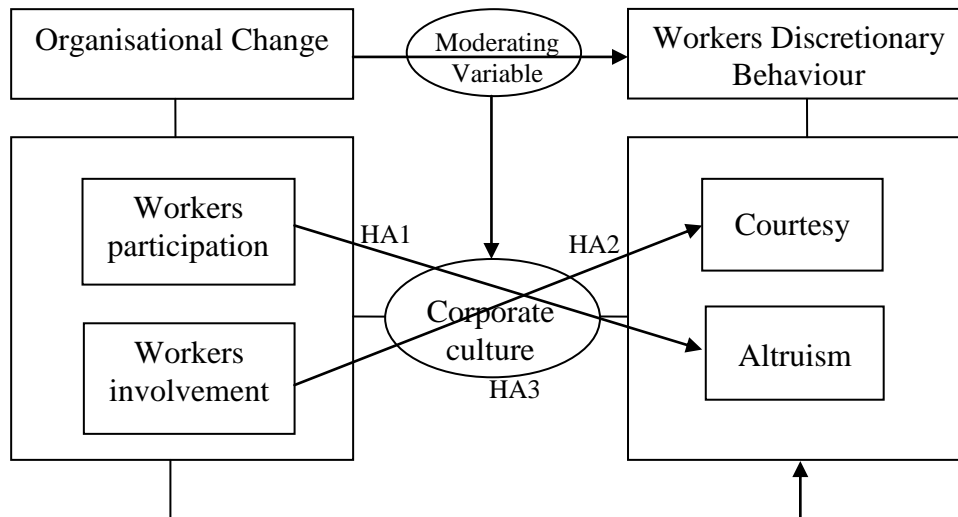
Workers Discretionary Behaviour

Workers discretionary behaviour are those activities that workers engage in to benefits the organization which are not part of their job description (Organ, 1988; Brief and Motowidlo, 1986; McShane and Von Glinow, 2018; Griffin and Moorhead, 2014; Robbins and Judge, 2018). Dyne and Lepine (1998) asserted that such behaviours do not attract any punishment from the organisation if the workers decide not to exhibit it. Whenever an employee engages in a job that is not originally assigned to him/her, such employee is exhibiting discretionary behaviour (Somech and Zahavy, 1999; Arif and Kamariah, 2008). Take for instance, if a company's secretary comes to work before the cleaner, instead of waiting for the cleaner to come before commencing work, the secretary can engage in cleaning the office.

Discretionary behaviour was popularized by Bateman and Organ (1983) as “organisational citizenship behaviour” (Organ, 1988). Salavati, Ahmadi, Sheikhesmaeili and Mirzaei (2011) in their work observed that several researchers further developed discretionary behaviour using different nomenclatures such as extra-role behaviour (Van Dyne, Cummings and McLean, 1995); civic citizenship (Van Dyne, Graham and Dienesch, 1994); prosocial behaviour (Brief and Motowidlo, 1986); organizational spontaneity (George and Brief, 1992); and contextual performance (Motowidlo, Borman and Schmit, 1997). Researchers such as Podsakoff, MacKenzie, Moorman and Fetter (1990); Bove, Pervan, Beatty and Shiu (2009) have also adopted Organ's (1988) organisational citizenship behaviour typology. Organ (1988) enumerated five dimensions of workers discretionary behaviour to include; altruism which refers to as helping co-coworkers; conscientiousness which means performing an extra-role in one’s job; courtesy which refers to display or show kindness to co-workers; sportsmanship which refers to the ability of not complaining in the organization; and civic virtue which means to stay with firm’s policies as well as the procedures used for services or production (Omoruyi, Chipunza and Samuel, 2011). However, Graham (1989) in his submission contended that workers discretionary behaviour can also be categorized into; organizational obedience, organizational loyalty and organizational participation. Podsakoff, Mackenzie, Paine and Bachrach (2000) enumerated seven measures of workers discretionary behaviour which are helping behaviour, sportsmanship, enterprise loyalty, corporate compliance, individual initiative, civic value and individual (self) development.

Previous empirical studies indicated that predictor variables predicted organisational discretionary behaviour. Stephen, Eric and Abigail (2017) examined the measurement of organizational citizenship behaviour and its impact on job satisfaction and loyalty among Christian Workers in Ghana. Result of their study revealed that organisational citizenship behaviour has significant positive effect on job satisfaction. Kaveh, Saeed and Saman (2013) examined the effect of organizational citizenship behavior on organizational commitment in Kurdistan, Kermanshah, West Azerbaijan and Hamadan. Result of their study showed that employees’ organisational discretionary behaviour has positive significant effect on organizational commitment. Rabiha (2018) explored the correlation between corporate social responsibility and employees’ organisational citizenship behaviour in Pakistan. Rabiha’s finding revealed that that CSR regarding the government, customer and social issues were significant in r fostering employee's organisational discretionary behaviour. Ghasem, Masoud and Maryam (2016) examined the relationship between organizational citizenship behavior and organizational performance. Result of their study indicated that there is a significant association between organizational discretionary behaviour and firm performance. Mahooti, Vasli and Asadi (2018) investigated the effect of organizational citizenship behavior on family centered care in Tehran. Result of their study indicates that organizational citizenship behaviour had a direct effect on family-centered care. Drawing from the above extant literature, the point of departure in this study therefore is to investigate the moderating role of

corporate culture on the relationship between organisational change and workers discretionary behaviour in Nigerian hospitality firms.



Source: Author's conceptualization (2020)

Figure 1. Influence of corporate culture on organisational change and workers discretionary behaviour

In line with the above conceptual framework, that the following research hypotheses were formulated.

HA1: workers participation has significant relationship with altruism

HA2: workers involvement has significant relationship with courtesy

HA3: Corporate culture moderate the relationship between organisational change and workers discretionary behaviour

Methodology

Participants and Procedure

In this study, a cross-sectional research survey was employed. Cross-sectional survey is a study in which various segments of a population are sampled and data collected at a single moment in time (Saunders, Lewis and Thornhill, 2009). Accessible population (sample frame) for this study comprises of twenty 4-star hotels that are registered with Ebonyi State Ministry of Culture and Tourism. Sample frame of two hundred and seventy hotel managers, supervisors, front desk officers were sampled from twenty four-star hotels using simple random sampling. Sample size of one hundred and fifty nine was determined from the sample frame using Krejcie and Morgan (1970) sample size determination table. Copies of questionnaire served as instrument for data collection from the participants. Researchers administered one hundred and fifty nine copies of questionnaire to hotel managers,

supervisors, front desk officers but only one hundred and forty (140) copies were filled correctly and found valid for analysis.

Measures

The researchers designed the questionnaire in line with the contents under study. Researchers used 4-items (research questions) for workers participation, workers involvement, altruism and courtesy on five point Likert scale ranging from 5=Strongly agree to 1= Neither agree nor disagree. Face validity was employed to determine the correctness of the instrument used. Cronbach α was used to ascertain the reliability of the instrument (Cronbach, 1951). Cronbach α results shows the following α coefficients; workers participation (0.74); workers involvement (0.82); altruism (0.77); and courtesy (0.81). Nunnally and Bernstein (1994) affirmed that the benchmark for instrument reliability is between 0.7 and 0.8. Kendall coefficient of concordance (τ_b) was used to analyse hypotheses one and two while Pearson partial correlation was used to analyse the moderating influence of corporate culture on organisational change and workers discretionary behaviour.

Analysis and Results

Table 3. Demographic characteristics of respondents'

Variable	Frequency	Percent (%)
Gender		
Male	100	71.4
Female	40	28.6
Age bracket		
20-30	24	17.1
31-40	74	52.9
41 & above	42	30.0
Educational Qualifications		
Diploma	9	6.4
Bachelor degree	84	60.0
Master degree	28	20.0
PhD	7	5.0
Others	12	8.6

Source: Field Survey (2020)

The above analyses results show demographic characteristics of participants' of ten surveyed hotels. The results revealed that 44 respondents' representing 64.7% were males while 24 respondents' representing 35.3% were females. On the age bracket, it shows that 24 participants' representing 17.1% falls within 20-30 years; 74 participants' representing 52.9% falls within 31-40 years; while 42 participants' representing 30.0% falls within 41 years and above. Educational qualifications of participants' results show that 9 participants' representing 6.4% hold diploma certificates; 84 participants' representing 60.0% hold bachelor degrees; 28 participants' representing 20.0% hold master degrees, 7 participants'

representing 5.0% hold PhD degrees while 12 participants representing 8.6% hold other educational qualifications.

Hypotheses Analysis

We used IBM SPSS version 20.0 to test first and second hypotheses using Kendall Coefficient of Concordance (tau_b) while Pearson Partial Correlation was used to analyse the moderation of corporate culture on the relationship between organisational change and workers discretionary behaviour. Partial correlation is a measure of the strength and direction of a linear relationship between two continuous variables whilst controlling for the effect of one or more other continuous variables which is known as 'covariates' or 'control' variables (Laerd Statistics, 2018). The results are shown below.

Table 4.Hypothesis one

			Workers participation	Courtesy
Kendall's tau_b	Workers participation	Correlation Coefficient	1.000	.823**
		Sig. (2-tailed)	.	.000
		N	140	140
	Courtesy	Correlation Coefficient	.823**	1.000
		Sig. (2-tailed)	.000	.
		N	140	140
**. Correlation is significant at the 0.05 level (2-tailed).				

The above bivariate analysis result showed that workers participation has a positive significant relationship with courtesy (.000<0.05) and with high correlation coefficient (.823**). Based on this result, alternate hypothesis is accepted and null hypothesis rejected. This implies that as management allows workers to participate in change management; workers engage in courtesy discretionary behaviour by consulting their fellow workers before taking decisions with management.

Table 5.Hypothesis two

			Workers involvement	Altruism
Kendall's tau_b	Workers involvement	Correlation Coefficient	1.000	.756**
		Sig. (2-tailed)	.	.000
		N	140	140
	Altruism	Correlation Coefficient	.756**	1.000
		Sig. (2-tailed)	.000	.
		N	140	140
**. Correlation is significant at the 0.05 level (2-tailed).				

Table above shows the result of bivariate analysis between workers involvement and altruism. In line with the above result, alternate hypothesis is accepted and null hypothesis

rejected. Workers involvement has a positive significant relationship with altruism ($.000 < 0.05$) with high correlation coefficient ($.756^{**}$). This means that as management involve employees in every step of change implementation; they will always like to assist their coworkers to accomplish organisational goals.

Table 6.Hypothesis three

Correlations			Organisational change	Workers discretionary behaviour	Corporate culture
-none ^a	Organisational change	Correlation	1.000	.723**	.646**
		Significance (2-tailed)	.	.000	.000
		df	0	140	140
	Workers discretionary behaviour	Correlation	.723**	1.000	.744**
		Significance (2-tailed)	.000	.	.000
		df	140	0	140
	Corporate culture	Correlation	.646**	.744**	1.000
		Significance (2-tailed)	.000	.000	.
		df	140	140	0
Corporate culture	Organisational change	Correlation	1.000	.874**	
		Significance (2-tailed)	.	.002	
		df	0	139	
	Workers discretionary behaviour	Correlation	.874**	1.000	
		Significance (2-tailed)	.002	.	
		df	139	0	

a. Cells contain zero-order (Pearson) correlations.

The results of the partial correlation above show that there is a moderate, positive partial correlation between organisational change and workers discretionary behaviour, while controlling corporate culture indicate positive significant ($r(139) = .874^{**}$, $n = 140$, $p = .002$). On the other hand, Pearson's product-moment correlation between organisational change and workers discretionary behaviour without controlling for corporate culture, shows there is a significant, moderate, positive correlation ($r(140) = .723^{**}$, $n = 140$, $p = .000$). Based on the above results, alternate hypothesis is accepted and null hypothesis rejected. This shows that corporate culture moderates the relationship between organisational change and workers discretionary behaviour positively.

Discussion

This study found that corporate culture positively moderated the relationship between the dimensions of organisational change and workers discretionary behaviour in Nigerian hospitality firms. This finding is in line with some of the findings in table 2 which confirms the moderating role of corporate culture on the association between some organisational variables except that most these studies did not investigate exactly the same variable as this study does. This implies that for managers and any other organisational leaders can employ the culture of their workplace to bring the warring or aggrieved members into an equilibrium level of harmony. Secondly, change in the workplace is made possible when the aggrieved are involved in making decisions on how the organisation will move from disharmony state to stable state of relationship amongst all members of the organisation. Findings of this study differ from other similar studies that were carried out by other scholars, albeit, none of the scholars in the literature investigated the moderation role of corporate culture on the relationship between organisational change and workers' discretionary behaviour. This is what distinguishes this study from other empirical studies in the literature.

Conclusion and Practical Implications

The study therefore concludes that organisational change measured in terms of workers participation and workers involvement enhances workers discretionary behaviour as a result of the culture of the organisation. Managers, practitioners and owners of hospitality should strongly take into cognizance the role of corporate culture on the predictor of organisational change on workers discretionary behaviour. However, managers are encouraged to increase the awareness and significance of their culture to their subordinates as it will help them to overcome resistance to change whenever there is disagreement between the management and the workers. To avoid consistent dissatisfaction, disagreement and distrust between workers and management, managers should constructively engage their employees by giving them information on what is happening in the workplace so that when there is new methods or new technology that is needed to be introduced, they will not feel uninformed and alienated but will appreciate the new change.

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