

Program Accreditation as a Change Enterprise in Oman

Authors : Mahmoud Mohamed Emam, Yasser Fathy Hendawy Al-Mahdy

Abstract : Higher education institutions (HEIs) in Arab countries have witnessed large scope transformations as a result of embracing globalised practices. The introduction of program academic accreditation in HEIs in the Arab context has been regarded as a change enterprise that has proponents and opponents. In essence, introducing new systems or practices trigger changes that may shatter employees at a given organization. Therefore, it is argued that the interaction between organizational, contextual, and individual-related variables are likely to determine how the organization succeeds in facing resistance to change. This study investigated a mediated-effects model of organizational support and citizenship behavior. The model proposes organizational support as an antecedent of citizenship behavior and commitment to change as a mediator in the organizational support-citizenship behavior relationship. Survey data were collected and analyzed from university faculty (n=221) using structural equation modeling. Findings showed that organizational support significantly contributes to increased citizenship behaviour and the commitment of university faculty to program accreditation as a change enterprise, which has a significant and direct impact on their citizenship behaviour. We conclude that university-level organizational support shapes faculty's commitment to change both directly and indirectly. The findings have significant practical implications for HEIs in Arab countries when they introduce new practices that aim at improving institutional effectiveness.

Keywords : organizational support, accreditation, commitment, citizenship behaviour

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