

THE ROLE OF DIGITAL ADMINISTRATIVE SYSTEM IN TRANSFORMING ORGANIZATIONAL CULTURE IN HIGHER INSTITUTION

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Abstract

This study examined the role of digital administrative system in transforming organizational culture the in higher institution. Four research questions were adopted in the study. A descriptive survey design was employed, utilizing a census enumeration of 285 academic staff from the Faculty of Education, University of Nigeria, Nsukka, eliminating the need for sampling. Data was collected using a structured questionnaire. The instrument was validated by three experts within the Faculty of Education, University of Nigeria, Nsukka. Cronbach alpha measures internal consistency of instrument items. Research questions were analyzed using mean and standard deviation, with a scoring scale ranging from Strongly Agree (4) to Strongly Disagree (1), establishing a mean score of 2.50 as the threshold for positive agreement. The findings of the study revealed that digital administrative system significantly enhanced collaboration and communication among faculty and staff, leading to a more transparent and accountable organizational culture. The study also revealed that effective strategies, including training and change management initiatives, are crucial for overcoming resistance and fostering a positive digital culture. Based on the results, the study recommended that higher intuition of learning prioritize stakeholder engagement and implement comprehensive training programs to facilitate digital adoption.

Keywords: digital system, digital administrative system, organizational culture

Introduction

Digital transformation has become a fundamental shift in higher institution characterized by the integration of advanced technologies into administrative, academic, and operational processes. This transformation involves the adoption of digital administrative system that aim to enhance efficiency, transparency, and communication within educational institutions. According to Henderson and Dancy (2021), digital administrative system in higher institution of learning is not merely about implementing new technologies but also rethinking how these technologies can streamline administrative processes and support the institution's overall goals. The adoption of digital system often includes the use of online platforms, data management system, and communication tools that redefine the way educational institutions manage information and interact with their stakeholders. The implementation of digital administrative system plays a crucial role in modernizing institutional operations. Study by Stein (2020) argues that such system facilitate real-time access to information, enabling better decision-making and fostering collaboration among academic and administrative staff. This system can range from student management platforms to digital communication networks, which are designed to automate routine tasks, manage data, and provide a platform for efficient interaction between faculty, staff, and students. For instance, the integration of cloud-based system has allowed universities to manage student records, streamline admissions processes, and handle faculty evaluations with greater accuracy and efficiency (Martinez, 2022). Such digital tools not only optimize workflows but also contribute to building a more transparent and responsive organizational environment.

A digital administrative system is instrumental in shaping the culture of higher institution. Lewis (2022) highlighted that the adoption of these system can lead to significant cultural shifts, including changes in communication patterns, increased accountability, and a greater emphasis on data-driven decision-making. As institutions such as University of Nigeria, Nsukka, University of Port Harcourt and Enugu State University of Science and Technology

among others move towards a more digitalized landscape, the traditional methods of managing information and interacting are being replaced by more automated and interactive processes. This shift requires academic staff to adapt to new ways of working, which can lead to a redefinition of roles and responsibilities within the institution. The digital transformation, therefore, involves not only technological changes but also a fundamental shift in organizational culture. According to Daniels (2023), the use of digital platforms has enabled greater communication among faculty members, allowing for more effective knowledge sharing and joint problem-solving. These platforms can facilitate cross-departmental collaborations, which were previously limited by physical or hierarchical barriers. Hence, by providing a unified space for interaction and data sharing, digital system encourage a culture of teamwork and collective accountability. The resulting transformation has implications for how academic staff engages with their roles and how they contribute to the institution's mission. The adoption of digital administrative system is not without challenges. The digital transformation often necessitates changes in organizational structure, which can encounter resistance from staff who are accustomed to traditional ways of operation. Wilson (2021) asserts that the transition to digital administrative system can disrupt established routines and require significant adjustments in staff skills and attitudes. This resistance may arise from concerns about job security, the learning curve associated with new technologies, and uncertainty about the long-term impacts of digital transformation on the institution's culture. Thus, while digital administrative system offer opportunities for improved efficiency and communication, managing the cultural changes they bring remains a critical aspect of successful implementation.

Generally, digital administrative system through the adoption of digital administrative system has become a pivotal trend in higher institution of learning, influencing how institutions operate and engage with their stakeholders. The shift towards digitalization presents both opportunities and challenges for reshaping organizational culture, as it requires a balance between technological advancement and the human elements of adaptation and acceptance. Understanding the role of digital administrative system in transforming the culture of higher institution is essential for administrators and policymakers seeking to enhance higher institutions of learning effectiveness and create an environment that supports innovation and collaboration. Interestingly, digital transformation refers to the process of integrating digital technology into all areas of an organization, fundamentally changing how it operates and delivers value to its stakeholders. According to Westerman, Bonnet, and McAfee (2014), digital transformation is about "using digital technologies to enable significant improvements in efficiency, effectiveness, or competitive advantage. Similarly, Mergel (2016) describes it as a cultural change that requires organizations to continually challenge the status quo, experiment, and get comfortable with failure. Operationally, digital transformation can be defined as the comprehensive integration of digital technologies into institutional processes and culture to enhance performance and stakeholder engagement. Digital administrative system encompass technology-driven platforms and tools that streamline and automate administrative processes in organizations. Al-Omoush et al. (2018) define digital administrative system as software applications and digital tools that facilitate the management of institutional operations, improving efficiency and accessibility. In a similar vein, Lall et al. (2020) highlighted that these system integrate various administrative functions into a cohesive framework, enabling real-time data access and decision-making. Operationally, digital administrative system refer to integrated technological tools that automate administrative functions, enhancing organizational efficiency and communication. Organizational culture is the shared values, beliefs, and practices that shape how members of an organization interact and work together. Resistance to change is a common reaction to modifications in organizational processes or culture. Kotter and Schlesinger (2008) define resistance as an emotional or behavioral response stemming from perceived threats to stability. Similarly, Oreg (2006) describes it as "a natural reaction to the challenges posed by change initiatives." Operationally, resistance to change refers to the

behavioral and emotional responses exhibited by individuals or groups when faced with proposed organizational changes, often driven by fear or discomfort with uncertainty.

Building on this, the study explores the impact of digital administrative system on organizational culture, with a particular focus on mechanisms that foster collaboration and strategies to mitigate resistance. By examining these dynamics, this research provides insights into how digital transformation reshapes higher education institutions, offering guidance on fostering a more adaptive and technologically integrated academic environment. Digital transformation in higher institution of learning fundamentally reshapes organizational culture by altering how institutions communicate, collaborate, and maintain accountability. The adoption of digital administrative system facilitates new modes of interaction among stakeholders, encouraging collaborative practices and enhancing transparency in accountability measures. Digital administrative system promotes more efficient communication channels, enabling real-time information sharing and feedback among faculty, staff, and students. Traditional communication methods, often characterized by hierarchical structures and delayed responses, are replaced by digital platforms that allow for instantaneous dialogue. As noted by Johnson (2021), these system support various communication formats, including emails, discussion forums, and messaging apps, fostering a more open and inclusive environment. This shift encourages a culture of participation where all stakeholders feel empowered to contribute to discussions and decision-making processes. Moreover, digital communication tools enhance the accessibility of information, ensuring that stakeholders can easily obtain the data they need to fulfill their roles effectively. As Williams (2020) suggests, the transparency afforded by these system not only informs stakeholders but also builds trust within the institution, which is essential for a positive organizational culture. In addition, digital transformation encourages collaborative practices by connecting individuals and departments across the institution. Digital administrative system provide collaborative tools such as shared drives, project management software, and virtual meeting platforms, allowing teams to work together regardless of their physical location. According to Kim (2022), these tools facilitate cross-departmental collaboration, fostering an environment where interdisciplinary initiatives can thrive. This collaborative culture promotes the sharing of knowledge and resources, which is crucial for innovation and problem-solving within higher institution of learning. The emphasis on collaboration leads to a shift in organizational culture towards collective responsibility and teamwork. Faculty and staff are encouraged to engage in joint projects and share their expertise, breaking down silos that may have previously existed. As highlighted by Chen (2023), this culture of collaboration not only enhances the quality of educational offerings but also prepares students for the collaborative nature of the modern workforce.

Additionally, digital administrative system plays a critical role in enhancing accountability within higher institution of learning institutions. With the integration of this system, institutions can implement data-driven decision-making processes that rely on accurate and timely information. As indicated by Lopez (2021), the use of analytics and performance metrics allows for a more objective evaluation of faculty and staff performance, facilitating a culture of accountability. The transparency inherent in digital system ensures that all stakeholders are aware of institutional goals, performance indicators, and progress. This transparency fosters a sense of responsibility among staff and faculty, as they understand their contributions directly impact the institution's success. Smith (2020) emphasizes that when accountability is coupled with transparency, it cultivates a culture where stakeholders are motivated to perform at their best, knowing that their efforts are recognized and valued. Notwithstanding the growing integration of digital administrative system in higher institution of learning, there remains a critical need to explore their impact on organizational culture comprehensively. Understanding how these systems transform institutional culture can provide valuable insights into the broader implications of digital transformation for higher institution of learning. First, exploring the cultural changes resulting from digital administrative system can inform institutional policies and practices. Institutions that recognize the importance

of adapting their culture alongside technological advancements are better equipped to foster an environment that supports innovation and responsiveness to change. According to Patel (2022), thorough examination of cultural shifts can help higher institution of learning leaders identify areas for improvement, ensuring that digital transformation aligns with the institution's mission and values.

Additionally, investigating the role of digital administrative system in shaping culture can help address potential challenges associated with their implementation. As institutions adopt new technologies, resistance to change may arise from faculty and staff who are accustomed to traditional methods. Understanding the cultural dynamics at play can enable leaders to implement effective change management strategies that promote buy-in and engagement from all stakeholders. Johnson and Thompson (2023) argue that a culture that embraces continuous learning and adaptation is essential for successfully navigating the complexities of digital transformation. Moreover, exploring the impact of digital administrative system on culture can contribute to a more nuanced understanding of the relationship between technology and educational outcomes. As digital system become integral to institutional processes, examining their influence on teaching and learning can shed light on how these transformations affect student engagement, academic success, and overall institutional effectiveness. According to Edwards (2021), such research can guide institutions in leveraging technology to enhance educational experiences and outcomes for students. Hence, there is a pressing need to investigate how digital administrative system is transforming the culture of higher institution of learning institutions. By understanding the implications of these transformations, leaders can make informed decisions that foster an adaptive, collaborative, and accountable organizational culture, ultimately enhancing the effectiveness and resilience of higher institution of learning in the digital age.

Digital administrative system has also emerged as a powerful catalyst for transforming institutional processes and organizational culture in higher institution of learning. These system play a pivotal role in reshaping how educational institutions manage their operations, communicate, and engage with both internal and external stakeholders. The integration of digital system in administrative functions has led to a redefinition of workflows, making processes more efficient, transparent, and adaptable to the changing needs of the academic environment. According to Morgan (2021), the implementation of digital administrative system has transformed traditional methods of data management, creating a shift towards automation and real-time processing of information, which enables institutions to respond swiftly to changes and emerging challenges. Consequently, one significant impact of digital administrative system is the enhancement of transparency within higher institution of learning institutions. Transparent communication and information sharing have become essential elements of modern academic environments, allowing for open access to data and institutional decisions. Williams (2022) notes that digital platforms facilitate the dissemination of information across various departments, ensuring that staff members, faculty, and students have access to relevant data when needed. This transparency not only helps in aligning institutional goals but also fosters a culture of accountability, as stakeholders can track and assess the effectiveness of administrative decisions and actions. Digital system have also streamlined processes such as student records management, faculty evaluation, budgeting, and reporting. These advancements reduce the administrative burden on staff, allowing them to focus more on strategic and educational objectives. As highlighted by Barker (2020), automation of routine administrative tasks, such as leads to significant time savings and minimizes the risk of human error. This shift has a profound impact on organizational culture, encouraging a focus on strategic thinking, innovation, and continuous improvement among academic staff.

Moreover, digital administrative system has become instrumental in fostering collaboration and communication within institutions. They provide platforms that connect administrative staff across different departments, allowing for seamless information exchange and joint decision-making. Scott (2023) emphasizes that digital collaboration tools, such as

cloud-based platforms and integrated communication system, promote cross-functional teamwork, which can lead to the development of a more cohesive and adaptive institutional culture. The ability to collaborate in a digital environment supports a culture that values shared knowledge, creativity, and the collective pursuit of institutional goals. The transformation brought about by digital administrative system extends beyond process improvements; it also reshapes the values and norms within an institution. As institutions adopt digital technologies, there is a shift towards a culture that embraces innovation and is more receptive to technological advancements. Taylor (2021) asserts that higher institution of learning institutions that successfully integrate digital administrative system often experience a cultural shift towards a more data-driven approach, where decision-making is based on empirical evidence and analytics rather than intuition or tradition. This shift encourages a mindset that values continuous learning, agility, and a readiness to adapt to new digital tools and methodologies.

However, the role of digital administrative system in transforming institutional culture also comes with challenges, such as resistance from staff who may be apprehensive about changes to their traditional workflows. Green (2022) pointed out that the introduction of digital system can disrupt established norms and routines, requiring faculty and staff to adapt to new technologies and alter their approach to their roles. To mitigate such challenges, it is crucial for institutions to adopt change management strategies that engage staff and provide adequate training to facilitate the transition to digital system. By addressing these challenges, institutions can leverage digital administrative system as a driver of positive cultural transformation. In essence, digital administrative system serve as a key driver of transformation in both institutional processes and culture within higher institution of learning. By automating tasks, enhancing transparency, and fostering collaboration, these system enable institutions to operate more efficiently and cultivate a culture that is agile and open to innovation. The cultural shifts that accompany the adoption of digital system highlight the evolving role of technology in shaping the identity and operational ethos of modern educational institutions, positioning them to thrive in an increasingly digitalized world.

The empirical review of related literature examines the impact of digital administrative system on communication, transparency, and collaboration, the challenges of digital transformation and cultural shifts in higher institution of learning, and strategies to overcome resistance during this transformation. Research conducted by Al-Omoush, Al-Mahadeen, and Al-Muhtaseb (2018) indicates that digital administrative system significantly enhances communication, transparency, and collaboration within higher institution of learning institutions. The authors further conducted a study on the role of digital communication tools in promoting collaborative practices among faculty members (Al-Omoush, Al-Mahadeen, and Al-Muhtaseb, 2018). The findings revealed that these systems facilitate timely information sharing, leading to increased accountability and openness in academic environments. Similarly, Westerman, Bonnet, and McAfee (2014) emphasized that organizations leveraging digital system benefit from improved stakeholder engagement and transparency, which fosters a collaborative culture. Furthermore, a study by Wang, Wang, and Liang (2020) demonstrated that the adoption of digital administrative platforms enables real-time communication among academic staff, enhancing teamwork and collective problem-solving capabilities. In addition, researchers like El-Masri and Tarhini (2017) found that effective use of digital system improves data accessibility, allowing faculty to make informed decisions and collaborate more efficiently. This study is relevant to the present research in that it underscores the positive correlation between digital administrative system and enhanced organizational culture, particularly in fostering collaboration.

While the benefits of digital administrative system are clear, literature also highlights the challenges institutions face during digital transformation, particularly regarding cultural shifts. Kotter and Schlesinger (2008) identified resistance as a common barrier, emphasizing that entrenched cultural norms often hinder the adoption of new system. This is echoed by Oreg

(2006), who posited that both individual and organizational resistance can obstruct the successful implementation of digital administrative system. In a study conducted by Tschannen-Moran and Hoy (2001), it was found that trust among faculty members plays a critical role in the acceptance of digital transformation; without it, resistance to change can prevail. Additionally, Poon (2013) explored how higher institution of learning institutions often struggle to align digital initiatives with existing cultural practices, leading to friction and inefficiencies. This body of work is pertinent to the present study as it illustrates the necessity of understanding cultural contexts in which digital system are introduced, thus highlighting a gap that this research aims to address. Empirical evidence supports the idea that overcoming resistance is crucial for the successful implementation of digital administrative system. Mergel (2016) explored various strategies to facilitate digital transformation, including the importance of stakeholder involvement in the decision-making process. Their findings indicated that engaging faculty in the planning stages of digital system implementation significantly reduces resistance and fosters a sense of ownership. Similarly, a study by Karp and Helgo (2009) found that providing comprehensive training and support is essential for alleviating concerns among academic staff, thus enhancing the overall effectiveness of digital system. Moreover, Heeks and Stanforth (2015) examined the role of change management strategies in mitigating resistance and concluded that a well-structured change management plan is integral to successful digital transformations in educational settings. This study is relevant to the present research as it reinforces the idea that strategic planning and stakeholder engagement are vital in the transition to digital system, thereby linking directly to the research questions posed in this study. Therefore, the reviewed literature reveals both the transformative potential of digital administrative system and the challenges posed by cultural resistance. Each of these empirical studies contributes valuable insights into understanding the dynamics of digital transformation in higher institution of learning, emphasizing the need for strategic planning and cultural awareness in the implementation of digital system.

Digital transformation in higher institution of learning has gained significant attention as institutions increasingly adopt digital administrative system to enhance operational efficiency and reshape organizational culture. Studies highlight how these system influence communication and collaboration among faculty, staff, and students, fostering a culture of transparency and accountability. The integration of data-driven decision-making through analytics has also become critical, providing leaders with real-time insights into performance metrics and outcomes. The importance of organizational culture in the successful implementation of digital system is emphasized, as a culture that embraces change and innovation is essential for overcoming resistance to technology integration. For instance, the COVID-19 pandemic has further accelerated digital transformation, prompting institutions to rapidly adopt online learning and administrative solutions, revealing both opportunities and challenges. Despite these advancements, there is a need for deeper exploration into how digital administrative system specifically transform the organizational culture of higher institution of learning institutions. Existing literature often addresses general impacts of digital system without delving into the nuances of cultural shifts that accompany their implementation. The challenges faced by academic staff, such as resistance to change and altered roles, require further examination. While current research provides insights into the role of digital administrative system in higher institution of learning, a gap exists in understanding the specific mechanisms by which these system influence organizational culture. There is limited exploration of how they can foster collaboration and reshape accountability structures. Additionally, the strategies to effectively reduce resistance to digital transformation among academic staff remain under examined. Therefore, this study aims to address this gap by investigating mechanisms that promote collaboration within digital administrative system and identifying strategies to mitigate resistance among faculty and staff. As a result, by doing therefore, the research contributes to a more comprehensive understanding of the relationship between digital transformation and organizational culture in higher institution of learning,

offering insights that can inform policy and practice in an increasingly digital educational landscape. Furthermore, the study seeks to advance knowledge in the field by examining not only the technological aspects of digital administrative system but also their impact on cultural dynamics within higher institution of learning institutions. This focus on the cultural implications of digital transformation is crucial for fostering resilient educational environments that can thrive amid ongoing change.

Statement of the Problem

The integration of digital administrative system in higher institution of learning has the potential to revolutionize institutional practices and culture. In an ideal situation, higher institution of learning would successfully align this digital system with their existing organizational cultures, creating an environment where faculty and staff embrace technological advancements. This alignment would foster enhanced collaboration, transparency, and accountability, allowing digital system to serve as both tools for efficiency and catalysts for cultural transformation. However, the reality often diverges significantly from this ideal. Many higher institution of learning institutions face substantial challenges in integrating digital administrative system with their established organizational cultures. Resistance to change among faculty and staff is a prevalent issue, stemming from a preference for traditional administrative practices and communication methods. This resistance can impede the successful implementation of digital system and hinder the transformative potential they possess. Furthermore, existing organizational cultures may lack the openness and adaptability required to cultivate the collaborative and transparent environments that digital system aim to promote, resulting in conflicts and misalignment between technology and cultural norms. The problem, therefore, can be stated as follows: Higher institution of learning institutions struggle to align digital administrative system with their existing organizational cultures, leading to resistance among faculty and staff, hindering the successful implementation of these system, and preventing the realization of their transformative potential. This study aims to investigate the mechanisms that promote collaboration within digital administrative system and to identify strategies that effectively mitigate resistance, ultimately providing insights into how digital transformation can positively influence cultural norms and practices within higher institution of learning institutions.

Purpose of the Study

The general purpose of the study is to investigate the role of digital administrative system in transforming organizational culture in higher institution of learning. Specifically, the study sought to:

1. investigate how digital administrative system transform organizational culture in higher institution of learning.
2. identify mechanisms that enhances collaboration and communication within digital system in higher institution of learning.
3. examine challenges in aligning digital system with existing organizational culture in higher institution of learning.
4. determinestrategies that facilitates digital adoption and reduces resistance in higher institution of learning.

Research Questions

The following research questions guided the study

1. How does digital administrative system transform organizational culture in higher institution of learning?
2. What mechanisms enhance collaboration and communication within digital system in higher institution of learning?
3. What are the challenges faced by higher institution in aligning digital administrative system with existing organizational culture?

4. What are the strategies to facilitate digital adoption and reduce resistance in higher institution of learning?

Methods

The study adopted a descriptive survey research design, utilizing a census enumeration of 285 academic staff members as population of the study from the Faculty of Education, University of Nigeria, Nsukka, thereby eliminating the need for sampling. This approach was justified by the manageable size of the population, as census methods can provide a comprehensive understanding of the target group without the inherent biases and limitations of sampling techniques. According to Creswell (2014), census studies are advantageous when the population size is small enough to allow for complete data collection, which enhances the validity and reliability of the findings. Data were collected using a structured questionnaire titled Digital Administrative System in Transforming Organizational Culture Questionnaire (DASTOCQ). The DASTOCQ was meticulously developed by the researcher. The instrument was face validated by three experts, one from Educational Administration and Planning Unit, and one from Sociology of Education Unit both in the Department of Educational Foundations, and one from the Research, Measurement and Evaluation Unit, Department of Science Education, all within the Faculty of Education, University of Nigeria, Nsukka, ensuring that the instrument accurately captured the constructs of interest and further enhance the credibility of the instrument. The reliability of the DASTOCQ was established using the Cronbach Alpha coefficient, yielding a reliability score of 0.84. This level of reliability indicates a strong internal consistency among the items in the questionnaire, aligning with the threshold established in educational research (Nunnally & Bernstein, 1994). The research questions were answered using the mean and standard deviation. The scales used for the questionnaire was Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree with values of 4, 3, 2 and 1 respectively. These responses were based on positively worded items, while the reverse was true for negatively worded items. The average score from coded data ($4+3+2+1=10/4$) was 2.50 was established as the threshold for positive agreement, which aligns with standard practices in survey research to determine levels of consensus among respondents (Field, 2013). Hence, as a result of utilizing this methodology, the study effectively gathered rich data on academic staff regarding the impact of digital administrative system on organizational culture within the Faculty of Education, thus contributing valuable insights to the field of educational administration.

Results

Research Question One: How do digital administrative systems transform organizational culture in higher institution of learning?

Table 1: Mean and Standard Deviation of the Responses on the digital administrative system transform organizational culture in higher institution of learning

S/N	Item Statement	M	SD	Decision
1	Foster a culture of transparency by enabling easy access to information and decision-making processes through digital system.	2.51	0.11	A
2	Encourage accountability among faculty and staff as digital administrative system track performance metrics and outcomes.	2.65	0.10	A
3	Promote collaboration across departments and disciplines by providing platforms that facilitate communication	2.66	0.10	A
4	Enhance efficiency in administrative processes, reducing bureaucratic delays to focus on core educational activities.	2.88	0.08	A
5	Shift mindsets towards a more data-driven approach, where decisions are based on evidence and analytics provided by digital system.	2.77	0.09	A
6	Empower faculty and staff with tools that streamline	2.54	0.11	A

	workflows, leading to increased job satisfaction and engagement with institutional goals.			
7	Support the development of innovative practices by providing access to new technologies for teaching and administration.	2.65	0.10	A
8	Facilitate a culture of continuous improvement through regular feedback mechanisms enabled by digital system, encouraging adaptation and growth.	2.91	0.07	A
Overall mean		2.70	0.10	A

Table 1 presents the mean ratings and standard deviation of responses regarding the influence of digital administrative system on transforming organizational culture in higher education institutions. Items 1 through 8 met the criterion mean score of 2.50 or higher, indicating respondents' agreement with the impact of digital administrative system on transforming organizational culture in these institutions. The listed items were endorsed based on an overall mean score of 2.70 and a standard deviation of 0.10. The accepted impacts include fostering a culture of transparency through easy access to information and decision-making processes, encouraging accountability among faculty and staff by tracking performance metrics, promoting collaboration across departments through digital communication platforms, and enhancing efficiency in administrative processes by reducing bureaucratic delays and enabling a greater focus on core educational activities.

Research Question Two: What mechanisms enhance collaboration and communication using digital administrative system in higher institution of learning?

Table 2: Mean and Standard Deviation of the Responses on the mechanisms enhancing collaboration and communication within digital system in higher institution of learning

S/N	Item Statement	M	SD	Decision
9	Utilize collaborative tools and platforms that allow for real-time communication and information sharing among faculty, staff, and students.	2.77	0.09	A
10	Implement integrated project management system that facilitate task assignment among team members.	2.67	0.10	A
11	Encourage the use of virtual meeting platforms to enhance interaction and discussion among stakeholders, regardless of location.	2.87	0.08	A
12	Establish online forums boards to provide a space for dialogue and exchange of ideas on academic.	2.65	0.10	A
13	Foster cross-departmental collaboration through digital initiatives that require input and cooperation from multiple units within the institution.	2.54	0.11	A
14	Leverage data analytics tools to monitor engagement and collaboration patterns, allowing for informed decision-making and targeted interventions.	2.59	0.11	A
15	Create centralized digital repositories for shared resources, such as course materials and administrative documents, to enhance accessibility and collaboration	2.50	0.11	A
16	Promote a culture of open communication and feedback through digital system that encourage input from all stakeholders, leading to improved collaboration.	2.61	0.11	A
18	Implement integrated project management system that facilitates progress tracking, and feedback among team members.	2.70	0.10	A
19	Establish online discussion boards to provide a space for dialogue and exchange of ideas on and administrative matters.	2.80	0.09	A
Overall mean		2.67	0.10	A

The results presented in Table 2 indicate the mean and standard deviation of responses regarding mechanisms that enhance collaboration and communication within digital system in higher education institutions. These mechanisms met the standard mean score of 2.50 or above. Respondents accepted the listed items based on an overall mean score of 2.67 and a standard deviation of 0.10. The accepted mechanisms include the use of collaborative tools and platforms that enable real-time communication and information sharing among faculty, staff, and students; implementation of integrated project management system that facilitate task assignment among team members; encouragement of virtual meeting platforms to improve interaction and discussion among stakeholders regardless of location; establishment of online forum boards for dialogue and the exchange of ideas on academic matters; and promotion of cross-departmental collaboration through digital initiatives that involve input and cooperation from multiple units within the institution, among others.

Research Question Three: What are the challenges faced by higher institution of learning in align digital administrative system with existing organizational culture?

Table 3: Mean and Standard Deviation of the Responses on the challenges faced by higher institution of learning in aligning digital administrative system with existing organizational culture

S/N	Item Statement	M	SD	Decision
20	Resistance to change among faculty and staff.	3.01	0.06	A
21	Lack of trust in digital system and processes.	3.11	0.03	A
22	Inadequate communication regarding the benefits of digital transformation.	3.00	0.06	A
23	Institutional inertia and reluctance to change established practices.	2.99	0.06	A
24	Perceived threats to roles and responsibilities due to digitalization.	2.81	0.09	A
25	Misalignment of values between existing culture and digital initiatives.	2.87	0.08	A
26	Limited training and support for effective implementation.	2.98	0.06	A
27	Fear of job displacement among staff.	2.67	0.10	A
Overall mean		2.93	0.07	A

Table 3 presents the mean and standard deviation of responses concerning the challenges faced by higher education institutions in aligning digital administrative system with existing organizational culture. These challenges met the standard mean score threshold of 2.50 or above. Respondents accepted the items listed based on an overall mean score of 2.93 and a standard deviation of 0.07. The accepted challenges include resistance to change among faculty and staff, lack of trust in digital system and processes, inadequate communication regarding the benefits of digital transformation, institutional inertia and reluctance to change established practices, perceived threats to roles and responsibilities due to digitalization, and misalignment of values between the existing culture and digital initiatives, among others.

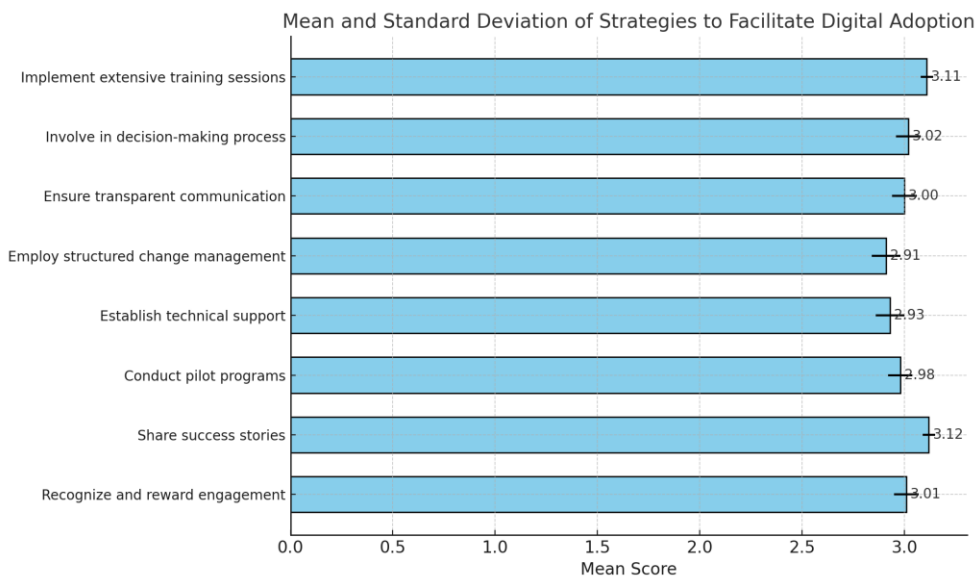
Research Question Four: What are the strategies to facilitate digital adoption and reduce resistance in higher institution of learning?

Table 4: Mean and Standard Deviation of the Responses on the strategies to facilitate digital adoption and reduce resistance in higher institution of learning

S/N	Item Statement	M	SD	Decision
28	Implement extensive training sessions for faculty and staff on effective use of digital system.	3.11	0.03	A
29	Involve faculty, staff, and students in the decision-making process to foster ownership and acceptance of digital initiatives.	3.02	0.06	A
30	Ensure transparent communication about the goals, benefits, and functionalities of digital administrative system to alleviate	3.00	0.06	A

	concerns.			
31	Employ structured change management frameworks to guide the transition process and address cultural resistance.	2.91	0.07	A
32	Establish readily available technical support to assist users in navigating digital system, reducing frustration and anxiety.	2.93	0.07	A
33	Conduct pilot programs to demonstrate the effectiveness of digital system and gather user feedback for adjustments.	2.98	0.06	A
34	Share success stories and best practices from early adopters to encourage wider acceptance and motivation	3.12	0.03	A
35	Recognize and reward faculty and staff who actively engage with digital system to promote a culture of innovation and adaptability.	3.01	0.06	A
Overall mean		3.01	0.06	A

Table 4 presents the mean ratings and standard deviation of responses regarding strategies to facilitate digital adoption and reduce resistance in higher education institutions. Items 28–35 met the criterion mean score of 2.50 and above, indicating respondents' acceptance of these strategies. The overall mean score of 3.01 and a standard deviation of 0.06 support the acceptance of the following strategies: implementing extensive training sessions for faculty and staff on the effective use of digital system; involving faculty, staff, and students in the decision-making process to foster ownership and acceptance of digital initiatives; ensuring transparent communication about the goals, benefits, and functionalities of digital administrative system to alleviate concerns; and employing structured change management frameworks to guide the transition process and address cultural resistance, among others.



The above bar chart presents the mean ratings and standard deviations of responses regarding strategies to facilitate digital adoption and reduce resistance in higher education institutions. All items (28–35) exceeded the criterion mean score of 2.50, indicating strong acceptance among respondents. The overall mean score of 3.01 and a standard deviation of 0.06 highlight the agreement with these strategies. The highest mean score of 3.12, with a standard deviation of 0.03, was recorded for sharing success stories and best practices from early adopters, reflecting its value as a motivational tool. Implementing extensive training sessions for faculty and staff received a mean score of 3.11, emphasizing the importance of skill development for effective digital adoption. Additionally, involving faculty, staff, and students in decision-making (mean of 3.02) and recognizing those who engage with digital system (mean of 3.01) further

underlines the significance of inclusivity and acknowledgment in fostering a culture of digital acceptance. The choice of a bar chart is justified as it effectively displays the comparative mean scores, allowing for quick visual assessment of the relative importance of each strategy. This representation facilitates understanding of key areas that require focus, aiding stakeholders in identifying effective approaches for fostering digital adoption and mitigating resistance.

Discussions

The findings of the study revealed that digital administrative system significantly transform organizational culture in higher institution of learning by promoting transparency, accountability, and efficiency. These system enable institutions to streamline processes, automate routine tasks, and enhance the flow of information among stakeholders, thereby fostering a more collaborative environment. As a result, academic staff can engage more effectively, contributing to improved decision-making and increased responsiveness to institutional needs. This transformation aligns with the work of Aydin and Tumer (2020), who posited that digital transformation in higher institution of learning enhances communication and decision-making processes, ultimately leading to a more dynamic organizational culture that embraces innovation and adaptability.

The findings of the study revealed that specific mechanisms enhance collaboration and communication within digital system in higher institution of learning. These mechanisms include integrated communication tools such as messaging platforms, video conferencing, and centralized information repositories that facilitate real-time interaction among academic staff. By providing a shared digital space for collaboration, these systems break down silos and encourage a culture of shared knowledge and collective problem-solving. This finding supports the research of Kira and colleagues (2019), who noted that the integration of digital tools enhances collaborative efforts, promotes transparency, and supports a culture of continuous learning among faculty members, ultimately contributing to the institution's overall effectiveness.

The findings of the study revealed that higher institution of learning institutions encounter several challenges in aligning digital administrative system with their existing organizational culture. Resistance to change, often rooted in fear of the unknown and perceived threats to job security, was identified as a significant barrier to effective integration. Additionally, a lack of technical expertise among staff and insufficient training programs were highlighted as obstacles that hinder the successful adoption of this system. These findings are consistent with the research of Kharabsheh and Rayan (2021), who emphasized that organizational inertia and cultural misalignment often impede the successful adoption of digital system in educational settings. Recognizing these challenges is crucial for developing effective strategies that facilitate smoother transitions during the digital transformation process.

The findings of the study revealed that effective strategies to facilitate digital adoption and reduce resistance among academic staff include comprehensive training programs, stakeholder engagement initiatives, and clear communication of the benefits of digital system. These approaches help to alleviate concerns, build trust, and foster a culture receptive to change. Engaging stakeholders in the decision-making process ensures that their voices are heard, promoting a sense of ownership and commitment to the transformation effort. These strategies resonate with the findings of Kyncl and colleagues (2020), who asserted that proactive change management strategies are crucial in overcoming resistance and fostering a culture that embraces digital transformation. Thus, as a result of prioritizing training and open dialogue, institutions can enhance staff readiness and ensure the successful implementation of digital administrative system. Therefore, the findings highlight the importance of digital administrative system in reshaping organizational culture in higher institution of learning, highlighting both the potential for positive transformation and the challenges that must be addressed to ensure successful integration. The study contributes valuable insights into the relationship between technology and organizational culture, providing a foundation for further

research and practical applications aimed at enhancing institutional effectiveness in an increasingly digitalized landscape.

Educational Implications of the Study

1. The integration of digital administrative system improves resource management and service delivery, allowing institutions to allocate more time and resources to teaching, research, and community engagement.
2. Digital system fosters a culture of teamwork and knowledge sharing among academic staff, enhancing institutional effectiveness.
3. Institutions should implement training programs to equip faculty with the necessary skills to effectively use digital tools, improving confidence and fostering an innovative learning environment.
4. Addressing resistance to digital transformation requires active stakeholder engagement, transparent communication, and inclusive decision-making processes.
5. Digital system enhances documentation and communication, ensuring clarity in roles and responsibilities, thereby fostering trust among faculty, administrators, and students.
6. Higher education institutions must embrace digitalization to enhance organizational culture, efficiency, and innovation while mitigating resistance to change through supportive policies.

Conclusion

This study highlights the role of digital administrative system in enhancing communication, collaboration, and accountability within higher education institutions. By improving operational efficiency, these systems contribute to a more effective educational environment. However, challenges persist in aligning digital technologies with existing institutional cultures, requiring strategic approaches to address resistance and encourage adoption among academic staff. Successfully integrating digital administrative system is a crucial step toward fostering a culture of innovation, adaptability, and responsiveness in higher education.

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