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## ORGANIZATIONAL CHANGE AND EMPLOYEE WORK RELATED STRESS: EVIDENCE FROM CONSUMER GOODS INDUSTRY IN NIGERIA

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### ABSTRACT

This study aimed at to investigate the effects of organizational change on employee work related stress in the Nigeria Consumer Good Industry. The study adopted one specific objectives, research question and one research hypotheses. The study adopted survey research design method. The study used organizational support theory, The population of the study consists of one hundred (100) respondents. A random sample was used to select 38 employees and 62 employers. Questionnaire was the major instrument used for the study. Data collected was analyzed with mean and standard deviation, while t-test was used for test of hypotheses. The findings shows that work related stress that affects employee's level of productivities of organization in Nigeria. It concluded that managers working in organizations are expected to motivate their workers in order to reduce stress from them. It is recommended those employees are encourage to avoid work-related stress that affect their commitment toward organizational change during production of consumers goods.

**Keywords:** Organization, Change, Employment, Work Related, Stress, Evidence, Consumer, Goods, Industry, Nigeria.

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## INTRODUCTION

Resistance to change is the number one reason why organizational change initiatives fail. By implementing a change, no matter how small, every organization should expect to meet some resistance from within the organization. To avoid internal resistance and negative reactions, organisations should learn more about why change projects fail. Because of that, the topic of change and development is well acknowledged in the organization that produced goods for consumers' for consumption. An organizational place active commitment on employees jobs commitment in a way of change process. The context of change (i.e., factors underlying successful change efforts), are procedural fairness, communication, decision making, unities, cooperation between management and employees. All managerial perspective have effective impact on organizational change and employees commitment over jobs performance in the area of consumers goods that is needed. However, there is a gap in this current study because issues from the employees' perspective, which are equally crucial for the success of change, have received less attention.

Individual employees must be open, prepared, and ready for change, because "employee commitment is a critical factor in successful change efforts". The prevalence of employees' perspectives in organisational change examined largely concerns of leadership styles during transition (e.g., charismatic or transformational leadership), the role of top management in organizational change and the phenomenon of resistance to change. In the field of organizational change there has also been a lot of information about work-relationships because the psychological processes that employees experience during organizational change have received increasing attention in the past years. The critical relationships organization have with employees is the production of positive individual that can contribute to organizational consumers outcomes (Dutton & Ragins, 2007). Organizational leaders can strongly induce positive change oriented behavior on employees commitment and use it as a source of support to job's performance change in the industry during production of consumers good. Furthermore, the focus of this research is on the leader himself, such as how a leader manages, organises, and leads organisational transformation.

Unfortunately, the focus of research is not on the relationship between leaders and employees during change, nor on how the quality of this relationship effects employees' attitudes towards change. Furthermore, the emphasis is not on the lower hierarchical levels, as seen from the perspective of employees. It would be fascinating to learn more about this influence and perspective because a positive relationship with the leader may influence employees' loyalty to the organisation and their willingness to make organisational changes. This is because you appreciate the opinion and attitude of these persons over the task carried out in the course of production. The task identity assigned to employees might be difficult to identify, yet the employees took it as a challenge to provide way forward in order to maintain positive growth in the organizational productivity.

Besides, implementing a change initiative without considering such processes can result in employees experiencing stress and cynicism, each of which has the potential to trim-down employee commitment, trust in organization, and job satisfaction (Samah, 2018). At this point, the key question becomes, what psychological processes should be taken into account to ascertain if employees will successfully cope with organizational change? Although this list is far from exhaustive, Kouzes and Posner (2019) assert that successful change demands employees to be motivated, able to see change as a learning opportunity where quality of relationship with managers and role autonomy are not vulnerable, and feel as though they have control over the change process.

Elias (2007) indicates that individual difference inter-alia should be of importance to how employees cope with organizational change. On the other hands, difference organizational change such as (quality of relationship with manager, motivation, role autonomy) affect employees openness toward organizational change, and this in turn affects employee commitment. The purpose of this current study is therefore to examined whether organizational change variables of quality of relationship with managers, motivation and role autonomy will affect employee commitment metrics of task-identity, self-efficacy and work-related stress in Nigeria (Wanberg and Banas, 2019).

Overall, the studies that are mentioned above offer insights for considering how work-relationships may affect each other and made important contributions to the literature and to the understanding of relationships in organizations. There are still gaps, given that insufficient attention has been devoted to employee commitment in the context of change, as well as the impact of the quality of the relationship with the leader of colleagues. There are numerous variables that can influence a person's commitment to organisational change, according to current literature. This study examines the following variables: demographic variables (e.g., organisational tenure), change variables (e.g., change frequency), individual variables (e.g., self-efficacy), communication variables (e.g., participation and information), and work relationships as seen through the eyes of an employee. The current study's goal is to determine if work relationships influence the variables mentioned in the study (demographic characteristics, change variables, individual variables, and communication variables). Work connections are separated into two types: those with managers and those with colleagues. These relationships, when combined, can make a significant contribution to the effectiveness of organisational changes because they are primarily where change programmes are implemented. All this leads to the research question of this present study, which is to ascertain if organizational change affects employee commitment and to what extent?

### **Statement of the Problem**

Previous studies have revealed that the commitment at the micro-level (employee commitment) is highly influenced by organizational change (Bouckenoghe, Schwarz & Minbashian, 2015; Samah, 2018). However, despite the avalanche of empirical studies in this area, conceptual inconsistencies continue to restrain researches on organizational change and employee commitment. The aim of this study therefore has been to investigate the nexus of organizational change and employee commitment using organizational change metrics of quality of relationship with manager, motivation and role autonomy and employee commitment metrics such as task-

identity, self-efficacy and work-related stress. Consequently, organizational change metrics are the independent variable while employee commitment metrics, the dependent variable of the study.

### **Objectives of the Study**

The broad objective of this study is to investigate the effects of organizational change on employee commitment in Nigeria. The specific objectives are:

1. To determine the effect of organizational change on employee work-related stress in Nigeria.

### **Research Question**

To what extent does effect of organizational change of employee improve work-related stresses in Nigeria?

### **Hypotheses of the Study**

In view of the specific objectives of the study, the following research hypotheses are formulated:

#### ***Hypothesis 1***

H<sub>01</sub>: There is no significant relationship between Organizational change and employee work-related stress in Nigeria.

## **REVIEW OF RELATED LITERATURE**

### **Conceptual Review**

#### **Concept of Organizational Change and Dimensions**

In reality, no organisation is immune to change due to globalization, which has continued to challenge the appropriateness of current organisational strategies, processes and structures. Thus, organisations are required to constantly grapple with the costs and benefits associated with change. The kinds of changes implemented could be minor, major or transformative. Minor change is characterised by a slight modification of the individual employee's mental attitudes and behaviour, without a shift in perception (Parish, Cadwallader & Busch, 2008). Transformative change, however, is characterised by a fundamental shift in the meanings that employees attach to the organisation and its environment (Parish, 2008). Despite the nature of organisational change, however, it is generally confronted with resistance, uncertainty and fear. As a result, many organisational change initiatives fail in spite of the effort and resources that are invested in trying to make them successful.

The term organizational change means different to different people. According to Brown (2011), organizational change attempts to increase organizational efficiency with the purpose of increasing productivity through invigorated employees who are able to develop creativity, performance, and innovation beyond traditional levels. According to Samah (2018), organizational change refers to managerial attempt to enhance employee commitment and performance by altering the formal structure of task and authority relationship. It thus means that organizational change is a long-term and continuous process consisting of different stages. Organizational changes are also processed with the participation of all stakeholders (Hamid & Hartini, 2013).

#### **Organizational change and employee work related stress in Nigeria**

Stress is inevitable, management had to adopt strategies to reduce it as its continuous occurrence is death (Selye, 1973; Tarurhor, 2017). Stress at workplace is often referred to as 'occupational stresses. The basic rationale underpinning the concept is that the work situation has certain demands, and these stands as problems in meeting those things that can lead to illness or psychological distress. Organizational stress is a major health problem for both individual

employees and organizations, and can lead to burnout, illness, labour turnover, absenteeism, poor morale and reduced efficiency and performance. Stress is considered a contributing factor that affects employee efficiency, organisational change, absenteeism, increased healthcare costs, and other negative outcomes related to specific situations, work environment characteristics, and individual perceptions and reactions in the workplace.

As to Lazarus and Folkman (2019), stress arises when the demands placed on an individual exceed or overwhelm their available resources, as evaluated by the person themselves. During challenging situations, individuals often fail to recall the knowledge they have acquired regarding stress and its effective management. Given the inherent fragility of mankind, it is expected for such a response to occur. The workplace is a notable potential stressor due to the substantial amount of time spent in that environment. Nevertheless, the stress-inducing factors in the job go beyond the duration of time spent in that environment. The financial stability and advancement prospects of individuals depend on their performance, therefore creating a potential for an uncomfortable work environment due to the pressure to succeed. Workplace stress has emerged as a prevalent issue for managers and administrators, with certain work groups facing alarming levels of stress. In the United States, several occupations such as health care professionals, technicians, managers, military leaders, business executives, sports coaches, entertainers, farmers, recreational directors, and members of the clergy have been identified as particularly vulnerable to experiencing work-related stress. In Japan, those working in the healthcare sector, production factories, organisational production, sales, middle management positions, and education at all levels have been identified as the most susceptible to occupational stress.

### **Organizational Support Theory**

Organizational support theory (OST: Eisenberger, Huntington, Hutchinson, & Sowa, 1986) holds that in order to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being. Perceived organisational support (POS) can enhance employees' sense of duty to assist the organisation in achieving its goals, their emotional attachment to the organisation, and their anticipation of being rewarded for increased performance. The behavioural consequences of POS would encompass enhancements in both in-role and extra-role performance, as well as reductions in stress and withdrawal behaviours, including as absenteeism and turnover.

Organisational support theory posits that employees are inclined to attribute human-like qualities to their organisation, hence fostering the cultivation of perceived organisational support (POS) (Eisenberger, 1986). Agents representing organisations are commonly seen as operating in accordance with the organization's objectives rather than their own personal goals (Lerinson, 1965). The personification of the organisation is strengthened by the organization's legal, moral, and financial accountability for the actions of its representatives. This is further reinforced by the organization's policies, norms, and culture that ensure consistency and define expected behaviours. Additionally, the authority held by the organization's representatives over individual employees contributes to this personification. As organisations are personified, employees evaluate their perceived worth to the organisation based on how well the organisation treats them.

## **Empirical Studies**

Empirical studies on organization change and employees work related stress in Nigeria

Foks (2015) carried out studies on assessment of work related stress on organization change in company production of goods and service in Kastina State. The study adopted five research questions and hypotheses. Descriptive research design was used for the study. The population of the study comprises of 950 flour mill companies male and female workers. A random sample technique was used to select 359 respondents out of the entire population. Questionnaire was used as instrument for data collection and it was analyzed with SPSS version 12 while t-test was used to test the hypotheses at 0.05 level of significance. The finding of the result show that work related stress affect employees job performance and this will as well affect their commitment towards production of consumer good industry. The study concluded organization need to check mate workers working environment in order to reduce stress. It is recommended that organizational management should change their production system inline with the working environment in order to reduce work related stress of employees. The significant relationship between the reviewed studies and the present study is that the reviewed studies focused on the assessment of work related stress on organization change in company production of goods and service while the present studies focused on organizational change and employee's commitment: evidence from consumer goods industry in Nigeria. The similarity between both studies is that both studies were carried out in Nigeria and questionnaire was used as instrument for data collection. Bhadra (2020) examine influence of work related stress to organizational change and employee's commitment of food production company (USA). Six specific objectives, research questions and hypotheses was used for the study. Systematic research design was used in the study. The population of the study consists of 600 respondents while a stratify sample techniques was used to select 400 respondents. Questionnaire was used as instrument for data collection. Data collected was tabulated and compute with the use of simple percentage while chi-square was used to test the hypotheses at 0.05 level of significant. The finding of the results show that work related stress leads to organizational change as well as change in production of consume goods. The study concluded that employees and management body need to create effective working facilities that will help to maintain employee's commitment toward production of consumer goods. The study recommended that organizational management should limit work related stress from employee's job performance. The relationship between the reviewed study and the present is that reviewed study focused on influence of work related stress to organizational change and employee's commitment of food Production while the present study focus on the present studies focused on organizational change and employee's commitment: evidence from consumer goods industry in Nigeria. Company and questionnaire was used for data collection. The different between the reviewed study and the present is that the reviewed study was carried in USA while the present study was carried in Nigeria.

Samaranayake and Takemura (2017) examine effect of work related stress on employee's job commitment and organizational change in soya milk production in Malaysia. The study adopted five research questions and hypotheses. Survey research design was adopted for the study. 1,350 respondents was used studied while a random sample of 790 respondents was selected from the entire population. Questionnaire was used for data collection and it was analyzed with Pearson



Product-moment Correlation test and multiple analysis of variance was employed and findings showed that organizational commitment and trust in peers and management were significantly and positively correlated to employee readiness for organizational change. Also, it the study showed significant link of certain demographic factors with trust in peers and management and employee readiness. Z-test was used to test the hypotheses at 0.05 level of significant. The findings of the result shows that work related stress contribute to low production of consumers goods. It is concluded that organization must checkmate and reduce stress that hindrance employee commitment over production of consumers goods. The study recommended that organizations are encouraged to provide positive working environment that will reduce stress. The different between the reviewed study and the present is that the reviewed study examines effect of work related stress on employee’s job commitment and organizational change in soya milk production in Malaysia while the present study focused on organizational change and employee’s commitment: evidence from consumer goods industry in Nigeria.

**METHODOLOGY**

The design for this study is the survey design. The study was carried out in Nigeria. The population of the study is 38 employer and 62 employee of small and medium scale businesses. The entire population has use for the study in line with Banerjee and Chaudhury, 2010., Tarurhor and Tarurhor, 2022., Tarurhor and Olatunji, 2022 and Tarurhor, 2023. A five (5) item questionnaire was structured based on a point Likert rating scale. The instruments were personally administered to the respondents. The entire instrument administered was returned. The data collected whose mean are 2.50 and above were accepted, while mean below 2.50 were rejected. The mean was used to analyze the research questions while t-test where used to test the hypotheses.

**DATA ANALYSIS**

The data collected for the study were presented and analyzed in this chapter.

**Research Question 1**

To what extent does effect of organizational change of employee improve work-related stress in Nigeria

Table 1

*Mean Score of Respondents on Effect of Organizational Change of Employee Improve Work-Related Stress in Nigeria.*

S/N	STATEMENT	EMPLOYERS (38)						EMPLOYEES (62)					
		4	3	2	1	X	SD	4	3	2	1	X	SD
		SA	A	D	SD			SA	A	D	SD		
1	Work-related stress do not alter my attitude	16	12	8	2	3.11	0.91	30	20	10	2	3.25	0.84
2	Work-related stress are common in my organization	16	12	10	-	3.16	0.66	40	10	9	3	3.40	0.91
3	My organization is characterized with much stress to deal with	20	10	5	3	3.24	0.96	30	20	7	5	3.20	0.94

4	Employees is faced with job stress	20	10	5	3	3.76	1.09	35	24	11	2	3.80	1.05
5	Work-related stress affect my performance.	23	7	6	2	3.34	0.93	40	15	7	-	2.24	1.46
	Grand Mean/Standard Deviation					3.32	0.91					3.18	1.04

The data analyzed in the table above shows grand mean of employers and employees as 3.32 and 3.18; standard deviation of 0.91 and 1.04 respectively. This indicates no significant difference between the mean responses of employers and employees

### Testing of Hypothesis

**H<sub>01</sub>:** There is no significant relationship between Organizational change and employee work-related stress in Nigeria.

Table 2

*t-score on Organizational Change and Employee Work-Related Stress in Nigeria.*

Group	No	DF	X	SD	T.Cal	T.Crit	Level of sign.	Decision
Employers	38	98	3.32	0.91	0.71	1.98	0.05	Accepted
Employees	62	(100-2)	3.18	1.04				

The table above shows the mean of employers and employees as 3.32 and 3.18, standard deviation as 0.92 and 0.77, the observed T-calculated value of 0.71 is lower than the T-critical value of 1.98 at 0.05 level of significance, Hence the null hypothesis stated is accepted for it indicates no significant difference.

### Discussion of Findings

The findings of the study shows that work-related stress alter their attitude, respondents strongly agreed that work-related stress are common in their organization, while respondents agreed that organization is characterized with much stress to deal with, from the findings, respondents strongly agreed that employees is faced with job stress while respondents agreed that Work-related stress affect their working performance. The findings is in agreement with Lazarus and Folkman (2019), who said that work-related stress occurs when the demands that are being placed upon a person tax or exceed available resources as appraised by the individual involved. They further said that when a stressful situation actually occurs, one often forgets all of the knowledge obtained on stress and how to effectively manage it.

### CONCLUSION

Numerous amount of stress that affect employees' attitudes has been discovered by both organizational leaders and the employees yet, many organizations still embark on production change that will affect workers job performance at any regular time. Work related stress is an issue that prevent majority of the employees from performing their duty actively during production of consumer goods.Indeed, employee with work related stress might delay Organizational commitment, as well as the production activities of the industry since too much load have been placed on the workers due to few number of work force. As noted above, an employee with such an attitude toward change will work to ensure that a change initiative is successful, whereas an



employee with a strong, weak attitude toward change will resist and potentially sabotage a change initiative

### **Recommendation**

This study provides some insights for managerial level employees for managing human resources across industries in Nigeria.

- i. Employee should be given specific time to rest during production in order to reduce stress on them.
- ii. Employee are encourage to avoid work-related stress that affect their commitment toward organizational change during production of consumers goods.
- iii. Employee should apply self-efficacy in day to day job performance in order to enhance their commitment toward organizational change.

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