



Organizational Change and Employee Task Identity: 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 task identity in the Nigeria Consumer Good Industry. The study adopted one specific objective, one research question and one research hypotheses. The study adopted the cross-sectional survey method. The study used organizational support theory. A population element of 16,738 was drawn from the 10 selected consumer goods industry in Nigeria, of which 379 employees were drawn from the total population. The questionnaire was mainly used as instrument for data collection. The simple regression analysis was adopted to ascertain the relationships. The finding shows that organizations change on a regular basis enable the employees to identify the modern task that is different from other production industry in Nigeria. The study concluded Consumer goods industry sustained positive production growth due to employee's commitment toward jobs performance. It is recommended employee should use task-identity dimension to improve their commitment toward organizational change.*

Keywords: *Organization Change, Employee, task identity, Consumer Goods Industry.*

Introduction

Current changes in the competitive world are putting pressure on the business worldwide, driving organizations to implement practices aimed at achieving greater engagement and higher performance. Change is an inevitable reality for organizations however, not every organizational change is successful as approximately 50 percent of the time, organizational change initiatives fail due to managerial body. The focus of organization change is on employee's response over their commitment toward jobs performance and how they create enable competitive market environment for effective consumer's goods across the country (Cameron & McNaughtan, 2014).

Elias (2007) indicates that individual difference inter-alia should be of importance to how employees cope with organizational change. However, difference organizational change such as (quality of relationship with manager, motivation, role autonomy) affect employees openness toward organizational change that might affects employee commitment. Hence, the study 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).

The task identity assigned to employees might be difficult to identify, yet the employees took it as a challenge to provide way forward for them to maintain positive growth in the companies production system.

Besides this initiatives, an industry always provide active change without considering its positive effects can result in employees experiencing stress and cynicism, whereby the employees have the skill 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 say over the system of organizational change.

The purpose of the study is to measure if work relationships have a contribution to the variables mentioned in the study (demographic variables, change variables, individual variables, and communication variables). Work-relationships are divided into the work-relationship with the manager and the work-relationship with colleagues. Those relationships together some time contribution to the success of organizational changes since it is basically where the implementation of change programs is executed. All this leads to the research question of this present study, which is to ascertain if organizational change affects employee job performance and to what extent does work related stress affect organizational change?

Statement of the Problem

Production firm with different individual worker might encounter challenges that will affect supply in the market. Because this numerous employees, change has been considered as an avoidable process for most organizations as a result of changing demands in business operations. In the last few years, numerous studies have had a great interest to investigate factors associated with organizational change (Shashika & Bhadra, 2016; Andrew, 2017; Samah, 2018). However, many scholars from different countries have examine how organizational related stress might affect employees commitment towards production of consumers goods. This is done most especially in the developing countries where much production industry faces difficulties of locus control due to unexpected organizational change. There critical issues over organizational change without considering employees motivation and this might lead to total decreased in the production of consumer's goods by industry in Nigeria. Most organization lack motivational factors over their employee standard of living and this might also bring low performance of the worker in various ways. Therefore, the study examine organizational change and employees task identity commitment: Evidence from Consumer Goods Industry in Nigeria

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:

- i. To examine the effect of organizational change on employee task-identity in Nigeria.

Research Questions

- i. What is the effect of organizational change on employee task-identity in Nigeria?

Hypotheses of the Study

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

Hypothesis I

H₀: There is no significant relationship between organizational change and employee task-identity in Nigeria.

REVIEW OF RELATED LITERATURE

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 organizational strategies, processes and structures. Change is a constant factors that normally take place within some period of years as it is design by the organizational leadership. Industrial transformation 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). The term organizational change means different to different people. According to Brown (2011), organizational change attempts to increase organizational efficiency with the aim of increasing productivity through invigorated company staff that is 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.

Organizational change and employees' task identity in Nigeria

Organization this day are place under the condition of workforce which task identity is a strategies for increasing the level of employees job performance that will bring change in the production of consumer goods. The life the employees lives is highly determined by the nature of task or work force assigned to them by the leader of the organization. Production change lies on the value of task allocated to employees. Employees utilize their initiative to encourage the development of organization production performance as social responsibility under take by employees, even routine habits and hobbies revolve around the job. Organizational aim and objective can not be satisfy without the effort of employees who develop interest on task identity over the change of production of consumers good in Nigeria industry (Zimund, 2003). Indeed, organizational production change stood on the relationship of task identity discovered by the management body of the industry to decide on the kind of consumers goods needed to produce and supply to the market. The quality change comes from organization task designed ahead of the production plans. Organization is concerned with task identity since it is an element of showing working experience that added to employees personal growth of employees (Lawler, 2021).

Theoretical Framework

Theoretical Overview of Employee Commitment to Change

Several underpinning theories have been used to explain employees' commitment to change. However, there is no exclusive theoretical framework, as different researchers explain employee commitment to change from different theoretical perspectives within their own empirical studies. In this review, the Theory of Planned Behaviour, the Social Exchange Theory, Kurt Lewin's Three-Step Model, the Social Cognitive Theory, the Psychological Contract Theory, the Broaden-and-Build Theory, the Implicit Change Leadership Theory and the Conservation of

Resources Theory are evaluated to explain the association between the variables studied and employee commitment to change. These relationships have been set out in Table 1. Herscovitch & Meyer (2002) presented their model by implementing an integrative framework; the Theory of Planned Behaviour (TPB) in explaining attitudes towards change (Bouckenooghe et al., 2015). In addition, the authors' model was devised to be a mechanism to plan the consequences of different ways of change commitment that include affective, continuance and normative scales, which are related to the underpinnings of TPB.

Empirical Review

Empirical studies on organizational change and employees task identity in Nigeria

Archiebe (2021) examine the impact of organizational change on employee's task identity in West Africa. The study was carried out in Nigeria Institute of Management Abuja. Four specific objective and four research question and hypotheses was adopted for the study. The population of the study comprises of 1200 companies managers and employees. Random sample of 850 respondents was used for the study. Descriptive research design was used for the study. Questionnaire was used as instrument for data collection. Data collected was analyses with mean and standard deviation, while t-test was used to test the null hypothesis at 0.05 level of significant. The finding of the result shows that organization easily change employees task identity all the time due to market competition of similar goods and services produce by other industry in Nigeria. The concluded that task identity enhance employee's production skills and potential of various kinds of goods demanded by the final consumer in market. with each other because the reviewed and the present study was carried out in Nigeria.

Methodology

Research Design

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The technique used in this study is non-experimental design. Non-experimental research does not involve a manipulation of the situation, circumstances or experience of the participants (Klein, Molloy & Cooper, 2009). The population of study comprised of consumer goods industry. There are thirteen (13) companies quoted under this industry on the Nigerian Exchange Group. However, the convenience sampling technique was adopted in selecting Ten (10) among the food and beverage companies.

Model Specification

To measure the change effect of organization, change on employee commitment, the study adapt a modified framework of Guerrero, TengCalleja & Hechanova (2018); Hechanova, Caringal-Go & Magsaysay (2018), as follows;

$$\text{ORGCH} = f(\text{EMPTI}) \dots\dots\dots \text{equation 1}$$

$$\text{ORGCH} = \alpha_0 + \beta_1 \text{EMPTI} + \mu \dots\dots\dots \text{equation 2}$$

Where:

Dependent variable: ORGCH = Organizational change

Independent variable: EMPTI= Employee task identity commitment includes:

EMPTI = Employee task-identity

μ = Error term

α_0 = Constant

β_1, \dots, β_n = Regression Coefficients

The variable was measured through responses of the respondents

Method of data analysis

Descriptive and quantitative method of data analysis was adopted in examining and analyzing the data. The research hypotheses were tested using regression analysis with the aid of SPSS version 23 at 5% level of significance. Regression statistical tool was adopted and analysis done in sections: descriptive statistics (mean, standard deviation and correlation) and inferential statistics like analysis of variance. The a-priori expectation is that organizational change will significantly affect employee commitment.

Analysis of Result

Preliminary Analysis

Table 1 Distribution for survey outcome

Questionnaires Copies	Frequencies	Percentage
Distributed copies	391	100%
Retrieved copies	379	97%
Unreturned Copies	12	3%

Source: Field Survey 2022

The result on the distribution for the age of the respondents is illustrated in figure 1. The chart demonstrates that a high proportion of the respondents are between the ages of 31-35 with a high percentage of 61% accounting for more than half of the total number of respondents. The results suggest a stronger presence of workers within their 30s in the organization and as being substantially dominant with regards to other age categories within the target organizations.

Table 2 Analysis of Demographic Data of Respondents

Years	Frequencies	Percentage
21-25	45	12%
26-30	64	17%
31-35	231	61%
36 and above	38	10%
Total	379	100%
OND/HND/BSc holders	75	20%
MSc/MBA	205	54%
PhD	99	26%
Total	379	100%

Source: Field Survey 2022

The distribution on the third demographic feature – the qualification of the respondents, is illustrated in table 2. Evidence suggests that a higher number of respondents have obtained their MSc/MBA qualifications with a frequency of 205 and a percentage of 54%. The distribution suggests that majority of the respondents are master degree holders. This category also accounts for more than half of the total number of respondents with the OND/HND/BSc holders accounting for just 75 (20%) and PhD accounting for the remaining 99 (26%). The result from the distribution of the sample characteristics suggests a sample highly populated by workers between the ages of 31-35 years, mostly male, and also with majority having attained post graduate master qualifications. This evidence highlights the features and apparent characteristics of the organization itself and depicts these factors as possibly obtainable within the same industry.

Results for Descriptive Analysis

Table 3 Normality Test

Skewness/Kurtosis test for normality

Variable	obs	Pr(Skewness)	Pr(Kurtosis)	adj chi 2 (2)	Prob>chi 2
empty	379	0.0000	0.0391	38.99	0.0000
orgch	379	0.0000	0.0873	37.71	0.0000

Source: Researcher’s computation(using Stata version 13.0)

The result of normality test was showed in Table 3 it shows that all the variables are normally distributed at 5% level of significance. Hence, any recommendations made to a very large extent would represent the characteristics of the entire population of study.

Correlation Analysis

Correlation analysis is used to investigate the intensity and direction (positive or negative) of the relationship between two variables (Pallant, 2013). A negative sign in front of the correlation value indicates an inverse relationship, while a positive sign indicates a direct and positive relationship between the two variables being measured. Correlation values range from -1 (perfect negative relationship) to 1 (perfect positive relationship), while a value of 0 indicates the absence of any relationship (Pallant, 2013). According to Cohen (1988 cited in Pallant, 2013), correlation (r) values (either positive or negative) ranging from 0.10 to 0.29 indicate small relationships; while r values ranging from 0.30 to 0.49 indicate medium relationships; and lastly, r values ranging from 0.50 to 1.0 indicate large or strong relationships between the variables.

Table 4 Correlation Matrix

	empti
empty	1.0000
orgch	0.6165

Correlation is significant at the 0.05 level

Source: Researcher’s computation (using Stata version 13.0)

The result in Table 4, reveals that there is positive correlation analysis involving the dimensions of organizational change and employee task identity. Organizational change maintained positively correlation with employee commitment toward task identity of production of consumer goods. The implication of the result is that there is significant relationship between

organizational change and employees task identity toward job performance on consumers good industry in Nigeria.

Table 5 Distribution for indicators of Task-Identity

Dimensions	Indicators	Cont.	Mean (N)	Std. Deviation
Task-Identity	My organization deserves my loyalty	379	4.12	0.86
	I have an obligation to remain with my current employer	379	4.22	0.90
	My tasks are well identified in my organization	379	4.20	0.80

Source: Researcher’s computation (using Stata version 13.0)

The outcome of the analysis on task-identity indicates that based on the N> 4.0 threshold for substantial affirmation, most of statements are considered as highly appreciated and agreed to by the respondents. However, for indicators such as: indicator1 = My organization deserves my loyalty (N = 4.12), indicator 2 = I have an obligation to remain with my current employer (N = 4.22) and indicator 3 = My tasks are well identified in my organization (N = 4.20), respondents can be stated as having moderate levels of affirmation or agreement. The test for variance inflation factor; the mean VIF value is 1.25 which is less than the benchmark value of 10 indicates the absence of multicollinearity.

Table 6: Multiple Regression Analysis (Organizational Change and Employee task identity Commitment)

Orgch	Coef	Std.Err	t	P>/t/	[97% Conf.	Interval]
empty	.2397674	.0284485	8.43	0.000	.1838274	.2957075
cons	-.4235301	.1676249	-2.53	0.012	-.7531412	-.093919

H01: ~~There is no significant relationship between employee task-identity and organizational change in Nigeria.~~

The regression result output in table 4.19 shows that employee task-identity dimension of employee commitment have a significant positive effect on organizational change (Coef. 0.2398, p = 0.000), the p-values is less than 0.05, hence, we reject the null hypothesis and accept the alternate, which state that there is significant positive relationship between task-identity dimension of employee commitment and organizational change.

Discussion of Findings

Organizational change and employees’ task identity in Nigeria

The result of the data presented revealed that Organization are place under the condition of workforce which task identity is one of the strategies of increasing the level of employees job

performance that will bring change in the production of consumer goods. Organizations change on a regular basis enable the employees to identify the modern task that is different from other production industry in Nigeria. The finding of this study is inline with the observation made by (Zimund, 2003) who stated that Organizational aim and objective can not be satisfy without the effort of employees who develop interest on task identity over the change of production of consumers good in Nigeria industry. The result of data analysis presented in the table shows that changes have the potential to take a toll on the organization, as well as the organizations individual employees. Hackman and Lsham, (2015) observed that Organization managers need to allocate task that will help them to attained effective production of consumer goods that make them get appropriate fit between employees and their job. Based on the result of data analysis, given the diversity found among employees' personalities, it is not surprising that various people will respond to organizational changes in various ways. The findings is in agreement with Lawler, (2021) who recommend that Organization is concerned with task identity since it is the element of showing working experience that contributes to the personal growth of employees.

The result of data analysis presented also shows that some individuals will welcome change because it provides them opportunities to broaden their professional horizons and fulfills their growth needs, whereas others will dread change because implementing such change may require them to exert extra effort and runs counter to their external motives for employment. The findings is inline with Herriot, et al (2019) who further said that when employees are satisfy with their jobs, it will also be easy to retain them, because they see meaning in their jobs due to organization change.

Conclusion

Consumer goods industry sustained positive production growth due to employee's commitment toward jobs performance. Organization reformation recognizes task identity of workers during administrative adjustment and this has helped the consumer's goods industry in Nigeria to maintain supply of production in the competitive market.

Recommendations

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

- i. Employee should use task-identity dimension to improve their commitment toward organizational change.
- ii. Organization should encourage employee to be committed with task given to them in accordance with the organizational change during production of consumers goods.

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