

Influence of Employee's Anxiety on Human Factor Dimensions and Successful Change Implementation: Evidence from Nigeria

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Abstract: This study investigated the moderating effects of employees' anxiety on the relationship between human factor dimensions and the success of change implementation initiatives. The study employed a cross-sectional survey research design and administered a structured questionnaire to employees of four selected food and beverage firms in Lagos State, Nigeria. The findings showed that employees' anxiety has a statistically insignificant moderating effect on the relationship between human factor dimensions and change implementation success. The study concluded that employees' anxiety has multifaceted effects on change implementation in organisations. It may negatively impact the success of change implementation and may have an insignificant effect on change initiatives. therefore, it is recommended that in order to enhance the success of change initiatives, employees' anxiety should be given adequate consideration at the planning staged of the change implementation.

Keywords: *Change Implementation, Employee Anxiety, Human Factor Dimensions*

Introduction

The fretfulness of an employee resulting from job-role related activities brings about uncertainties. This becomes intense, mainly when workplace changes are being implemented (Marshak, 2016). Job insecurity, indiscriminate changes in job role, the pressure of competencies up-skill, work overload, unstable relationship with the employees' teammates, lack of career advancement opportunities, and poor work autonomy, among others, to a large extent, are some of the concerns of people working in today's complex organisations, especially those implementing changes induced by the

dynamics of the workplace and its environment (Nielsen & Randall, 2012; Tavakoli, 2010; Vakola & Nikolaou, 2005).

Consequently, most organisations determined to reduce the negative consequences of disruptive economic realities and technological innovations do change their implementation initiatives. These episodic changes, occasional interruption, or divergent happenings in modern organisations cause a shift from the equilibrium the organisation is accustomed to towards a new situation. The new situation is usually uncertain characterised by unpredicted and mostly negative

employees' reactions, feelings and anxiety concerning the new reality (Ilesanmi & Lasisi, 2015; Martin & Metcalfe, 2011; Shih, Shaw, Fu, & Cheng, 2013).

Several studies have investigated change implementation in contemporary organisations, concluding that change is inevitable and the only constant thing (Çelik & Ozsoy, 2016; Chetty, Coetzee, & Ferreira, 2016). However, gap remains in the area of anxiety experienced by employees towards unexpected catastrophically changed situations as a result of economic downturn and organisational sustainability in the face of competition (Martin *et al.*, 2011; Shih *et al.*, 2013). This study therefore, considers what the mediating effect of anxiety is on the relationship between human factor dimensions and the change implementation success in selected food and beverages manufacturing companies in Nigeria. Marshak (2016) advanced the view that studies should be carried out on the process of dealing with the challenges of complex and adaptive transformational change, that cause anxiety in change implementation initiatives. This study aimed to examine if anxiety have mediating effect on human factors dimension and the change implementation process in the selected food and beverage manufacturing firms in Lagos, Nigeria.

Literature Review

Employee Anxiety

The world in which contemporary organisations operate today is full of

anxiety for leaders, managers, employees and clients. One of the consequences of this anxiety manifests in the fervent and unremitting search by organisational leaders for ways to ensure predictability and certainty to achieve the mandate of their organisations. Stakeholders such as employees are equally anxious about their job security whenever restructuring exercise or any change initiative is proposed or implemented (De-Witte, De Cuyper, Elst, Vanbelle, & Niesen, 2012; Marshak, 2016).

It has been posited that change is inevitable in an organisation, and the way people handle change gives rise to mixed emotions like anxiety, fear, and resistance (Ullah, 2012). To assuage the negative dimension of change, organisational leaders are expected to construct a positive dimension of change by providing mechanisms that allow for an in-depth understanding of the change. Such mechanisms have the capacity of reducing suspicions and undue anxieties about the change (Bourda, 2013).

Winarja, Sodikin, and Widodo (2018) posit that timely and adequate dissemination of information concerning planned changes to stakeholders reduces the degree of anxiety. Adequate information about a change enables stakeholders to anticipate the likely consequences that may occur at the point of implementation. This reduces the level of anxiety. Job anxiety occurs when employees are apprehensive about how to go about their new work schedules and the security of their jobs. Such apprehension breeds resistance towards change.

Anxiety has a formidable effect on the outcome of change initiatives. (Klarner, By, & Diefenbach, 2011). Marshak (2016) defined it in terms of nervousness spawned by fear of the unknown. Anxiety is an ongoing process that transcends worries and could be real or imagined, clear or vague, threatening the physical, emotional or psychological wellbeing of a person. In relation to the workplace, planned or unplanned change initiatives in which employees are not sure about its consequences may evoke psychological trauma, which may negatively affect their productivity.

Human Factor Dimensions

Çelik *et al.*, (2016) opined that human factor dimensions are vital psychological involvements of the people in organisational activities in order to achieve sustainability in the face of competition. It is the impact of people's interest, emotions, values, beliefs and reactions on organisation's change processes (Chia, 2014; Shih *et al.*, 2013). Klarner *et al.*, (2011) posit that human factor dimensions is the cognitive, mental, affective and behavioural responses to either the incremental or radical organisational change. This is the interpretation of actions that occur in a work setting that influence understanding of the task to be accomplished by the employees while implementing organisational change.

Organisational efforts to initiate and implement a successful transformational change are heavily dependent on effective preparation that is known as change readiness (Anyika, 2014; Boohene & Williams,

2012). Change readiness becomes the integral part of the planning phase of change as it has to address the human (Boohene *et al.*, 2012) and other organisational resources needed for the initiation of and the successful implementation of change (Anderson & Anderson, 2015). Contemporary literature (Ajmal, Farooq, Sajid, & Awan, 2012; Anyika, 2014; Brinkschröder, 2014; Shin, Taylor, & Seo, 2012; Thomas, 2014; Ulus & Hatipoglu, 2016) explained that if the human factor is not addressed properly, the entire change process will fail.

Likewise, Gabriel, Oburu, and Aduba (2013) explained that the readiness for change effectively addresses the change-related challenges such as developing the need for change, modifying the individual behaviour toward change, making strategies to implement change, and arranging the appropriate resources to implement change. However, the change implementation efforts are not devoid of human cognitive, emotion and attitude as most institutional activities affect humans' psychology (Cope, 2003), and coping mechanism (Beer & Nohria, 2000).

Brinkschröder (2014) asserts that human factor dimensions form the most dynamic and foremost aspect of organisational change attempts, while Kotter and Cohen (2002), Osei and Ackah (2015), Shin, Taylor, and Seo (2012) and Whelan-Berry, Gordon, and Hinings (2003) insisted that an organisation's human resource is the major factor that determines the success or failure of the execution of organisation's change initiatives. Shin *et al.*, (2012) opine that human factor

dimensions in organisational change is the totality of physical and psychological behaviours of human actors in relation to organisational change initiatives and their effect on the success of change implementation processes.

The study identified seven elements of human factor dimensions as employee attitude, employee skill, employee knowledge, employee involvement, employee trust, employee's engagement and employee commitment. This resonates with the works of (Ajmal *et al.*, 2012; Anyika, 2014; Brinkschröder, 2014; Thomas, 2014; Ulus *et al.*; Gabriel *et al.* 2013; Brinkschröder, 2014; Shin *et al.*)

Change Implementation Success

Change is a global phenomenon, real and emotionally demanding. It is inevitable both in human life and in organisations. Most businesses and institutions therefore face the urgent, unavoidable reality of corporate transformation in one area or the other. For an organisation to remain sustainable in a catastrophic business world, the success of change implementation is imperative, otherwise, such organisation goes into extinction (Ayodo, 2016; Chia, 2014; Ericsson, 2011; Ilesanmi *et al.*, 2015; Thomas, 2014; Ullah, 2012).

Martin *et al.*, assert that organisational change abounds with unquantifiable importance to organisational systems and processes. However, the problematic nature of transition has often made change implementation unsuccessful (Waziri & Ali, 2014). The most difficult challenges faced by the organisation is human (Beer *et al.*,

2000; Miller & Sardais, 2011) thereby making handling the various types of change such as re-structuring operations, new technologies, mergers, right-sizing, mind-set and attitudes of change recipients a major problem that must be solved to enable organisations achieve their goals and objectives.

Lawal, Taiwo, Agwu, and Adegbuyi (2016) advanced the view that globalisation and technological innovations are some of the factors prompting modern organisations to change their mode of operations resulting in restructuring and downsizing exercises. These changes brought immense transformational benefits and untold hardship and anxiety to the employees. The unexpected change traumatizes the employees as some may lose their jobs and find it difficult to cope with the sudden change of lifestyle, while the downsizing survivors live in anxiety and uncertainty. Hassan, Obasan, and Abass (2016) observed that a change could have positive and negative effects on employees in an organisation. Gruszczynski (2013) viewed organisational change as an emotional plot that leads to the loss of status quo. The negative disposition usually arises whenever an organisation is experiencing change such as restructuring, downsizing, or merging. Such a change activates feelings of anxiety, stress, depression and job insecurity which collectively distort employees' productivity, job satisfaction, and commitment toward the organisation and its change efforts.

Emotions, moods and their impacts on the way work is structured are taken

for granted during organisational change (Greenberg & Baron, 2002; Ashkanasy, Humphrey, & Huy 2017). However, people are calm with familiar routines and habits (Jex, 2002; Wood & R'unger, 2016). This suggests that any idea of change may

stir-up apprehension and anxiety. Hiwot (2019) provided a conceptual framework that depicted anxiety as an important construct to investigate while implementing organisational change (see Appendix A).

Employees' Anxiety, Human Factor Dimensions and Change Implementation Success

The effects of employees' anxiety on organisational change have been articulated in the literature. De-Witte et al. (2013) averred that cognitive anxiety (job insecurity) is negatively related to organisational commitment and communication of the change implementation success. Pienaar, DeWhite, Hellgren, and Sverka (2013) observed a strong moderating role that cognitive and affective job insecurity (anxiety) played on the correlation of employees' engagement and change implementation success. In a similar vein, Wittig (2012) opined that employees' reactions to organisational change are associated with their emotions and cognitions, emotional intelligence, irrational thoughts (anxiety), defence mechanisms, employee attitudes, decision-making, and communication, social accounting, among others. Visagie and Steyn (2011) equally observed that employees' commitment and reactions to organisational change have anxiety *et al* as a moderating role for the decline in commitment with cognitive, affective and behavioural responses and employees' attitudes.

The study carried out by Mdletye Coetzee, and Ukpere, (2014) showed that emotional reaction (anxiety, fear) has a direct moderating relationship

with organisational change initiative, perceptions, experiences (skill/knowledge), and resistance. Allan *et al.*, (2014) asserted that emotions, chronic illness, relationships, stress, supervision, health care structure, health policy are drivers of organisational change implementation and found painful feeling (anxiety) as a strong moderator to the transformational change initiative success. In a similar vein, Habtoor (2015) observed that employees' involvement, training/education, and engagement have a significant positive relationship with organisational performance. Nevertheless, the study showed that employees' morale (employees' anxiety) and customer satisfaction have a weak relationship.

Sverke and Hellgren (2002) found that insecurity regarding the future role of employees in an organisation makes them less inclined to remain with the organisation. In the work to test the role of uncertainty during organisational change, Bordia, Hunt, Paulsen, Tourish, and DiFonzo (2004) indicated that communication quality has a significant negative relationship with uncertainty. The result predicted that a systematic communication programme during change is

necessary to reduce employees' uncertainty. Driscoll and Morris (2001) equally observed that employees are usually disinclined to organisational change because of the perceived implications of change and job loss that may result from privatization exercise. Kim, Song, and Lee (2013) identified the sense of uncertainty following organisational restructuring as one cause of employees' anxiety.

Gandolfi (2008) posited that the effects of organisational change are not limited to employees. He argued that some studies on the nexus between emotional responses and reactions of the organisations implementing downsizing showed that implementers of such a change equally experience psychological and emotional distress which the victims and survivors of organisation change go through. Therefore, anxiety, fear, and emotional reactions are some of the outcomes of organisational change, with multifaceted effects on the success of change implementation (Klarner *et al.*, 2011; Katsaros, Tsirikas, & Bani, 2014). However, studies differ (Bordia *et al.* 2004; Husain, 2013; Leeuwis & Aarts, 2010; Minja, 2011; Proctor & Doukakis 2003; Thomas, 2014; Visagie & *et al.*, 2011).

The present study situated this dichotomy in the selected food beverage manufacturing company in Nigeria and hypothesized (H_1) that the moderating effect of employees' anxiety has significant relationship between human factors dimension and change implementation in organisation.

Theoretical Framework

Ajzen and Fishbein (1980) proffer that Theory of Planned Behavior (TpB) is a strong foundation on which investigations of belief-related factors that influence individuals' intentions to engage in particular behaviours is laid.

This theory assumes that intention is the principal determining factor to perform a behavior. Intentions arise from three considerations: (i) attitudes toward the behavior (e.g., "I am anxious about the change that is being planned in my organisation?"); (2) subjective norms (e.g., "There is likelihood that I lose my job as a result of this planned change in my organisation"); and (3) perceived behavioral control or appraisals of the ability to perform the behavior (e.g., "I don't know how I will handle my life after I leave this job as a result of the restructuring exercise going on in my organisation"). As indicated by Ajzen (1991), "the more favorable the attitude and the subjective norm and the greater the perceived behavioral control, the stronger should be the individual's intention to perform the behavior under consideration". Providing information by the change leader is not enough to the employees support; interventions designed to achieve high level of implementation success must be directed at its determinants (i.e., attitudes, subjective norms, and perceptions of behavioral control) because it is these sets of beliefs that are the bedrock of these determinants (Ajzen & Fishbein, 1980).

Humans anxiety about risk and uncertainty plays a crucial role in the engagement level during organisational change implementation, although, the change leader's play a vital part in ensuring success (Esty & Gewirtz, 2012; Meintjes 2016). Fig 1, shows the integration of anxiety into Theory of Planned Behavior (TpB).

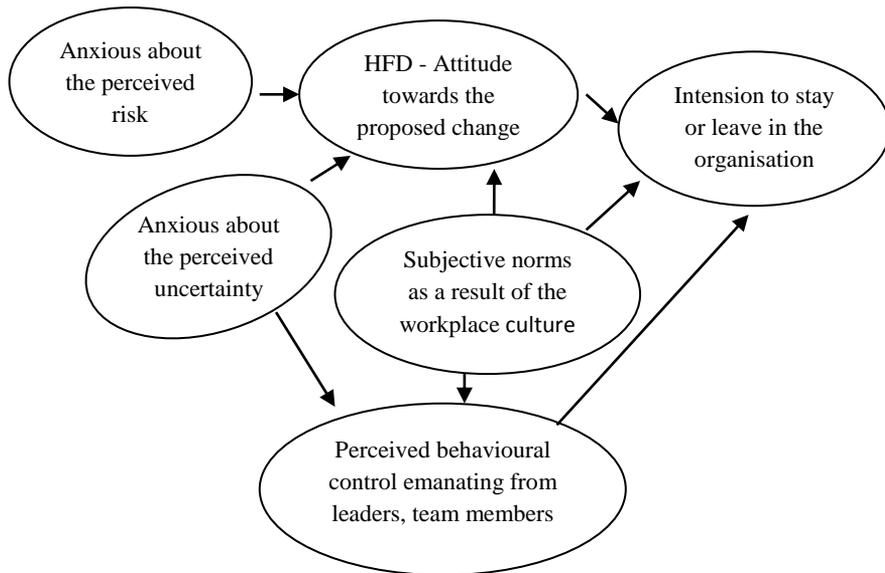


Figure 01: Anxiety, Human Factor Dimension (HFD) and change implementation in Theory of Planned Behaviour
Source: Lee and Soutar (2010)

Methods

A survey research design was adopted for this study. Annual General Reports of manufacturing firms in Nigeria were reviewed and base on length of operation in an unstable economy, four food and beverage firms were randomly selected from 185 food and beverage firms registered with the Manufacturers Association of Nigeria. The selected firms' population was 4834, and a sample size of 356 employees was selected using Krejcie and Morgan's (1970) table. A 10% non-response rate was included to obtain a sample size of 392. The

respondents were randomly selected, and a questionnaire was administered to management and staff of the four selected food and beverages firms. The required ethical approvals were obtained from the management staff of the selected firms before administering the questionnaire to the respondents.

Instruments

The study utilized a 6-point summated rating scale (Likert-type scale) questionnaire ranging from 1 (Strongly disagreed) to 6 (strongly agreed).

Human Factors Dimension: scale developed by Esty *et al.*, (2012); Meintjes (2016); Aliyu, Solomon, Isaac, and Bridget (2017); Shah (2009) and Luoma (2015) were adapted and adopted to measure the participants in the following elements: employee attitude, employee skill, employee knowledge, employee involvement, employee trust, employee's engagement and employee commitment. Examples of items in each element are employee involvement: (I have a say on how organizational changes are implemented, employee knowledge: (I understand how the organizational change impacts my job), employee skill: (my skills are fully maximized to achieve the organizational change initiative), employee's engagement (I feel valued in the organization while implementing the organizational change), employee commitment (I have personal attachment to this organization irrespective of the changes going on), employee attitude (I am not afraid of the unknown consequences of the organizational change), employee trust (I have no reason to suspect the Management's underlying motives for the organizational change initiatives).

Change Implementation Success: Items such as (The leader's speech/body language is consistent with needed change; The process of implementing organizational change is clearly communicated to me) in Boikhutso, (2013); Walala, (2015); Claiborne, Auerbach, Lawrence, Schudrich (2013) were adapted / adopted to measure CIS.

Employee Anxiety: scale in Aduama (2016) was used to measure EA (I do not experience chaos on my job)

Validity and Reliability

Four human resources management experts in the academia were engaged to assess the relevance of the constructs and questions to the study before pilot test (Polit, Beck, & Owen, 2007). Using the CVI formula, a value of 0.91 was obtained, which indicated that the instrument was valid. The results from the analysis showed a KMO of all the variables, which had 0.726 and 0.962 ranges. The internal consistency method was utilized to ascertain the reliability of the instrument. The Cronbach's Alpha coefficient of the instrument was above 0.70. This showed that the research instrument was reliable.

Model Specification

$$CIS = HFD + EAY - HFD * EAY \dots\dots\dots Eq. i$$

Where:

- CIS = Change Implementation Success
- HFD = Human Factor Dimension
- EAY = Employees' Anxiety
- HFD * EAY = Interaction of Human Factor Dimension and Employees' Anxiety

Findings and Discussion

Table 1 (Appendix B), presents the descriptive statistics on employees' anxiety. The table shows respondents' rating on the relationship employees' anxiety has with human factor dimensions and change implementation in their organisations.

From the table, 274 respondents representing 72.9% agreed with the statement, "I do not experience chaos at my job", with 16.0% indicating strongly agree, 32.7% agree, and 24.2% partially agreeing. On the other hand, 99 respondents representing 26.3%, disagreed with the statement, "I do not experience chaos at my job", with 14.1% indicating disagree, 6.9 per cent partially disagreeing, and 5.3% strongly disagree while 3 respondents representing 0.8 per cent did not respond. The mean of 4.18 implies that averagely, respondents agreed with the statement and a standard deviation of 1.40 reveals divergence from the mean. Two hundred and forty (240) respondents representing 63.9% affirmed with the statement, "I do not feel a sense of uncertainty about their future in the organisation" as 9.6 per cent indicated strongly agree, 29.3% agreed while 25.0% partially agreed, while 133 respondents representing 35.4% of respondents disagreed with the statement "I do not feel a sense of uncertainty about their future in the organisation" with 18.4% indicating disagree, 13.3% partially disagree and 3.7 per cent strongly disagree. The mean value of 3.89 implies that respondents agree with the statement, while a standard deviation of 1.40 showed a disparity in the responses.

Furthermore, 240 respondents representing 63.8%, agreed with the statement I am not worried about the security of my job in this organisation as 10.6% indicated strongly agree, 31.1% agree, while 22.1% partially agree. One hundred and ten (110) respondents, representing 35.1%, disagreed with the statement as 16.5% indicated disagreement, 12.5% partially disagreed, and 6.1 per cent strongly disagreed. The mean value of 3.88 showed that respondents agreed with the statement "I am not worried about the security of my job in this organisation", while a standard deviation of 1.45 shows the disparity in the responses from the respondents from the mean.

In terms of 'not emotionally troubled about how my work is being assessed in the organisation', 261 respondents representing 69.4% affirmed the statement as 9.0 per cent indicated strongly agree, 31.9% agreed, and 28.5% partially agreed, while 110 respondents representing 29.2% disagreed with the statement as 9.3 per cent partially disagree and 3.7 per cent strongly disagreed. The mean value of 3.99 implies that, on average, respondents agreed to the statement "I am not worried about the security of my job in this organisation", and a standard deviation of 1.33 implies a divergence from the mean.

In terms of the organisation's management, 248 respondents representing 65.8%, agreed with the statement "I do not have any anxiety about how the organisation is being managed" as 11.7% indicated strongly agree, 30.4% agreed, and 23.7% partially agreed. On the other hand,

125 respondents, representing 33.3%, disagreed with the statement as 18.7% indicated disagreement, 10.9% partially agreed, and 3.7 per cent disagreed. The remaining 3 respondents, representing 0.8 per cent, did not. A mean of 3.99 implies that respondents agreed with the statement "I do not have any anxiety about how the organisation is being managed", while a standard deviation of 1.13 shows a divergence from the mean. The grand mean of 4.00 indicates that respondents agreed with all the statements that explained employees' anxiety, while a standard deviation of 1.13 implies a divergence from the mean.

Finally, 69.4% of the respondents agreed that they were not emotionally troubled about how work was assessed in their organisation. These findings suggest that the effect of employees' anxiety on change implementation success of the selected food and beverage firms in Lagos State, Nigeria is low.

A hierarchical method of regression analysis was used to test the hypothesis. Data for human factor dimensions were generated by adding all the responses of all items for employees' attitudes, skill, knowledge, involvement, trust, and engagement. In contrast, change implementation success dimensions consist of leadership effectiveness, workplace climate and communication. The tests include the moderating effect of employee anxiety on the relationship between human factor dimension and change implementation success in the selected

food and beverage firms in Lagos State, Nigeria.

Table 4 (Appendix E) illustrates the hierarchical regression summary of the moderating effects of employees' anxiety on the relationship between human factor dimensions and change implementation of selected food and beverage firms in Lagos State, Nigeria. The findings in Table 2 (Appendix C) show the hierarchical regression analysis for Model 1 when only human factor dimension and change implementation success variables are in the equation model ($R^2 = .660$, $p < 0.05$). These indicate that human factor dimensions account for 66.0% of the variability in change implementation success of the selected food and beverage firms in Lagos State, Nigeria. Further, Table 4 shows the beta coefficient is 0.808, $t = 26.669$, $p < 0.05$ when human factor dimensions are in the model. These results indicate that for every unit increase in human factor dimensions, change implementation success of selected food and beverage firms increased by 0.808. The overall model in Table 3 (Appendix D) was also significant ($F_{(1,367)} = 711.212$, $p < 0.05$).

The introduction of the moderator (employee anxiety) in Table 2 significantly improves the effect of employees' anxiety on the relationship between human factor dimensions and change implementation success of the selected firms ($R^2 = .695$, $p < 0.05$). Human factor dimensions and employees' anxiety explain 69.5% of the variation in change implementation success of the selected firms. The R square change of 0.035 indicates that the introduction of a

moderator (employee anxiety) significantly improves the effect of employee anxiety on the relationship between human factor dimensions and change implementation success by 0.035. The F value is statistically significant ($F_{(1,366)} = 416.254, p < 0.05$) and indicates that the influence of the human factor dimension and the moderators were independently significant in the model. Further, Table 4 shows the beta coefficients of employee anxiety ($\beta = 0.152, t = 6.477, p < 0.05$), which show that for every unit increase in employees' anxiety, change implementation success of selected food and beverage firms increases by 0.152.

Table 3 revealed the outcome of regression overall statistical significance of the model used for this study. All the variables of human factor dimensions, employees' anxiety and the interaction term, were entered in the regression model. The results in Table 2 under change statistics reveal that the R^2 change increased from 0.695 to 0.696 ($\Delta R^2 = 0.001$) when the interaction variable (human factor dimensions*employees' anxiety) was added. The change was statistically insignificant at $\alpha = 0.05$ ($p\text{-value} > 0.05$). The results in Table 3 shows a statistically significant relationship

between human factor dimensions, employees' anxiety and the interaction ($F_{(3,365)} = 277.970, p < 0.05$). The F changed from 416.254 to 277.970, showing a decrease when interaction was added. The results in Table 4 (for step one) show statistically significant regression coefficients for human factor dimension ($\beta = 0.757, t = 9.358, p < 0.05$), indicating that there is a linear dependence of change implementation success of the selected firms on human factor dimensions. In Table 4, model 3, employee anxiety ($\beta = 0.238, t = 2.797, p < 0.05$) was statistically significant.

When interaction term, human factor dimensions*employee anxiety ($\beta = -0.022, t = -1.060, p > 0.05$) was introduced in model 3, the beta coefficient was -0.022, meaning that for every unit change in interaction term, change implementation success of the firms decrease by -0.022. Furthermore, the interaction showed a negative and insignificant effect ($\beta = -0.022, t = -1.060, p > 0.05$). The results suggest that employees' anxiety has a statistically negative and insignificant moderating effect on the relationship between human factor dimensions and change implementation success in the selected firms.

The established regression equation from the results is stated as follows:

$$CIS = 0.412 + 0.757HFD + 0.238EAY - 0.022HFD*EAY \dots \text{Eq. i}$$

However, since the interaction effect was not significant the equation can be represented thus:

$$CIS = 0.412 + 0.757HFD + 0.238EAY \dots \text{Eqn ii}$$

Where:

- CIS = Change Implementation Success
- HFD = Human Factor Dimension
- EAY = Employees' Anxiety
- HFD*EAY = Interaction of Human Factor Dimension and Employees' Anxiety

Findings revealed that the null hypothesis (H_0), employees' anxiety has no significant moderating effects on the relationship between human factor dimensions and change implementation success of selected food and beverage firms in Lagos State, Nigeria, was not rejected. Marshak(2016) asserts that anxiety has a negative connotation while implementing changes in an organisation, while Ullah (2012) posits that anxiety is a mixed-emotion that has both negative and positive implications. However, Bourda (2013) opines that leadership styles play a vital role in determining which of these emotions will become dominant and expressed in their workers. Results of this study therefore support Bourda (2013).

This finding aligns with several studies (Kilpimaa 2006; Mdletye, *et al.*, 2014), who found an insignificant effect of anxiety on the relationship between human factor dimensions and change implementation success. Similarly, Chetty *et al.*, (2016) indicated that job embeddedness (bonding/commitment) played a moderating role on cognitive receptivity to change and sources of employees' anxiety rather than work stress. Effective communication efforts during any change implementation initiative is aimed to persuade stakeholders to adopt a new view of the future, but before they can arrive at this new conviction, the leadership should make the "why," "what" and "how" of the change clear (Husain, 2013; Leeuwis *et al.*, 2010; Proctor *et al.*, 2003).

This study corroborates Vuuren and Elving (2008) who mentioned that the manner and dexterity with which leaders communicate change processes and procedures will determine whether the anxiety displayed by workers will be negative or positive. It is therefore, sustained that anxiety has no significant effect on human factor dimensions and change implementation success. Anxiety has multifaceted effects on change implementation success. It may impact negatively on change implementation success as suggested by some studies and may not have a significant effect as shown in this study and others earlier referred to. While employees' anxiety resulting from change implementation in an organisation cannot be ruled out, the success of change initiatives can be enhanced if adequate consideration is given to employees' anxiety at the planning stage of change implementation initiatives (Pienaar *et al.*, 2013; Winarja *et al.*, 2018).

Conclusion and Recommendations

This study investigated the moderating effect of employees' anxiety on the relationship between human factor dimensions and change implementation success in selected food and beverage firms in Lagos State, Nigeria. The results revealed that employees' anxiety ($\beta = -0.022$, $t = -1.060$, $p > 0.05$) has a statistically insignificant moderating effect on the relationship between human factor dimensions and change implementation success of the selected firms.

The many-sided reactions employees exhibit during planned or unplanned organisational change showed the dynamic nature of human behaviour. This study represents the capability of humans to respond to changes in

diverse form depending on the communication method. While this study focuses on Fast Moving Consumer Goods, in Lagos, Nigeria, future research should consider other sectors within or outside Nigeria.

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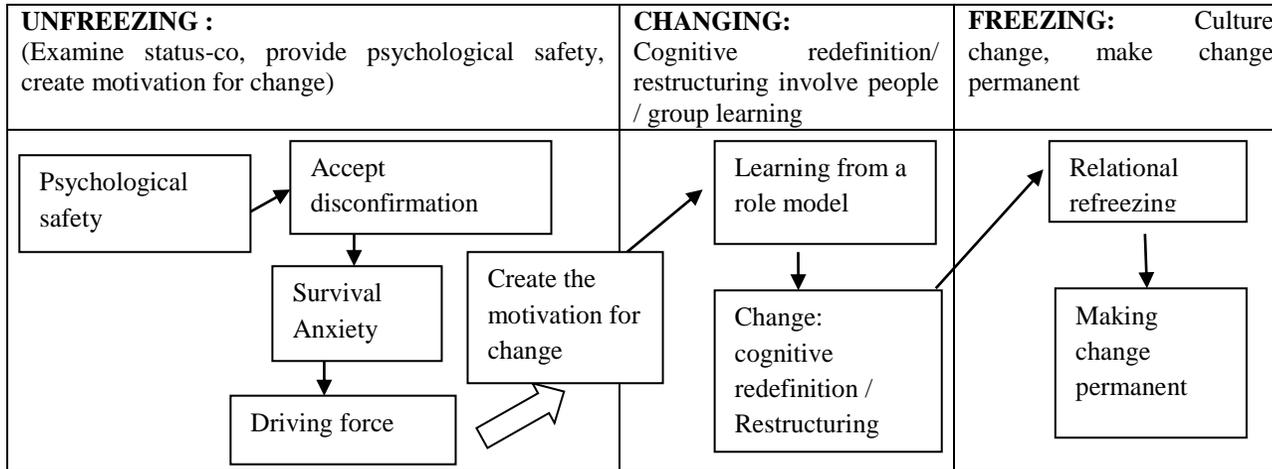
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Appendix A

Anxiety and Implementing Organisation Change



Source: Hiwot (2019)

Appendix B

Table 1: Descriptive Summary of Employees' Anxiety

	Strongly Agree	Agree	Partially Agree	Disagree	Partially Disagree	Strongly Disagree	Undecided	Total	
N = 376	%	%	%	%	%	%	%	Mean	Standard Deviation
I do not experience chaos on my job	16	32.7	24.2	14.1	6.9	5.3	0.8	4.18	1.4
I do not feel a sense of uncertainty about my future in this organisation	9.6	29.3	25	18.4	13.3	3.7	0.8	3.89	1.4
I am not worried about the security of my job in this organisation	10.6	31.1	22.1	16.5	12.5	6.1	1.1	3.88	1.45
I am not emotionally troubled about how my work is being assessed in the organisation	9	31.9	28.5	16.2	9.3	3.7	1.3	3.99	1.33
I do not have any anxiety about how the organisation is being managed	12	30.4	23.7	18.7	10.9	3.7	0.8	3.99	1.37
Grand Mean								4	1.13

Source: Field Survey, 2021

Appendix C

Table 2: Regression Results for the Moderating Effect of Employee Anxiety on the Relationship between Human Factor dimensions and Change Implementation Success of Selected Food and Beverage firms in Lagos State, Nigeria

Model Summary									
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.812 ^a	0.66	0.659	0.43861	0.66	711.212	1	367	0
2	0.833 ^b	0.695	0.693	0.41602	0.035	41.946	1	366	0
3	0.834 ^c	0.696	0.693	0.41595	0.001	1.123	1	365	0.29

a. Predictors: (Constant), Human Factor Dimensions
 b. Predictors: (Constant), Human Factor Dimensions, Employee Anxiety
 c. Predictors: (Constant), Human Factor Dimensions, Employee Anxiety, Employee Anxiety* Human Factor Dimensions

Source: Field Survey, 2021

Appendix D

Table 3: Regression Overall Statistical Significance of the Model

	ANOVA Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	136.825	1	136.825	711.212	0.000 ^b
	Residual	70.604	367	0.192		
	Total	207.429	368			
2	Regression	144.085	2	72.042	416.254	0.000 ^c
	Residual	63.345	366	0.173		
	Total	207.429	368			
3	Regression	144.279	3	48.093	277.97	0.000 ^d
	Residual	63.15	365	0.173		
	Total	207.429	368			

a. Dependent Variable: Change Implementation Success

b. Predictors: (Constant), Human Factor Dimensions

c. Predictors: (Constant), Human Factor Dimensions, Employee Anxiety

d. Predictors: (Constant), Human Factor Dimensions, Employee Anxiety, Employee Anxiety* Human Factor Dimensions

Source: Field Survey, 2021

Appendix E

Table 4: Regression Un-standardized and Standardized Coefficients

Coefficients						
Model		Un-standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Standard Error	Beta		
1	(Constant)	0.773	0.13		5.961	0
	Human Factor Dimensions	0.808	0.03	0.812	26.669	0
2	(Constant)	0.708	0.123		5.735	0
	Human Factor Dimensions	0.68	0.035	0.684	19.497	0
	Employees' Anxiety	0.152	0.023	0.227	6.477	0
3	(Constant)	0.412	0.305		1.351	0.177
	Human Factor Dimensions	0.757	0.081	0.761	9.358	0
	Employees' Anxiety	0.238	0.085	0.357	2.797	0.005
	Employees' Anxiety*	-0.022	0.021	-0.188	-1.06	0.29
	Human Factor Dimensions					

a. Dependent Variable: Change Implementation Success

Source: Field Survey, 2021