

Vedecký článok/ Scientific article

Doručené/Received: 05.09.2024

Akceptované/Accepted: 04.10.2024

<https://doi.org/10.24040/eas.2024.25.2.25-47>



Organizational Stress and Its Impact on Organizational Commitment of Industrial Goods Firms in Nigeria

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Abstract: The study examined the relationship between organizational stress and organizational commitment among employees in industrial goods firms in Nigeria. The main objectives of the study were to investigate the effects of workload stress, work-life balance stress, job security stress, and job control stress on organizational commitment. The study employed the use of primary data sourced from questionnaires distributed to employees of industrial goods firms in Warri, Delta State, Nigeria. The data collected were analyzed using descriptive statistics, Cronbach's alpha, and linear regression analysis. The findings revealed that workload stress and work-life balance stress have significant positive effects on organizational commitment, whereas job security stress and job control stress do not have significant effects. The study therefore recommended that management (industrial goods firms in particular) should formulate and implement strategies/programs (e. g. flexible work arrangement, good employee perk, recognition and benefits, health and wellness initiatives, job stability) intended to provide more support for the employees to carry out their responsibilities/task without experiencing any form of difficulties/challenge that will later result to a negative stress. This will help in sustaining and enhancing the commitment level of employees.

Keywords: Workload Stress. Work-Life Balance Stress. Job Security Stress. Job Control Stress. Organizational commitment.

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JEL Classification: J81. L2. M5.

Introduction

In the current business domain where changes occur frequently, industrial firms in Nigeria are now competing with one another to have the largest market share, build a strong competitive capacity, achieve higher profitability, strong employer brand image and to experience high level of organizational productivity so as to survive and remain competitive in the business domain. For any firm to achieve all the aforementioned objectives, organizational commitment is crucial. There is no organization that can successfully strive and remain competitive in the present business environment without having a workforce that is highly committed to accomplishing its goals and objectives. Employee feeling of attachment towards their organization is referred to as organizational commitment. Organizational commitment leads to favorable organizational outcomes, such as higher organizational performance, enhanced employee performance and organizational effectiveness as well as increased employee retention (Bwedene, 2018; Ahmed, 2021). Employees who are highly committed to their organization see the organization as their own and are very enthusiastic and determined to put in their best to achieve results even if they are unhappy with the work environment.

Employee's commitment to the organization is affected by organizational stress. The effect could be negative or positive. For instance, Geneviciute-Janoniene and Endriulaitiene (2014) posited that organizational stress and conflict in family relationship negatively impact organizational commitment. Sanjeev and Rathore (2014) highlighted those high levels of job stress could significantly reduce organizational commitment, leading to adverse outcomes such as increased turnover intentions and decreased job satisfaction. Similarly, Green, Dishop and Aarons (2016) found that high organizational stress was negatively related to organizational commitment, especially in high-stress environments. These studies underscore the critical need for managing organizational stress to enhance employee commitment and overall organizational performance (Sanjeev & Rathore, 2014; Okwudili, Zaini, Helen & Bakar, 2022).

According to Haque, Aston and Kozlovski (2018), organizational commitment and employee productivity are being negatively impacted by external factors such as political, economic, and technological instability. Haque et al. (2018) further explained that employee stress is caused by organizational elements such as job demands, leadership, life cycle, interpersonal relationships, and task demands. This, consequently, impacts the commitment of employees to the organization. Vakola and Nikolaou (2005) further explored the linkage between occupational stress and organizational change, finding that high stress levels could

decrease commitment and increase resistance to change. A cross-cultural study by Qazi and Nazneen (2016) on university faculty members in India and Saudi Arabia revealed that job stress was negatively correlated with organizational commitment. Faculty members in India exhibited higher stress and moderate commitment compared to their Saudi counterparts who exhibited lower stress and higher commitment, indicating the significant impact of cultural and organizational contexts on stress and commitment levels. This finding aligns with the meta-analysis by Morrisette and Kisamore (2020), who identified a negative relationship between job stress and affective organizational commitment across various occupational types and cultures.

On the other hand, studies have also indicated that organizational stress has a positive relationship with organizational commitment. Evidence was provided by a study conducted by Suryanthini, Landra, and Agung (2020) who found that job stress has a positive and significant impact on organizational commitment. This means that stress can act as a catalyst that will motivate employees to put more effort in the achievement of results. In the same way, Andiani, Sitiari, Darma, Amerta, and Yasa (2021) posited that work-related stress positively and significantly influences employee performance and improves employee's motivation. Furthermore, Ateş and İhtiyaroğlu (2019) established in their study that stress has a moderately positive effect on organizational commitment. A study conducted by Shree, Lakshmi, Bharti, and Gobbilla (2021) demonstrated a statistically significant positive effect of employee job stress on organizational commitment.

Organizational commitment has been greatly affected (both negatively and positively) by organizational stress in this present dynamic work setting despite the emergence of several technological development and advancements and different strategic human resource management practices for mitigating work-related stress. Therefore, the issue of organizational stress and organizational commitment is a concern to industrial goods firms as well as other firms (organizations). This great concern has made the study of organizational stress and its impact on organizational commitment worthy of extra examination. Although a lot of studies have been conducted by scholars and researchers on the impact of organizational stress on organizational commitment still there is a lack of research on organizational stress (workload stress (WLS), work-life balance stress (WLBS), job security stress (JSC), job control stress (JCS) and its impact on organizational commitment in industrial goods sector in Delta State, Nigeria in particular. Given the aforementioned, our study is unique as it attempt to address this problem, enhance knowledge of the connection between the two constructs being studied, and

assist organizations in developing and putting into practice efficient stress management techniques that will sustain and promote organizational commitment.

1 Theoretical background

The idea of organizational stress is a well-known phenomenon that can manifest itself in various ways and impact employees in various work environments. Analyzing organizational stress in various settings can help to better understand the phenomena broadly and how to reduce its detrimental impacts on employees' commitment to staying at their jobs, productivity, and job satisfaction (Michael, Court & Petal, 2009). An emotional, psychological, behavioral, and physical reaction to the unpleasant and unfavorable elements of the workplace, the workplace environment, and the organizational climate is known as organizational stress (Demaki& Adise, 2023). It is a condition marked by a sense of powerlessness when it comes to tasks. According to Akanji (2015), organizational stress is any environmental or psychological reality that, when an individual's adaptive capabilities are overextended, results in adverse outcomes. When workers must handle expectations, responsibilities, and objectives that are above their capacities, organizational stress develops (Cameron, 2012). Osibanjo et al. (2016) highlighted that workplace stress negatively influences organizational performance. The researchers found that factors such as role congruence, equity, and recognition play crucial roles in shaping employees' experiences of stress in a Nigerian public university.

According to Demaki and Adise (2023) stress can have both beneficial and negative effects; it can also help employees recognize their duties and avoid becoming impaired. This means that some stress that employees experience does not negatively affects their performance, commitment and job satisfaction. When stress in the organization does not have any negative consequences on the employees, it is referred to as positive stress. Positive stress helps an individual to feel motivated, inspired and allows them to live out of their comfort places to achieve better result. In other words, organizational stress can act as a propelling engine that propels employees into action to accomplish what seems to be unrealistic in their mind. It is also worthy to note that a high level of positive stress can result in outcomes/behaviors such as low level of commitment, aggressiveness, decreased productivity, absenteeism and low overall organizational performance. On the contrary, when stress in the organization has negative consequences on the employees, it is referred to as a negative stress. Negative stress also results in outcomes such as low level of commitment, aggressiveness, decreased productivity, absenteeism and low overall organizational performance. Therefore, ensuring a moderate level of stress in the organization is crucial.

There are several dimensions of organizational stress that has been identified in the existing literature. However, our study only employed four dimensions of organizational stress.

Workload stress refers to the physical and mental strain employees experience due to the demands of their job. In Nigerian industrial firms, excessive workload is a significant source of stress, often leading to burnout and reduced job effectiveness. Usoro and Etuk (2016) revealed that workload-related stress significantly impacts job effectiveness among university lecturers, highlighting the broader implications for industrial workers. High levels of workload stress can lead to decreased organizational commitment, as employees may feel overwhelmed and undervalued. Similarly, Oboreh, Echo and Okeke (2016) found that excessive workload pressure negatively affects employee productivity in the banking sector. On the other hand, Suryanthini et al. (2020) found that job stress has a positive and significant impact on organizational commitment.

As cited by Khoshnaw and Alavi (2020) job control (autonomy) in business context is defined as a substantial freedom, independence, and discretion in task performance. Job control (autonomy) stress, on the other hand, is a situation whereby employees find it very difficult to determine how their work will be carried out. Employees with high job autonomy can decide which tasks need to be accomplished, when they should be finished, and how they should be completed. Employees are subject to regulations that dictate task priority and sequencing, and low job autonomy leads to regular methods for accomplishing tasks. This, in turn, leads to job autonomy stress. Eldridge and Nisar (2011) suggests that flexible work arrangements, such as flextime, can enhance job control and reduce stress, thereby improving organizational commitment. However, the study also warns that simply implementing flexible hours without addressing underlying job control issues may not be sufficient.

Work-life balance, according to Parkes and Langford (2008), is the capacity that employees have to fulfill their obligations to their families and their jobs. In other words, work-life balance refers to the ability of an employee to have favorable balance between work responsibilities and family/personal obligations. Balancing work responsibilities with personal life is a critical factor in reducing organizational stress. Poor work-life balance can lead to high levels of stress, affecting both personal and professional life. Oginni et al. (2023) found that work-life balance significantly influences occupational stress in the Nigerian banking industry. This suggests that similar effects can be expected in industrial firms. Akpa, Olive and Babatunde (2019) indicated that work-life balance policies can enhance employee performance and commitment, underscoring the importance of organizational support in managing work-life balance.

Job security stress stems from concerns about the stability and continuity of one's employment. In volatile economic conditions, job insecurity can significantly impact employee morale and commitment. Ajayi (2018) examined the impact of job-related stress on employee performance and found that job insecurity is a major stressor that reduces organizational commitment. Ensuring job security can help mitigate these stressors, thereby enhancing employee commitment and reducing turnover rates.

Our study is hinged on the Job Demand-Resource (JD-R) Theory developed by Bakker and Schaufeli (2004). This theory explains that in every organization, job demand and job resources are the two important factors that influence employee's productivity, commitment, satisfaction, retention and organizational overall performance. The theory states that certain organizational aspect of employee's task (workload) in the organization requires that the employee should channel a large amount of time and effort towards its completion. This is referred to as job demand. This high demands from the employee can have emotional, mental and physical consequences on the employees and then affect their commitment level in the organization. On the other hand, job resource refers to the resources that the employees need to carry out their task/job effectively and efficiently with ease. In other words, job resources are the various support provided to the employees by the organization to help them perform their task effectively and efficiently without undue stress. For instance, Olayiwola and Akeke (2022) demonstrated that organizational culture components like reward systems, communication, and teamwork significantly boost employee commitment in Nigerian firms.

The interplay between job stress and organizational commitment can be understood through the dual paths proposed by the JD-R theory. High job demands, when not balanced with adequate resources, can lead to increased stress and reduced commitment. On the other hand, adequate job resources can buffer the impact of job demands and promote higher levels of organizational commitment. Abdelmoteleb (2019) explored these dynamics and found a reciprocal relationship between job stress and organizational commitment, mediated by job satisfaction. The JD-R theory provides a robust theoretical framework for examining the relationship between organizational stress and commitment in industrial goods firms in Nigeria. By understanding the balance between job demands and resources, firms can develop strategies to reduce stress and enhance commitment, thereby improving overall organizational performance and employee well-being.

1.1 Organizational Commitment

Organizational commitment is the degree to which employees are engaged, devoted, and committed to their jobs and the organization (Igbomor&Olisemenogor, 2023; Igbomor&Ogbuma, 2024; Aruoren&Tarurhor, 2023). High-commitment workers put in a great deal of effort to see their organizations' objectives realized and strongly desire to stay with the organization. Organizational commitment, according to Robbins and Judge (2017), is the extent to which a worker identifies with a specific organization and its objectives and wishes to stay as a member of the organization. Organizational commitment offers organizations a number of advantages because it reduces job switching (employee turnover) and increases productivity, job happiness, employee retention, and work quality. Ukaegbu (2000) examined employee commitment in private manufacturing firms in southeastern Nigeria, finding that extrinsic factors such as fair compensation and job security were significant predictors of commitment. The study highlighted the need for employers to invest in the long-term goals of their employees to foster a committed workforce (Ukaegbu, 2000). Okwudili et al. (2022) investigated the impact of organizational commitment on job satisfaction in the Nigerian food manufacturing industry. The research found that affective, continuance, and normative commitments all positively influenced job satisfaction, suggesting that committed employees are more likely to be satisfied with their jobs (Okwudili, Zaini, Helen & Bakar, 2022; Aruoren&Oboreh, 2020).

In the banking sector, Ahmed (2021) explored the effects of organizational climate on employee commitment. The study concluded that a supportive work environment, characterized by open communication and collaborative work climate, significantly boosts employee commitment. Akintayo (2010) focused on work-family role conflict and its impact on organizational commitment among industrial workers. It revealed that employees experiencing high levels of work-family conflict showed lower organizational commitment. This underscores the importance of organizational support programs to mitigate such conflicts (Akintayo, 2010). Additionally, a study on employee commitment in the Nigerian insurance industry by Isimoya, Olajide and Onafalujo (2018) found that performance-related pay significantly influences organizational commitment. The research suggested that rewarding employees based on their performance could enhance their commitment to the organization (Isimoya et al., 2018).

Samuel and Dean (2015) examined the understanding of workplace stress by examining the effects of organizational culture and stress on employee commitment. It seeks to bridge the gap between these concepts, focusing on the interplay between organizational culture, workplace stress, and commitment within the Test Development Division of the National

Examination Council (NECO) in Lagos, Nigeria. Data were collected using a questionnaire survey administered to the division's staff. The results revealed a hierarchical culture that is unsupportive, with employees facing excessive workloads and insufficient time to complete tasks. Employee commitment was found to be low, primarily due to dissatisfaction with the reward system. The study identified significant relationships among organizational culture, stress, and commitment. The study recommends changing the department's cultural orientation, reducing employee stress levels, and enhancing organizational commitment to improve overall workplace dynamics.

Research specifically focusing on the Nigerian context, such as the study by Fitria and Hardiansyah (2022), revealed that in the cigarette industry, higher organizational commitment was associated with lower job stress, suggesting that effective strategy for managing stress in this sector could strengthen organizational commitment (Fitria & Hardiansyah, 2022). Similarly, Jain, Giga and Cooper (2013) highlighted the mediating role of organizational commitment in the relationship between organizational stressors and employee health and well-being in the Indian Business Process Outsourcing (BPO) sector, suggesting that enhancing commitment can mitigate the adverse effects of stress.

Shree, Lakshmi, Bhathi, and Gobbilla (2021) looked into how job stress affected the commitment and productivity of workers in Mysuru's manufacturing facilities. Descriptive research approach was employed in the study. For the study, the 41 manufacturing facilities in Karnataka State's Mysuru district served as sampling units. The study's sample size was determined to be 250 respondents. Anova, correlation analysis, and regression were the statistical tests that were employed. The study's conclusions demonstrated that job stress had a greater negative impact on worker productivity. Additionally, the results demonstrated a statistically significant positive effect of employee job stress on organizational commitment.

Ateş and İhtiyaroğlu (2019) investigated the relationship between stress and organizational commitment of employees with meta-analysis method in Turkey. A total of 3,167 samples from 13 studies on the relationship between job stress and organizational commitment; 1,434 samples from 8 studies on the relationship between organizational stress and organizational commitment, and 44 samples from 1 study on the relationship between stress and organizational commitment. There are 4,645 samples in total from these 22 studies that were gathered under the subject matter of employee stress. The meta-analysis method was used as the design of the study. One statistical technique for integrating findings from different studies is meta-analysis. This approach transformed data from several investigations into a single measurement unit. In the study, correlation values were first transformed to Fisher z, and the resulting values were

then used for analysis. These numbers were transformed to correlation coefficients in order to evaluate the analysis results. The analysis concluded that stress had a moderately positive effect on organizational commitment.

The impact of work-related stress on motivation and employee performance, motivation on employee performance, and the role of motivation in mediating the impact of work-related stress on employee performance were all examined and explained by Andiani et al. (2021). Eighty (80) employees of The Anvaya Beach Resort Bali participated in this survey as respondents. PLS (partial least square) was used to analyze the data. The study's findings show that: (1) work-related stress positively and significantly influences employee performance; (2) work-related stress significantly improves motivation; (3) motivation significantly improves employee performance; and (4) motivation mediates the relationship between work-related stress and employee performance.

The impact of job stress and employee engagement on organizational commitment and performance among PT. Biseka Denpasar employees was investigated by Suryanthini, Landra, and Agung (2020). The study used 106 respondents as a sample. Partial Least Squares (PLS) were used to evaluate the data. The findings showed that while job stress has no effect on employee performance, employee engagement has a positive and significant impact on employee performance, job stress has a positive and significant impact on organizational commitment, and organizational commitment has a positive significant impact on employee performance.

Nwokorie (2017) examined how work-family role conflict affects organizational commitment among industrial workers in Nigeria. Using a descriptive survey research method, data were collected from 247 respondents selected through proportionate stratified sampling. The study utilized the Work-Family Role Conflict Scale and the Organizational Commitment Scale for data collection, and hypotheses were tested using linear regression analysis and t-tests at a 0.05 alpha level. Findings revealed that work-family role conflict significantly impacts organizational commitment, with notable differences between married and single respondents, as well as between male and female respondents. The study recommends introducing organizational support programs to alleviate work-family role conflict and enhance job commitment. Additionally, considering workers' family responsibilities during recruitment, task assignment, and placement can help foster greater organizational commitment.

Babarinde and Ohikhena (2019) assessed the impact of stress on employee productivity within the Nigerian banking sector. Specifically, they examined the effects of stress factors such as workload, career development, organizational climate, and role ambiguity on productivity.

A quantitative research design was implemented using a survey technique. Data were collected through a structured questionnaire distributed to a stratified random sample of 400 respondents selected from 25 banks in Nigeria, with 380 valid responses retrieved for analysis. Factor analysis and structural equation modeling were employed to evaluate the impact of stress on employee productivity. The findings revealed that stress factors like workload, career development, organizational climate, and role ambiguity significantly affect employee productivity. The study concludes that stress can diminish productivity among employees in the Nigerian banking sector.

Elechi, Lambert and Otu (2020) examined the relationship between dimensions of organizational justice and job stress among Nigerian correctional staff. Surveying 120 staff members from a correctional institution in Southeast Nigeria, the findings revealed a significant connection between organizational justice and job stress. Unlike a similar study in the United States, which found distributive justice to have a greater impact on correctional job stress, this study showed that perceptions of fair and transparent organizational processes and procedures were linked to lower stress levels in Nigeria. The results suggest that the influence of distributive and procedural justice on staff morale and stress may be significantly shaped by the environmental context and specific circumstances.

Okwuise and Ugherughe (2023) investigated the impact of organizational climate on employee commitment within the tourism sector in Warri, Delta State, Nigeria. Data were analyzed using correlation and multiple regression methods from 159 valid structured questionnaires. The results showed that job security, job design, internal communication, and workplace relationships are significant factors, with all hypothesized variables having a positive statistical effect on employee commitment. The study recommends that firms create a favorable organizational climate to enhance employee engagement and increase job effort.

Arogundade, Arogundade and Adebajo (2015) examined the relationship between perceived organizational support and job stress among employees in both public and private sectors in Lagos State, Nigeria. The findings indicated a significant inverse relationship between organizational support and job stress, suggesting that enhanced organizational support can mitigate stress levels among employees. Elechi, Lambert and Otu (2020) explored the association between organizational justice and job stress among Nigerian correctional staff. This study found that fair and transparent organizational processes were linked to reduced stress levels among employees, emphasizing the importance of organizational justice in managing stress. Bewell, Yakubu, Owotunse and Ojih (2014) investigated the impact of work-induced stress on organizational effectiveness and productivity among Nigerian workers. They found a

strong relationship between work stress and reduced productivity, highlighting the need for stress management interventions to enhance organizational outcomes (Michael et al., 2009; Bewell et. Al., 2014).

From the above discussion, the following research questions and hypothesis were raised:

1. What is the relationship between workload stress and organizational commitment?
2. Is there a relationship between job control Stress relationship and organizational commitment?
3. Is there a linkage between work-life balance Stress and organizational commitment?
4. What is the association between job security stress correlates and organizational commitment?

Research hypotheses stated in a null form

1. There is no significant relationship between workload Stress and organizational commitment.
2. There is no significant relationship between Job Control Stress and organizational commitment.
3. There is no significant relationship between work-Life Balance Stress and organizational commitment.
4. There is no significant relationship between Job Security Stress and organizational commitment

2 Material and Methods

Our study employed a quantitative research design to explore the relationship between organizational stress and organizational commitment among employees in industrial goods firms in Nigeria, focusing on workload stress, work-life balance stress, job security stress, and job control stress as the independent variables. Quantitative research seeks to gather and examine numerical data in order to address research problems, questions and evaluate hypotheses. Market research, psychology, economics, management, and the social sciences are among the majority of the fields that use quantitative research design. Finding trends and averages, predictions, determining a link between variables and generalizing the findings are all possible uses of quantitative research design. Quantitative research design, according to Ghanad (2023), entails quantifying items and proposes questions like "how long," "how many," and "the degree to which." Ghanad (2023) further contended that the goal of quantitative research is to measure data and draw results from a study sample from a variety of viewpoints.

to answer research questions and to support the hypothesis generated in a particular study, quantifiable data must be gathered, examined, and interpreted.

Our study targeted a sample of 130 employees from five selected industrial goods firms (Warri Refining and Petrochemical Company Limited, Orizulike Trading Company, Delta Steel Company, Flight Aluminium and Ejemop Enterprises), with 26 employees chosen from each firm using simple random sampling to ensure representativeness and minimize selection bias. A structured questionnaire, designed to obtain data on the dimensions of organizational stress and organizational commitment, served as the primary data collection instrument. The questionnaire was pilot-tested for clarity and reliability, and distributed in person to the selected employees, ensuring confidentiality and anonymity to encourage honest responses. Organizational stress (workload stress, work-life balance stress, job security stress, and job control stress) were measured by 20 items (5 items each) on a 5 point Likert scale ranging from 5 = strongly agreed to 1 = strongly disagreed. Examples of statements relating to workload stress include “I feel uncomfortable having to perform tasks that is above my capacity” “I always work overtime due to workload” “Many a times; my work becomes a big burden to me”. Work-life balance stress statements include e.g “I have difficulty trying to balance my work and other activities” “My job affects my role as a spouse and or as a parent” “I feel that I never take a leave”. Some job security stress items include: “I often feel I don’t have adequate job security” “Many a times, I have fear of being fired” “Sometimes I feel my organization might decide to retrench or reduce its workers”. Furthermore, some statement relating to job control stress include “I find it difficult to use my discretion while performing my task” “My boss decides the organization of my work” “Many a times, I do not choose the pace of my work”. Organizational commitment was also measured by 5 items on a 5 point Likert scale ranging from 5 = strongly agreed to 1 = strongly disagreed. Some examples of the statements includes: “I really feel as if this organizations problems are my own” “This organization has a great deal of personal meaning for me” “I am willing to put in a great deal of effort in order to help my organization to be successful”.

The collected data were analyzed using Stata 13, employing descriptive statistics to summarize demographic characteristics and key variables, and inferential statistics such as ordinary least squares (OLS) regression analysis to test the hypothesized relationships. The study ensured validity and reliability through Cronbach's alpha.

3 Results

The descriptive statistics in Table 1 provides a detailed overview of the central tendencies and distributions of the variables used in the study. Organizational commitment (ORC) has a mean score of 4.5055 with a standard deviation of 0.5832, indicating that, on average, employees report high levels of commitment with relatively low variability. The minimum value of 1.0000 suggests some instances of low commitment, while the maximum value of 5.0000 indicates the highest possible level of commitment. The negative skewness (-4.1519) indicates a leftward skew, meaning most employees report high commitment levels. The high kurtosis (20.8232) suggests a peaked distribution with more extreme values than a normal distribution. Workload stress (WLS) has a mean score of 4.7055 and a standard deviation of 0.6060, suggesting that employees generally perceive high levels of workload stress with some variability. The negative skewness (-4.6291) and high kurtosis (23.3848) indicate a distribution heavily skewed towards higher stress levels with a sharp peak. Work-life balance stress (WLBS) has a mean of 4.4923 and a lower standard deviation of 0.4887, reflecting those employees generally perceive high work-life balance stress with less variability. The negative skewness (-4.8090) and high kurtosis (24.5769) show a distribution skewed towards high stress levels, with extreme values indicating that many employees experience substantial stress balancing work and personal life. Job security stress (JSS) shows a mean of 4.5692 with a standard deviation of 0.5984, indicating that concerns about job security are common and varied among employees. The negative skewness (-2.7877) and kurtosis (12.2939) suggest a less extreme, but still skewed and peaked distribution towards higher stress levels. Job control stress (JCS) has a mean of 4.5185 and a standard deviation of 0.5779, indicating moderate variability in the perceived lack of control over job tasks. The negative skewness (-3.4255) and high kurtosis (15.8219) again suggest a skewed distribution with a peak towards higher stress levels. Overall, these statistics indicate that the employees in the study perceive high levels of organizational stress across various dimensions, which may have significant implications for their organizational commitment.

Table 1 Descriptive statistics

Variable	Mean	Std. Dev.	Min	Max	Skewness	Kurtosis
ORC	4.5055	0.5832	1.0000	5.0000	-4.1519	20.8232
WLS	4.7055	0.6060	1.0000	5.0000	-4.6291	23.3848
WLBS	4.4923	0.4887	1.0000	5.0000	-4.8090	24.5769
JSS	4.5692	0.5984	1.0000	5.0000	-2.7877	12.2939
JCS	4.5185	0.5779	1.0000	5.0000	-3.4255	15.8219

Source: Author, 2024.

The item analysis in Table 2 indicates that all variables - organizational commitment (ORC), workload stress (WLS), work-life balance stress (WLBS), job security stress (JSS), and job control stress (JCS) exhibit high item-test and item-rest correlations, suggesting that each variable is strongly correlated with the overall test and the other items. Specifically, WLS shows the highest item-test (0.9894) and item-rest (0.9824) correlations, indicating a particularly strong relationship with the overall construct being measured. The average interitem covariance is relatively low, ranging from 0.2637 to 0.2972, implying that while the items are related, they do not excessively overlap. The Cronbach's Alpha values are all above 0.95, with the test scale achieving an Alpha of 0.9699, indicating internal consistency and reliability of the scale. This suggests that the measures of organizational stress are reliable and consistently contribute to understanding organizational commitment within the studied population.

Table 2 Reliability Result

Item	item-test correlation	item-rest correlation	average interitem covariance	Alpha
ORC	0.9718	0.9546	0.2741	0.9559
WLS	0.9894	0.9824	0.2637	0.9513
WLBS	0.9779	0.9672	0.2972	0.9576
JSS	0.8933	0.8312	0.2916	0.9761
JCS	0.9087	0.8572	0.2918	0.9714
Test Scale			0.2836	0.9699

Source: Author, 2024.

The interitem covariance matrix in Table 3 indicates the extent to which each pair of variables covaries, reflecting how changes in one variable are associated with changes in another. Organizational commitment (ORC) has the highest covariance with workload stress (WLS) at 0.3380, suggesting that as workload stress varies, organizational commitment similarly fluctuates. The covariance between ORC and work-life balance stress (WLBS) is 0.2701, while its covariance with job security stress (JSS) and job control stress (JCS) are 0.2925 and 0.2918 respectively, indicating moderate relationships between these stressors and organizational commitment. Among the stress variables, WLS shows a significant covariance with JSS (0.3142) and JCS (0.3118), indicating that changes in workload stress are strongly associated with changes in job security and job control stress. WLBS has lower covariances with JSS (0.2457) and JCS (0.2476), suggesting weaker but still present associations. The covariance between JSS and JCS is 0.2350, showing a moderate relationship between job

security and job control stress. Overall, these covariances highlight the interconnected nature of stress variables and their collective impact on organizational commitment, reflecting a nuanced interplay where variations in one stressor are mirrored by changes in others.

Table 3 Interitem Covariances

	ORC	WLS	WLBS	JSS	JCS
ORC	0.3402				
WLS	0.3380	0.3673			
WLBS	0.2701	0.2901	0.2389		
JSS	0.2925	0.3142	0.2457	0.3581	
JCS	0.2918	0.3118	0.2476	0.2350	0.3341

Source: Author, 2024.

Table 4 presents the regression analysis of the study's constructs. In Table 4, workload stress has a positive and statistically significant coefficient ($\beta = 0.4955$, $p = 0.001$), indicating that as workload stress increases, organizational commitment also increases. The t-statistic of 3.34 suggests that this relationship is strong and significant. Therefore, the stated null hypothesis is rejected and the alternate hypothesis accepted. This result may seem counterintuitive, but it could imply that employees who experience higher workload stress may feel a greater sense of duty or involvement in their roles, potentially enhancing their commitment to the organization. Work-life balance stress also shows a positive and statistically significant relationship with organizational commitment ($\beta = 0.3368$, $p = 0.027$). With a t-statistic of 2.24, this indicates that higher work-life balance stress is associated with higher organizational commitment. This result led to the rejection of the stated null hypothesis and the acceptance of the alternate hypothesis. This finding suggests that employees who struggle to balance work and personal life may still exhibit strong commitment to their organization, possibly due to a perceived obligation or the importance of their work roles. Job security stress has a positive coefficient ($\beta = 0.0837$), but it is not statistically significant ($p = 0.125$). Thus, the null hypothesis is accepted. The t-statistic of 1.54 indicates that the relationship between job security stress and organizational commitment is weak and not significant at the 0.05 level. This suggests that concerns about job security do not significantly impact the level of commitment employees have towards their organization in this study. Job control stress has a positive coefficient ($\beta = 0.1024$) and approaches statistical significance ($p = 0.097$). With a t-statistic of 1.67, this variable indicates that there is a trend suggesting that as job control stress increases, organizational commitment might increase, but the relationship is not strong enough to be considered statistically significant at the 0.05 level. Therefore, the null hypothesis is

accepted. This could imply that employees with higher job control stress might still show some level of commitment due to factors not fully captured in this model. The model R-squared value of 0.9197 and adjusted R-squared value of 0.9171 indicate that the independent variables collectively explain a very high proportion of the variance in organizational commitment. The high F-statistic (357.97) and the p-value (0.0000) for the overall model suggest that the predictors are collectively significant in explaining the variations in organizational commitment among employees in industrial firms in Nigeria.

Table 4 Regression analysis

Dependent Variable: Organizational Commitment (ORC)					
Variables	Symbol	Coefficient	Std. Err	t-Statistics	Sig.
Constant	_CONS	-0.1851	0.1732	-1.07	0.287
Workload Stress	WLS	0.4955	0.1485	3.34	0.001
Work-Life Balance Stress	WLBS	0.3368	0.1503	2.24	0.027
Job Security Stress	JSS	0.0837	0.0542	1.54	0.125
Job Control Stress	JCS	0.1024	0.0614	1.67	0.097
F(4, 125)				357.97	
(Prob > F)				0.0000	
R-squared				0.9197	
Adj R-squared				0.9171	

Source: Author, 2024

3.1 Discussion of findings

The findings of the study reveal interesting insights into the relationship between different forms of organizational stress and organizational commitment in industrial firms in Nigeria. Workload stress was found to have a significant positive relationship with organizational commitment. The significant positive relationship between workload stress (WLS) and organizational commitment (ORC) ($\beta = 0.4955$, $p = 0.001$) suggests that employees experiencing higher workload stress may feel more committed to their organizations. This aligns with the findings of Christy and Priartini (2019), who also reported a positive contribution of workload to job stress, which indirectly affected organizational commitment through job stress (Christy & Priartini, 2019). This finding is also in line with the findings of Suryanthini et al. (2020), Andiani et al (2021) who found that job related stress has a positive and significant effect on organizational commitment. However, this result contradicts the generally accepted view that high workload stress negatively impacts organizational commitment, as suggested by Morrisette and Kisamore (2020) who found that role overload typically reduces affective commitment.

Work-life balance stress (WLBS) also showed a positive and significant effect on organizational commitment ($\beta = 0.3368$, $p = 0.027$). This finding indicates that despite the stress associated with balancing work and personal life, employees may still maintain a high level of commitment to their organization. This can be attributed to the perceived importance of their roles and a sense of duty. This finding is supported by the work of Pooja et al. (2016), who found that organizational commitment can mitigate the negative effects of work-life balance stress on job performance and organizational citizenship behaviors.

Job security stress (JSS) was not found to be significantly related to organizational commitment ($\beta = 0.0837$, $p = 0.125$), indicating that concerns about job security may not significantly influence the level of commitment employees have towards their organization in this context. This is in line with the findings of Fitria and Hardiansyah (2022), who observed that job security concerns did not significantly affect organizational commitment among cigarette industry workers.

Job control stress (JCS), while positively correlated with organizational commitment ($\beta = 0.1024$), was not statistically significant ($p = 0.097$). This suggests that while having more control over job tasks might relate to higher organizational commitment, this relationship is not strong enough to be deemed significant in this study. This finding resonates with the study by Green et al. (2016), who found that organizational stress, including job control issues, moderated the relationship between adaptability and organizational commitment.

Overall, the result of this study showed that organizational stress has a substantial positive effect on organizational commitment. Appropriate stress makes one wise, happy, and healthy by assisting in overcoming obstacles in daily life and inspiring one to achieve set objectives. A healthy life requires a healthy level of stress. Stressful circumstances might better prepare us for upcoming duties, which is one way that stress can be advantageous in the job. Employee commitment to the company and performance are both improved by this. This is in line with studies carried out by researchers such as Andiani et al. (2021), Ateş and İhtiyaroğlu (2019), Andiani et al (2021) and Suryanthini et al. (2020). Some novel situations at work can provide employees with exciting challenges. For instance, a promotion to a new position might cause positive stress for an employee. Employees may be nervous about their new tasks, but they also eagerly await the challenges, incentives, and excitement that come with them. In this case, the employees experience positive stress due to their new and uncertain work position. When their jobs do not offer challenges that will force them to use all of their abilities, talents, and potential to produce outcomes, employees may find it difficult to feel attached to (committed to) their company. Some workers find it uninteresting to perform tasks or obligations that are not

challenging, and it may have an impact on their degree of commitment. This is because many workers have a strong work ethic and constantly want to be involved in their profession, even if it is difficult or interferes with their personal commitments.

Conclusion

The study reveals nuanced insights into the interplay between organizational stress and commitment among employees in industrial firms in Nigeria. The findings demonstrate that workload stress and work-life balance stress positively correlate with organizational commitment, suggesting that employees who experience higher levels of these stressors may still maintain or even increase their commitment to their organizations. This counterintuitive result could be due to a heightened sense of responsibility or the intrinsic value employees place on their work roles. In contrast, job security stress and job control stress were not significantly associated with organizational commitment, indicating that concerns over job stability and control over work tasks may not substantially impact employees' dedication to their organization. The finding of this study showed that organizational stress has a positive relationship with organizational commitment. Therefore, it can be concluded that the stress experienced by the employees of the selected industrial goods companies used in this study is a positive stress. However, it is recommended based on this finding that organizations (industrial goods firms in particular) should formulate and implement strategies/programs (like flexible work arrangement, good employee perk, recognition and benefits, health and wellness initiatives, job stability) intended to provide more support for the employees to carry out their responsibilities/task without experiencing any form of difficulties/challenge that will later result to a negative stress. This will help in sustaining and enhancing the commitment level of employees.

Limitations and Suggestion for further studies

This study was conducted to investigate the relationship between organizational stress and organizational commitment, but the sample size was relatively small. Therefore, more research on organizational stress and organizational commitment should be conducted on a larger population and sample size because making decisions based on small populations and samples can result in inaccurate inferential statistics and conclusions. The study only focused on organizational stress and organizational commitment. Future studies should include a mediating or moderating variable on the link between organizational stress and organizational commitment in industrial goods companies in Nigeria. Additionally, research can be done in

other sectors of the economy, such manufacturing, banking, educational and service sector in order to provide more empirical studies highlighting the positive effect of organizational stress on organizational commitment.

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