

Relationship Between Job Stressors and Organizational Change Among Academic Staff at Universiti Teknologi Mara (UiTM) Cawangan Kelantan

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Abstract

Change usually occurs when an organization replaces its management, technological change or product diversification, et cetera. However, organizational change can increase work stress levels, and employees need to cope with new and old stressors. This research emphasizes the factors of job stressors, such as role overload, role ambiguity, unprofitability, poor peer-relation, and strenuous working conditions. The purpose of this research was to identify the relationship between job stressors and organizational change among academic staff at Universiti Teknologi MARA (UiTM) Cawangan Kelantan (Machang Campus) and to identify the most affected job stressor during the organizational change. The research was non-experimental which was categorized by correlation. Quantitative data was collected using a questionnaire contained three separate sections and was distributed to 155 academic staff at UiTM Cawangan Kelantan (Machang Campus). The reliability analysis was conducted and the Cronbach Alpha value ranged from 0.529 to 0.852. Pearson Correlation was used to examine the relationship between job stressors and organizational change, and it was found that all variables of job stressors had a significant relationship with organizational change except for unprofitability. It was also found that the most affected job

stressor during organizational change was poor peer-relation. The researchers hope that this study would educate employees regarding factors affecting job stressors towards organizational change.

Keywords: Organizational change, role overload, role ambiguity, unprofitability, poor peer-relation, strenuous working conditions.

1. Introduction

1.1 Background of the study

Since the world had been hit by COVID-19 pandemic, it had affected how human deals with their daily life. They incapable to spend their life as a freedom man because the virus can easily infected the human. All their daily activities had been changed such as going to work, shopping, recreation park and learning at school. This current situation also had give an impact to education system. The teaching methodology and pedgogy of the course curriculum of the higher education has been change since the pandemic where the lectures and students need to embrace new method of learning. The face to face classroom is not practical during pandemic situation whereas replaced with virtual classroom. Unprecedented changes in the workplace, global competitiveness, and the privatisation of higher education institutions have posed numerous obstacles to the teaching profession, which can quickly become stressful. A sensation of emotional or physical tension has been defined as stress (Anggreyani & Satrya, 2020). It is the body's response to challenges or pressures that are beyond an individual's capacity to handle. Work is an important component of our everyday lives that causes a lot of stress. Stress can be beneficial since it keeps us attentive, driven, and invigorated. When a person is faced with long-term obstacles with no rest or relaxation, stress develops (Jacob, Mathur & Pathak, 2020).

This can have detrimental effects on a person's health as well as reduces his performance. Due to the competing nature of the job environment, globally, most people concentrate their time on job-related work purposes and appear to ignore the stressors affecting their work and lives. Generally, people are more concerned about the outcome of their work that can even influence how they treat other people and communicate with their colleagues and clients. For instance, people with a higher percentage of occupational stress may not be satisfied with their job, and therefore, they will not feel happy working in their company. They may feel frustrated or "burned out" when they are having problems with colleagues or clients. It may lead to a negative impact on the organization. For this reason, it is very essential for employers and employees to realize the stress and the stressors that cause all the bad effects.

The number of universities in Malaysia has increased hugely over the past few years. Due to the increasing number, academic staff may face more problems in their job as the management faces competitive pressure from other universities. Most universities are now setting new goals to compete with other universities, and the academic staff are also involved in the process. This may cause the university academic staff to face a lot of stress. Consequently, it may affect their satisfaction and even their physical or mental health. Higher education institutions nowadays face multidimensional changes that not only challenge their conventional ways, but also affect their mandates, authority, and organizational structures (Malik, Bjorkqvist, & Osterman, 2017). The stress-free working conditions that once existed within the work environment of higher education institutions have disappeared. Academic staff and other employees now experience more job constraints, which can expose them to stress and burnout (Jacob, Mathur & Pathak,

2020).

Job stress and organizational change are now widely accepted as major issues in organizational development. The occupational diversities and changes, like the changes in organization, payment, changes in the salary, optimization of occupation, decline or the boost of human forces, including social shifts and changes, can relate to those issues that can trigger excessive pressure on the people's attitude, thus contribute to increase in panic, anxiety, and worry (Robbins, 2008). Change can be defined as any alteration occurring in the work environment that affects how employees work. The literature on organizational change suggests that stress and resistance are two immediate and natural reactions to organizational change. The change process may be perceived as a difficult task in some organizations, including higher education institutions.

According to Kassim, Ismail, Yusoff, and Ismail (2019), academic staff experiencing recent or current change were more than twice as likely to report chronic work stress compared with employees who reported no recent, current, or anticipated change (55% vs. 22%), and more than four times as likely to report experiencing physical health symptoms at work (34% vs. 8%). A review of the literature reveals that no systematic and comprehensive study has been conducted at Universiti Teknologi MARA (UiTM) Cawangan Kelantan to assess the impact of job stressors on organizational change. Therefore, this study aims to identify the most affected job stressor during organizational change at UiTM Cawangan Kelantan so that the academic staff can be well prepared when facing organizational change. Academic staff were selected because they have been consistently identified as a group experiencing high stress at the workplace (Shrivastava, 2020).

2. Literature Review

2.1 Organizational Change

Organizational change is an integral part of today's working life and can be viewed as a critical life event, which has potential negative outcomes on employees. Indeed, employees are likely to experience uncertainty over the nature of their job and new work environment and insecurity over their careers. Numerous studies have found that structural changes within organizations create a range of work-related stressors, such as role ambiguity, increased job demands (long hours, increased workload, and pressure), lowered control, as well as changes in opportunities for social support from supervisors (less manager availability, lack of guidance and recognition). These factors may, in turn, lead to increased levels of psychological stress, less job satisfaction, declining levels of organizational commitment, and detrimental effects on individual health (Palumbo & Manna, 2020).

The nature of a job is a prime potential source of strain. Raza, Khan, and Mujtaba (2018) include role overload, unprofitability, poor peer-relation, strenuous working conditions, and role ambiguity as items to measure one element, psychological demands. Many change initiatives affect these factors since they are intentionally directed at achieving productivity gains through freezes on hiring, layoffs, or other forms of cost control. In an analysis of empirical research into the prevention of stress, Raza et al. (2018) refer to five case studies where organizational change was the context. An increase in role overload has been found to cause strain when it is anticipated or experienced, as Smollan (2017) found in his study of supporting staff. When organizational members believe they have little control over work outcomes, including change

outcomes, strain develops, as surveys in public sector organizations have shown (Palumbo & Manna, 2020). It is partly because of potentially negative tangible outcomes, such as increased overload, strenuous working conditions, and layoffs, but also because of unprofitability, such as lower status, lack of participation in decision-making, and deficient organizational support (Ramli, 2019). Poor peer-relation with organizational management and individual supervisors has been shown to contribute to stressful experiences in change contexts (Ramli, 2019).

Any change over is stressful. As a result, in today's world, "work life" has perhaps become the most important component of one's existence because people keep themselves engrossed in some job where they spend more time than they do anything else except sleeping. Those who work in any business or organisation may experience anxiety and apprehensions as a result of a variety of unpleasant, stressful, and threatening work situations. As a result, it's increasingly vital to research the phenomena of stress in general, and job stress in particular, in order to detect workplace stressors. It's because stressors can be caused by resistance to change. Organizational research has a long history of studying occupational stress. (Bliese, Edwards, & Sonnentag, 2017). Based on a previous study conducted by Bliese et al. (2017), long work hours and physical demands have smaller effect sizes than other forms of stressors, indicating that job stresses are linked to poor well-being.

Role overload is a state in which the work responsibility given to a person needs more time and resources than is available to him. Previous studies have indicated that task overload has a huge effect on work stress (Monika & Sher, Singh Bhakar, 2018). Verburch (2017) has discovered a correlation between job overload and work stress because when working, workers who perceive more tasks feel more stressed. According to Smollan (2017), organizational change can intensify pre-existing levels of job stress, and employees must deal with it. He also points out that the change process involves additional work for some employees that create more stress for them. This statement is supported by Singh & Singh (2020), who mention that workers of a company experiencing change may encounter increased levels of occupational stress if they have not adapted to the demands made by the change.

Role ambiguity is a state in which a person has inadequate information to perform his role (information about work objectives, scope and responsibility of the job, expectation of significant others, and scope of jurisdiction and authorities). Role ambiguity as a form of stress may lead to many negative consequences and detrimental outcomes for employees and their organizations (Andersen, 2017). It has been empirically proven that role ambiguity is negatively related to employee job satisfaction (Kadir, Kamariah, & Salleh, 2017), job performance (Al Malki & Juan, 2018), and is positively related to organizational change (Jan & Veronika, 2017) and burnout (Wu, Hu & Zheng, 2019).

Strenuous working conditions can cause a lack of comfort and safety on the job. Interactions between the worker and the conditions of the work can cause job stress. It can include factors such as long work hours and an employee's status in the organization. A previous study done by Ali and Miralam (2019) found that a negative association between strenuous working conditions and performance affects the performance of bank employees. Meanwhile, Priya and Soni (2017) attempted to explore the relationships between strenuous working conditions and organizational change and concluded that organizational change is affected by strenuous working conditions.

Unprofitability refers to poor compensation and reward for the work done. Ardiani, Taufiq, and Mandasari (2018) studied the impact of job stress on organizational change in higher education institutions in different districts in Indonesia. Data were collected from 450 educators

and tabulated and analyzed by standard multiple regression analysis. The results revealed that personal responsibility, intrinsic impoverishment, low status, and unprofitability are the dimensions of job stress and are found as real predictors of organizational change.

Poor peer-relation is a situation in which co-worker relationships are characterized by a lack of trust, support, and interest in listening to and trying to solve problems that each other is facing. A study conducted by Abugre (2017) revealed that poor peer-relation negatively impacts organizational change but is positively related to intention to leave.

2.2 Role Link between Job Stressors and Organizational Change

Several studies have tried to determine the link between stress and organizational change. Organizational change and job stress are the two main focuses in human resource management research. According to Ardiani et al. (2018), organizational change has a significant relationship with job stress. In another study, Abugre (2017) states that organizational factors such as workload and working conditions are negatively related to organizational change. Moreover, Ali and Miralam (2019) emphasize that job stressors are predictive of organizational change and greater propensity to leave the organization. Kadir et al. (2017) found that some occupations have worse than average scores on factors like physical health, psychological well-being, and job satisfaction. The relationship between variables can be very important to academicians. If a definite link exists between two variables, it could be possible for an academician to provide intervention in order to increase the level of one of the variables in the hope that the intervention will also improve the other variable (Ali & Miralam, 2019). In this study, we would like to examine what extent of interrelation between the job stress and organizational change among university academic staff setting in UiTM Kelantan.

2.3 Underpinning Theory

The Transactional stress model by Lazarus (2000) has been used as the basis for many studies investigating stress in the workplace. In this context, stress is defined as a negative effect resulting from working as a teacher (Troesch & Bauer, 2017), especially when the situations and demands are perceived as potentially exceeding the individual's abilities to cope, for instance, when any changes happen in their organization (Ghafoor & Haar, 2021). The appraisal of work stressors is determined by the academician's characteristics, previous experiences, and environmental factors such as available coping resources and workload (Isa, 2021). Thus, the demands of a teaching position can be perceived as burdensome or merely challenging, depending on contextual factors and social and personal resources. High stress and strain are linked to reluctance to change and can damage job performance (Isa, 2021), and if they persist for a long time, they can lead to burnout (Rosnah & Am, 2017). Besides, job stress also affects academicians' well-being and effectiveness (Jamal, Chaudhry, Mahmood, Siddique, & Ashraf, 2020).

2.4 Research Hypotheses and Framework

Figure 1 shows the conceptual framework of this study which includes the independence variables and dependent variable. It consists of the independent variables of the left side of the framework whereas on the right side was dependent variable. These variables area depending on

the finding in the literature review which had been presented in earlier part of this study. The independent variables for this study are the Job stressors where's contain few elements which are role overload, role ambiguity, unprofitability, poor peer-relation and strenuous working condition. These independents variables will affect the dependent variable which is organizational change. This study aims to study the relationship between job stressor and organizational change among Academic Staff at UiTM Cawangan Kelantan.

- H1: There is a relationship between role overload and organizational change.
- H2: There is a relationship between role ambiguity and organizational change.
- H3: There is a relationship between unprofitability and organizational change.
- H4: There is a relationship between poor peer-relation and organizational change.
- H5: There is a relationship between strenuous working conditions and organizational change.

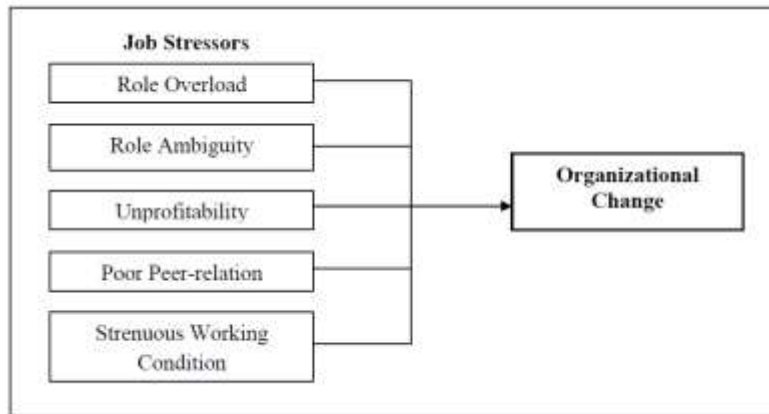


Figure 1: Conceptual Framework on the relationship between Job Stressors and Organizational Change (Prasad & Ahmad, 2021)

3. Research Methodology

This study was conducted at MARA University of Technology Kelantan (Machang Branch) with 252 academic staff. The information about the academic staff was obtained from UiTM official website and from the administrative staff. Krejcie and Morgan table was utilized as the reference in determining the sample size of this study. Based on the table, a sample size of 155 academic staff was extracted from a population of 252. Stratified random sampling was used to collect the data from the targeted respondents. Sharma (2017) claimed that stratified random sampling was a form of sampling involving dividing a population into smaller classes referred to as strata, categorized with the common characteristics or attributes of group members. For data collection, an instrument in form of questionnaires consisting of 47 items was used to measure both the organizational change and job stressors among the academic staff of MARA University of Technology Kelantan (Machang Branch). The instrument comprises three section, section A described the demographic background of the respondent, section B was on the organizational change while section C discussed regarding the job stressors. The construction of both section B and C were in the Likert-type scales with the values of 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, and 1=Strongly Disagree. The instruments were distributed to the academic staff according to their specific faculty and an allocation of two weeks of time was given for them to

complete the survey. The tool used by researcher to analyze the data collected is Statistical Package for Social Science (SPSS) version 20. The researcher will use this tool because the type of this researcher is a structured questionnaire. The SPSS also purposely uses to provide broad range of capabilities for the entire analytical process. Landau and Everitt (2003) stated that SPSS have a capability to analyze a descriptive statistics and correlation will be used to portray and to explain the analysis, which include percentage, frequencies, mean, median and mode. In addition, SPSS tools software capable to support and present with the illustration of tables, graphs and pie charts. The validity and the reliability of the instrument was carried out by the experts in Universiti Teknologi MARA Cawangan Kelantan. In terms of the content validity, the questionnaire was validated by Madam Intan Nurul Ain Mohd Firdaus Kozako, Encik Muhammad Ammar Haidar Ishak and Dr Ayu Kamareenna Abdullah Thani from the Faculty of Business and Management. The questionnaire was also validated in terms of the English language by Madam Anum Mustapha from the Akademi Pengajian Bahasa Universiti Teknologi MARA Cawangan Kelantan. In the highlight of the research design for this study, the researcher utilized the non-experimental research which includes descriptive, historical, correlational and quantitative. As stated by Rahi (2017), out of the many research method classification, quantitative and qualitative research method were the most frequently chosen. Hence, this research incorporates the quantitative research. According to Inaam Akhtar (2016), quantitative research refers to a method utilized in obtaining data by using questions that is open-ended. Quantitative research nurtures not only “what” the people thinks but also “how” they arrive at those particular opinions and “why” they have that kind of mindset. Besides that, a correlational study was selected for this research. According to Salkind (2018), correlational study aims in indicating how two or more items were related to each other, the similar things they might share or how well one or more input best predict an output.

4. Results and Discussion

4.1 Normality Analysis

Survey data were analyzed by using IBM Statistical Packaged for the Social Science (SPSS) version 22 software. 100% return rate was recorded, and the normality test was carried out. Normality can be evaluated by using skewness value to determine whether a data set is well-modelled by a normal distribution or not. The measures for all data are in the range between -0.081 to 0.592. Therefore, this result shows that the samples were normally distributed. According to George and Mallery (2018) stated that the value between -2 and +2 are acceptable and considered as a normal. Table 1 shows the result of the normality analysis.

Table 1: Normality Analysis

Variable	Skewness
Organizational Change	0.592
Role Overload	-0.081
Role Ambiguity	0.319
Unprofitability	0.152
Poor peer-relation	0.408
Strenuous working conditions	0.345

4.2 Reliability Analysis

Reliability is commonly performed to measure the internal consistency of the items. It occurs when a test measures the same thing more than once and produces the same results (Salkind, 2017). According to Alghamdi (2017), reliability analysis refers to the degree to which an instrument yields consistent results. This analysis consists of internal consistency, test-retest, and inter-rater reliability. In this study, Cronbach’s Alpha was used to determine the reliability of the questionnaire. The Reliability Table based on Hinton (2004) is shown in Table 2 below.

Table 2: Reliability Table (Hinton, 2004)

Coefficient of Cronbach’s Alpha	Reliability Level
More than 0.90	Excellent
0.70 – 0.90	High
0.50-0.70	Moderate
Less than 0.50	Low

The 47 questionnaire items were tested using the reliability analysis and the results are tabulated in Table 3. The results indicated that all of the items were reliable as Cronbach’s Alpha value ranged from 0.529 to 0.852. These results were consistent with Hinton and Murray (2017), and some of the results were consistent with Samadara and Fanggidae (2020), who state that a scale with a reliability of 0.5 to 0.75 is generally accepted as moderately reliable. Organizational change and role overload recorded a very strong reliability level, unprofitability recorded strong reliability, while the remaining three (role ambiguity, poor peer-relation, and strenuous working conditions) respectively recorded a moderate reliability level.

Table 3: Reliability Analysis

Variable	Number of Items (N)	Cronbach’s Alpha	Description
Organizational change	27	0.852	Very strong
Role Overload	6	0.846	Very strong
Role ambiguity	4	0.595	Moderate
Unprofitability	2	0.604	Strong
Poor peer-relation	4	0.529	Moderate
Strenuous working conditions	4	0.589	Moderate

4.3 Pearson Correlation Analysis

The Pearson Correlation (r) was used to determine the strength and directions of the relationship for the variables used in the study. Meanwhile, the sig (2-tailed) or p was used to determine whether both variables had a relationship or not. According to Salkind (2017), if (p) is more than 0.05, there is no significant relationship between independent and dependent variables, and if (p) is less than 0.05, there is a significant positive relationship between independent and dependent variables. Table 4 shows the strength of the relationship between both variables by using the guidelines from Salkind (2017).

Table 4: Interpreting the Pearson Correlation Coefficient by using Eyeball Method

Correlations between (r)	Description
0.8 and 1.0	Very Strong
0.6 and 0.8	Strong
0.4 and 0.6	Moderate
0.2 and 0.4	Weak
0 and 0.2	Very Weak

A Pearson Correlation Analysis was conducted to investigate any relationship that might exist between the independent variable (Job Stressors) and the dependent variable (Organizational Change). From Table 5, it was found that role overload had a positive and weak significant relationship with organizational change ($p = .002$, $r = .250$), role ambiguity had a positive and a weak significant relationship with organizational change ($p = .004$, $r = .228$), poor peer-relation had a positive and a weak significant relationship with organizational change ($p = .002$, $r = 0.247$) and finally, strenuous working conditions had a positive and a weak significant relationship with organizational change ($p = .000$, $r = 0.348$). Therefore, hypotheses 1, 2, 4, and 5 were supported. It was also discovered that unprofitability had no significant relationship with Organizational Change ($p = .122$, $r = -.125$), thus rejecting the proposed hypothesis.

Table 5: Pearson Correlation Analysis

Relationship	R Values	P Values
Organizational Change*Role overload	0.250**	0.002
Organizational Change*Role ambiguity	0.228**	0.004
Organizational Change*Unprofitability	-0.125	0.122
Organizational Change*Poor peer-relation	0.247**	0.002
Organizational change*Strenuous working conditions	0.348**	0.001

**Correlation is significant at the level of 0.01 (2-tailed)

This result indicated that the respondents agreed that their role increased and became overload when there were changes in the organization. This is due to the rapid changes of technology, especially in the working sectors, which demands the academic staff to shift into e-learning or digital platform. By learning new things as an addition to the existing tasks, this serves as a burden to the employees. The result of this study is in accordance with King-White and Rogers’ (2018) study that revealed there is a significant relationship between role overload and organizational changes. According to King-White and Roger (2018), the growing workload and number of tasks expected to be performed had been the main source of stress for academic staff at South Africa University. A study conducted by Soetan and Popoola (2018) also indicated a definite relationship between role overload and organizational changes. Besides that, the result showed that role ambiguity also took place whenever organizational changes occurred. Presently, role ambiguity occurs due to the current Covid-19 pandemic, in which employees, unfortunately, do not receive any clear information regarding the work they are supposed to perform since there are unplanned changes made by the organization. The result of this study also indicated that there was a significant relationship between role overload and organizational changes. This finding is in line with Soetan’s (2018) study, which found that role conflict and role ambiguity independently affect certain dimensions of attitudes towards organizational changes, which to some extent, is consistent with previous research.

Meanwhile, unprofitability did not have a significant impact on organizational changes. The result contradicts a study by Shrivastava (2020), who found that there is a significant relationship between unprofitability and organizational change. However, according to Hoang

(2020), there is no data available to explain the effects of the Covid-19 pandemic on teachers' salary or retention. This means that when changes occur in the organization, the teachers' profitability is not affected. Hence, it can be concluded that unprofitability is not an issue for organizational change for the academic staff at UiTM Cawangan Kelantan because their profitability maintains the same before and after the organizational change. Apart from that, poor peer-relation had an impact when organizational changes occurred. This is supported by a previous study conducted by Fortin, Cropanzano, Cugueró-Escofet, Nadisic, and Van Wagoner (2020) who stated that supervisor and peer relation and the number of dependent and younger employees have a positive and significant relationship to readiness for change. Due to the current situation, academic staff have low motivation because they interact with their subordinates less since the government has announced that during the Covid-19 pandemic, they can work from home and use e-learning or digital platform.

Finally, the result showed that strenuous working conditions were also affected when organizational changes occurred. It is due to the current situation where most teachers have a problem with low internet connectivity. Also, since they work from home, the teachers are concerned about their housing conditions, leading to strenuous working conditions and low motivation. Organizational change contributes to increased differentiation of working conditions, as different types of changes congregate in specific areas of the labor market and affects employees differently. This finding has a similar result to a previous study conducted by Klapproth, Federkeil, Heinschke, and Jungmann (2020), which revealed that the longer teachers work from home, the more likely they are to apply functional strategies.

4.4 Multiple Regression Analysis

Findings from the regression analysis between job stressors and organizational change are tabulated in Table 6. As shown in Table 5, the R Square value was .188, which explained 18% of the variance in organizational change. The recorded value of Durbin Watson was 1.927 and fell between the ranges of 1.5 to 2, thus meeting the assumption for multivariate correlation analysis. It was also discovered that poor peer-relation was the most affected job stressor during organizational change ($\beta=.269$, $p<.001$). This was followed by strenuous working conditions ($\beta=.205$, $p<.001$), role overload ($\beta=.081$, $p<.001$), and role ambiguity with ($\beta=-.039$, $p<.001$). It was found that unprofitability was not significantly affected during organizational change ($\beta=-.064$, $p>.001$). Apart from that, collinearity statistics showed the value of $VIF<10$, $Tolerance<1$, indicating no issues related to collinearity. The results revealed that poor peer-relation, strenuous working conditions, role overload, and role ambiguity were affected during organizational change, and poor peer-relation was the most affected. In this regard, the second research objective was fulfilled.

Table 6: Multiple Regression Analysis

Independent variables	Standardized Coefficients Beta	Collinearity Statistics	
		Tolerance	VIF
Poor Peer-relation	.269	.826	1.210
Strenuous WorkingConditions	.205	.478	2.094
Role Overload	.081	.474	2.110
Role Ambiguity	-.039	.482	2.076
Unprofitability	-.064	.976	1.024
R Square	.188		
F	6.916		
Sig. F Value	.000		
Durbin Watson	1.927		

5. Recommendations

This study indicates that the dimension of job stressors is associated with organizational change except for unprofitability, where there is no significant relationship with dependent variable among academicians in UiTM Cawangan Kelantan (Machang Campus). Therefore, this study recommends that academicians should know about job stressors and their impacts. It will enable them to take appropriate measures to minimize those stressors and to design and redesign their jobs (Hayajneh, Suifan, Obeidat, Abuhashesh, Alshurideh, & Masa'deh, 2021). Another suggestion is to improve communication between university management and academicians to revise stressors intrinsic to the job, such as the burden of teaching and research and refine the organizational structure and climate, the role of academicians, career development, and academician relationship conflicts in universities, to reduce the risk of job stress and burnout (Lee, Sharif, Scandura, & Kim, 2017). This study also recommends Ministry of Higher Education update its existing repertoire to effectively design and frame policy in maximizing the satisfaction level of the academicians. Subsequently, further research should examine the effectiveness of those interventions for reducing job stress and burnout among academicians. Besides, further studies could explore stressors at different points in time, in different national contexts and in private and public organizations. Further, the cross-sectional research design adopted in the present study, as opposed to a longitudinal or experimental methodology, does not allow affirmative causal explanations. Future studies would profit from additional measures to cross-validate findings of the relationships among workplace stress (e.g., electrophysiological measures of stress), organizational commitment (e.g., absenteeism, turnover, etc.), and organizational change.

6. Practical Implications

Leaders of public sector organizations need to be aware of the negative effects of stress caused by organizational change and create cultures, strategies and practices that reduce the stress.

7. Conclusion

Each job stressor has its own way of being affected during the change initiatives by an organization. Learning about job stressors can further enhance the workers' readiness to accept changes. There are many ways in which UiTM Cawangan Kelantan (Machang Campus) can nurture a positive work environment. Buddy systems, employee assistance programs, mentoring programs and employee-friendly work practices are some of the many organizational activities that can transform an ordinary workplace into an extraordinary place for employees. The management can selectively incorporate these time-tested practices to cultivate a positive work climate that benefits the UiTM Cawangan Kelantan (Machang Campus) and its academicians.

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