The impacts of psycho-organizational factors on acceptance of organizational change in the 4IR Era

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ABSTRACT

The main study question guiding this investigation is what impacts do psycho-organizational factors (self-efficacy, employee attitude towards organizational change, Leadership 4.0, and perceived organizational support) have on employee acceptance of the organizational change (EAOC) within businesses in the 4IR era? Hence, this paper evaluates the impacts of self-efficacy, employee attitude towards organizational change, Leadership 4.0, and perceived organizational support (POS) on employee acceptance of the organizational change (EAOC) within businesses in the 4IR era. The study’s sample was taken from ten (10) businesses in the Lagos and Oyo States of Nigeria. This paper applied a cross-sectional survey method, and questionnaires were randomly disseminated. However, out of the 250 questionnaires distributed, 246 were recovered, suitable for use, and analyzed with the Statistical Packages for Social Sciences (SPSS version 28). This paper showed that self-efficacy, attitudes towards organizational change, Leadership 4.0, and perceived organizational support significantly, jointly, and independently influence the sustainability of employee acceptance of organizational change within Nigeria’s work organizations in the 4IR era. Work organizations are urged to provide training and exposure to higher responsibilities via delegation of authority. This would help employees within Nigeria’s business organizations gain better self-competence and serve as proof of organizational support, leading to accepting change without much struggle. They should also ensure that employees know the need for these changes in the 4IR era. Further, the management needs to train and support employees in dealing with the challenges inspired by the 4IR. Besides, the management should adopt a leadership style, such as Leadership 4.0, for the conditions and contexts from the 4IR.

Introduction

Change is unavoidable and will continue to happen with work organizations. It adjusts to environmental and work conditions and improves organizational performance. Organizations that refuse to adapt to change will not survive the present industrial revolution, as change is necessary to sustain the success and survival of work organizations in the era of improved technological revolution, privatization policies, and globalization (Rebeka & Indradevi, 2015; Gupta, 2016). So, an organizational change could be categorized as planned, which is predicted. Whereas emergent changes are unpredictable, there is no exact intent for change (Benn et al., 2014; Aravopoulou, 2016). Acceptance of change (AOC) behavior has become essential to today’s organizational behavior concerns (Augustsson et al., 2017). Following the employees’ opposition to organizational change, managers must identify the elements influencing their resistance to these changes.

Self-efficacy is an individual’s belief that they can perform a task. It is an individual’s judgment of their capacity to perform specific tasks and their self-evaluation of competence to complete a task necessary to reach desired outcomes (Andrew & Mohankumar, 2017). Organizational change can be successfully realized when the organization’s employees are sure they have the capability,
knowledge, and skills to make the efforts successful. So, the more the employees are confident in their abilities, knowledge, and skills, the more they can handle organizational change effectively (Siddiqui, 2011). Furthermore, several factors can cause the failure of an employee to accept organizational changes, and one of the leading causes is negative employee attitude. Attitudes toward organizational change (ATOC) is an employee’s mental propensity based on evaluations of positive and negative changes. So, employees’ positive attitudes toward change can be displayed by their willingness and openness to accept change. In contrast, their negative attitudes toward change are exhibited in their resistance and doubt about change (Fugate et al., 2012). Hence, employees’ attitudes towards change will either make or inhibit their acceptance of the organizational change.

Leaders in today’s businesses need tactics for their goal achievement in the real Digital World (Venkatesh, 2020). Hence, the concept of “Leadership 4.0”, a novel leadership style, has higher enthusiasm, enablement, and obligation abilities, which impacts promising organizational performance, change, innovation, and learning in organizations from the viewpoint of the 4IR. One of the factors leaders require to achieve the necessary change and performance in the 4IR is the Leadership 4.0 style (Pienaar, 2020). In addition, the principle of organizational support claims that employees increase work satisfaction when their organizations support them. Perceived organizational support (POS) is employees’ views of how well their organizations treat them in response to their hard work. (Sufian et al., 2018). POS is the employees’ opinion that their welfare is esteemed, including two denotations. Firstly, the organization recognizes and values its actions; secondly, the employees’ consciousness that their interest is fundamental to the business (Ahmed & Nawaz, 2015; Gupta et al., 2016).

One crucial question that has not been adequately answered is, how well have Nigeria’s businesses accepted changes within the 4IR? Considering that change today is the norm, an inadequate search of the potential predictors of acceptance of organizational change poses a threat to the sustenance and success of work organizations. Therefore, there is a need to ascertain further the impacts of psycho-organizational predictors of employee acceptance of the organizational change, as there are limited investigations on these influences in Nigeria’s businesses within the 4IR era.

This investigation intends to increase the literature on the EAOC in the 4IR era and to develop an applied model to achieve and maintain it. Hence, the following research questions:

i. Does self-efficacy impact employee acceptance of organizational change within Nigeria’s businesses in the 4IR era?
ii. Will employees’ attitudes towards organizational change influence their attitude towards organizational change within Nigeria’s businesses in the 4IR era?
iii. What is the impact of Leadership 4.0 on employee acceptance of organizational change within Nigeria’s businesses in the 4IR era?
iv. Does perceive organizational support influence employee acceptance of organizational change within Nigeria’s business organizations in the 4IR era?
v. Do self-efficacy, employees’ attitudes towards organizational change, Leadership 4.0, and perceived organizational support have a joint impact on employee acceptance of organizational change within Nigeria’s business organizations in the 4IR era?
vi. What are the best ways to achieve and sustain employee acceptance of organizational change within Nigeria’s business organizations in the 4IR era?

To provide answers to the questions above, this paper applied a cross-sectional survey method, and questionnaires were randomly disseminated to get the necessary data for analysis. Data recovered and suitable for use were analyzed with the Statistical Packages for Social Sciences (SPSS version 28).

This paper is organized as follows: following the introduction part, a second part is a literature review with empirical studies that shed light on the connection between independent and dependent variables of the study. The third part introduces the background information on research and methodology. After analysis and findings of the study, the authors provide discussions and implications. Finally, this paper concludes with key points, recommendations, future research directions, and limitations.

Literature Review

This paper’s literature review explores the impacts of psycho-organizational factors (self-efficacy, employee attitude towards organizational change, Leadership 4.0, and POS) on employee acceptance of organizational change within business organizations.

Self-Efficacy and EAOC

Organizational change results from alterations in business activities and the outcome of managerial choice, opinion, and action (Daft, 2010). Hence, during stressful times, for example, an organizational change, self-efficacy remains pertinent. Berneth (2004) identifies self-efficacy as a vital factor in achieving organizational change. Self-efficacy does not only have adequate knowledge and skills about the job; it is also concerned with the degree of employee’s proficiency in handling situations in an active and continuously changing environment. Thus, if the top management makes employees conscious of respective change involvements, employees feel more confident to control or manage the change situation successfully. Otherwise, the employees will struggle with the change because they are uncertain about the capabilities needed to manage the change (Siddiqui, 2011). High self-efficacy indicates that an individual has an internal locus of control, while low self-efficacy suggests an external locus of control. Locus of control (LOC) is
how an individual responds to events or situations (Carter, 2008). In experiencing organizational change, individuals having low SE are more prone to reduce their effort or give up entirely. In contrast, high SE employees will try more to master and manage the challenge. Therefore, the higher a person’s SE, the more sureness they have in prospering in a job and accepting the changes (Siddiqui, 2011). El-Farra & Badawi (2012) noted that self-efficacy impacts employee acceptance of the organizational change. Consequently, the following is postulated:

\[ H_1: \text{Self-efficacy significantly impacts employee acceptance of organizational change within Nigeria’s businesses in the 4IR era.} \]

**ATOC and EAOC**

Employee attitude is vital in taking or refusing change, as employees remain key actors who implement new policies and changes (Fugate et al., 2012). Employees with a positive attitude toward organizational change can be depended on, not those with a negative attitude (Gupta, 2016). Nafei (2014) indicated that committed employees were more enthusiastic about putting extra effort into the organizational change project. Thus, these employees are expected to develop a more positive ATOC. Katsaros et al. (2014) further established that employees’ attitudes toward organizational change significantly influence their acceptance. Following the research on EAOC and their acceptance of these changes indicated above, this paper postulated that:

\[ H_2: \text{Employees’ attitudes towards organizational change significantly impact their AOC within Nigeria’s businesses in the 4IR era.} \]

**L4.0 and EAOC**

Tredgold (2017) noted the significance of leadership in ensuring businesses’ achievement of goals and survival. Thus, its relevancy within the 4IR cannot be exaggerated, as it requires new management approaches, leadership styles, and the progress of the recent transformations (Shamim et al., 2016). One of the factors influencing employee attitudes toward organizational change includes leadership style (Georgalis et al., 2015; Holten & Brenner, 2015). Hence, Leadership 4.0 is one of the current issues being investigated concerning the attainment of organizational change within the 4IR. Leadership 4.0 encourages innovative ideas necessary for potential business success in the 4IR era (Pienaar, 2020). Leadership 4.0 is a reactive leadership style that supports the testing and adapting of new technologies, contains exchanges, and responds to colleagues’ feedback. It also assures resources for constant learning (Dery et al., 2017; Kelly, 2018). Change leadership promotes employee acceptance of organizational change because 4.0 leaders promote it by engaging their followers, indicating their benefits, and empowering them. This action potentiates positive attitudinal responses toward organizational change (Oreg & Berson, 2019; Onyeneke & Abe, 2021). The current study has, thus, predicted the following:

\[ H_3: \text{Leadership 4.0 significantly affects employee acceptance of organizational change within Nigeria’s businesses in the 4IR era.} \]

**POS and EAOC**

In the business world, limitations are disappearing, and new competitors are evolving from several directions in the traditional industries, which are finding themselves in the process of interruption (Yeheskel & Globerson, 2020). Hence, how will this interruption, innovation, and change affect the organizational approaches and inspire the choice of pertinent influencing factors? One factor to consider is POS: the individuals’ perception that their organizations value their input, commend them and care about their welfare (Shoss et al., 2013). POS influences employee attitudes toward organizational change (Georgalis et al., 2015; Rebeka & Indradevi, 2015). El-Farra and Badawi (2012) and Giauque (2015) noted that POS increases employees’ positive attitudes toward change. Hence, employees who perceive their organization’s support are inclined to influence organizational change positively. According to a study, perceived organizational support significantly influenced employee acceptance of the change (Jabbarian & Chegini, 2016). Employees’ POS inspires positive behaviors beneficial to the organization (Cullen et al., 2014). It has also been established that POS overcomes employees’ resistance to organizational change. Hence, organizations must support the employees in shaping positive acceptance of change behavior (Khan & Hashim, 2014). POS influences employee acceptance of the change (Cullen et al., 2014). Thus, the following postulations are made:

\[ H_4: \text{POS significantly influences employee EAOC within Nigeria’s business organizations in the 4IR era.} \]

\[ H_5: \text{Self-efficacy, attitudes towards organizational change, Leadership 4.0, and perceived organizational support jointly impact employee acceptance of the organizational change within Nigeria’s businesses in the 4IR era.} \]

**Research and Methodology**

The study’s sample was obtained from ten (10) businesses in the Lagos and Oyo States of Nigeria. This investigation applied a cross-sectional survey method, and questionnaires were randomly disseminated among participants who agreed to participate in the research. Hence, participants were enrolled through a simple random sampling method. From the 250 questionnaires distributed, 246 were recovered, suitable for use, and analyzed with Statistical Packages for Social Sciences (SPSS version 28). Besides, this study assessed this study’s hypotheses and gathered data on employees’ self-efficacy, attitudes towards organizational change, Leadership 4.0, perceived organizational support, and acceptance of the change. Linear multiple regression was conducted to test the hypotheses stated in this study. Every participant volunteered to be part of the research, and their privacy was guaranteed. However, this paper piloted a factor and reliability analysis to achieve a perfect instrument and identify the survey’s local consistency.
This research survey has segments:

**Section A: Demographics**

It entails the participants’ demographics: age, gender, marital status, and level of education.

**Section B: Self-Efficacy**

This study adopted a 16-item General Perceived Self-Efficacy Scale (GPSS) developed by Schwarzer and Jerusalem (1995). It contains a 4-point Likert-type response format with a consistency $\alpha = 0.89$. Still, this paper achieved a consistency $\alpha = 0.81$.

**Section C: Attitude Towards Organizational Change**

This paper espoused a 15-item scale from Ferrari et al. (2018) to measure employees’ attitudes toward organizational change. This measure contains a 5-point Likert scale with seven (7) positive and eight (8) negative statements. Altogether, the scale comprises 15 items. An $\alpha = .85$ coefficient was realized for the positive statements. At the same time, this study achieves a reliability $\alpha = .83$. Also, a reliability $\alpha = 0.83$ was achieved for the negative words. At the same time, this paper attains a reliability $\alpha = .89$.

**Section D: Leadership 4.0**

This paper espoused the Leadership 4.0 instrument from the study (Pienaar, 2020). It contains three sub-sections: enthusiasm, engagement, and empowerment. The empowerment measure includes five (5) items with a reliability $\alpha = .72$, but this paper realized an $\alpha = .89$ coefficient. The enthusiasm sub-section has four (4) items with a reliability $\alpha = .82$. In contrast, this paper achieved reliability of $\alpha = .88$. The engagement segment has six (6) items with a reliability $\alpha = .76$. This study attained a reliability $\alpha = .80$. In total, the Leadership 4.0 scale comprised fifteen (15) items. The response was in a 5-point Likert-type format.

**Section E: Perceived Organizational Support**

This study adopted the 16-item POS scale Eisenberger et al. (1986) developed with a reliability $\alpha = 0.95$. It has a 7-point Likert response format from strongly disagree (0) to strongly agree (6). In the current study, a reliability $\alpha = 0.83$ was realized.

**Section F: Employee Acceptance of Organizational Change**

This research measured employee acceptance of organizational change with a 9-item scale developed by Gagne et al. (2000). It attained a reliability $\alpha = 0.71$ with a 5-point Likert-type answer format. This study achieved a reliability $\alpha = 0.83$.

**Findings and Discussions**

The data obtained were analyzed, and the results are presented in the Tables below.

### Table 1: Linear Multiple Regression results present the joint influences of SE, ATOC, L4.0, and POS on EAOC

<table>
<thead>
<tr>
<th>Model</th>
<th>$R$</th>
<th>$R^2$</th>
<th>Adjusted $R^2$</th>
<th>$F$</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.947*</td>
<td>.897</td>
<td>.896</td>
<td>526.122</td>
<td>.000</td>
</tr>
</tbody>
</table>

* a. Dependent Variable: Employee Acceptance of Organizational Change  
  b. Predictors: (Constant), Self-Efficacy, Attitude towards Organizational Change, Leadership 4.0, and Perceived Organizational Support

### Table 2: Measurements of the predictors of EAOC

<table>
<thead>
<tr>
<th>Influencers</th>
<th>B</th>
<th>$\beta$</th>
<th>t</th>
<th>Sig</th>
<th>95.0% Confidence Interval for B</th>
<th>$R$</th>
<th>$R^2$</th>
<th>F</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>-12.704</td>
<td>-11.993</td>
<td>.001</td>
<td>.947*</td>
<td>.897</td>
<td>526.122</td>
<td>&lt;0.01</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self- Efficacy</td>
<td>.483</td>
<td>.577</td>
<td>24.300</td>
<td>.001</td>
<td>.444</td>
<td>.523</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attitude Towards Organizational Change</td>
<td>.924</td>
<td>.926</td>
<td>19.246</td>
<td>.001</td>
<td>.830</td>
<td>1.019</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership 4.0</td>
<td>.439</td>
<td>.752</td>
<td>34.670</td>
<td>.001</td>
<td>.414</td>
<td>.464</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perceived Organizational Support</td>
<td>.388</td>
<td>.874</td>
<td>17.908</td>
<td>.001</td>
<td>.346</td>
<td>.431</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* a. Dependent Variable: Employee Acceptance of Organizational Change  
  b. Predictors: (Constant), Self-Efficacy, Attitude towards Organizational Change, Leadership 4.0, and Perceived Organizational Support

**Source:** Author’s findings.

The resultant matrix in Table 2 indicates that self-efficacy considerably and positively influences employee acceptance of the organizational change ($\beta = .577$; $p<.001$). Hence, employees’ self-efficacy increases their acceptance of organizational change within Nigeria’s businesses in the 4IR era. Results also show that attitude towards organizational change significantly and positively
influences employee acceptance of the organizational change ($\beta = .926; p<.001$). This implies that employees’ positive attitude towards change in Nigeria’s business organizations increases their acceptance of change in the 4IR era. Moreover, the findings suggest that Leadership 4.0 positively influences EAOC ($\beta = .752; p<.001$). This result deduces that adopting Leadership 4.0 within Nigeria’s businesses in the 4IR era increases employees’ acceptance of organizational change. Besides, results indicate that perceived organizational support positively influences employee acceptance of the organizational change ($\beta = .874; p<.001$). This shows that the more support employees get from their organization, the more they accept change in the 4IR era. These results established the first four hypotheses of this investigation.

Also, the findings shown in Table 1 implied that self-efficacy, attitude towards organizational change, Leadership 4.0, and POS firmly and jointly impacted EAOC within Nigeria’s businesses in the 4IR era ($R=.947$, $R^2=.897$, $F = 526.122$, $p<.001$). This result infers that self-efficacy, attitude towards organizational change, Leadership 4.0, and perceived organizational support accounted for 95% of the observed variations in EAOC within Nigeria’s businesses in the 4IR era. The other 5% was ascribed to factors not measured in this investigation. These results fulfilled this paper’s fifth hypothesis.

Figure 1: The joint and individual influence of SE, ATOC, L4.0, and POS on EAOC in Nigeria’s businesses in the 4IR era; 

This investigation discovered that self-efficacy significantly and positively influences employee acceptance of organizational change. This observation assumes that employees’ self-efficacy increases their acceptance of organizational change within Nigeria’s businesses. According to previously observed evidence, self-efficacy impacts employee acceptance of the organizational change (Siddiqui, 2011). It also supports the conclusion that the higher people’s self-efficacy, the more confidence they have in succeeding in a job and accepting the changes (El-Farra & Badawi, 2012). Thus, this paper has confirmed that self-efficacy is a psychological factor that significantly impacts the acceptance of organizational change within Nigeria’s businesses in the 4IR era.

This research showed that attitude towards organizational change significantly and positively influences employee acceptance of the organizational change. The findings added that employees’ positive attitude towards change in Nigeria’s business organizations increases their acceptance of change in the 4IR era. This result validates the position (Gupta, 2016) that employees with a positive attitude toward organizational change can be depended on, not those with a negative attitude. The present findings corroborate the submission of Nafei (2014), who concluded that committed employees were more enthusiastic about putting extra effort into the organizational change project. Also, this paper maintains the view of Katsaros et al. (2014) that employees’ attitudes toward organizational change significantly influence their acceptance.

In addition, the findings of this paper inferred that Leadership 4.0 positively impacts employee acceptance of organizational change. This concludes that implementing Leadership 4.0 within Nigeria’s businesses increases employees’ acceptance of organizational change in the 4IR era. According to an earlier study that one of the factors influencing employee attitudes toward organizational change is leadership style (Georgalis et al., 2015; Holten & Brenner, 2015). The findings have confirmed that Leadership 4.0 is one of the current issues being investigated concerning the attainment of organizational change within the 4IR. It encourages innovative ideas necessary for potential business success in the 4IR era (Pienaar, 2020). This study supports previous research that Leadership 4.0 potentiates positive attitudinal responses toward organizational change (Oreg & Berson, 2019; Onyeneke & Abe, 2021).

Also, this investigation showed that perceived organizational support positively influences EAOC. The results added that the more support employees get from their organization, the more they receive the change. This finding validates the position (Georgalis et al., 2015; Rebeka & Indradevi, 2015) that POS influences employee attitudes toward organizational change. It further corroborates the submission of El-Farra and Badawi (2012) and Giauque (2015) that POS increases employees’ positive ATOC. Hence, employees who perceive their organization’s support are inclined to influence organizational change positively. Besides, it confirms the position
that perceived organizational support significantly affects employee acceptance of the organizational change. This result further corroborates the assertion of Khan and Hashim (2014) and Cullen et al. (2014) that perceived organizational support influences employee acceptance of the change.

This paper has further proven that self-efficacy, attitude towards organizational change, Leadership 4.0, and POS strongly and jointly impact EAOC within Nigeria’s businesses in the 4IR era. Thus, these predictors inspired a 95% disparity in EAOC. The other 5% was ascribed to factors not assessed in this investigation. This result validates the hypothesis: self-efficacy, attitudes towards organizational change, Leadership 4.0, and perceived organizational support jointly impact employee acceptance of the organizational change within Nigeria’s work organizations in the 4IR era.

**Table 3: Study hypotheses**

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Hypotheses</th>
<th>Hypothesis test</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>To determine the impact of self-efficacy on employee acceptance of</td>
<td>( H_1: ) Self-efficacy significantly impacts employee acceptance of</td>
<td>( \beta = .577; p&lt;.001 )</td>
<td>p&lt;.001, Accept ( H_1 )</td>
</tr>
<tr>
<td>organizational change within Nigeria’s businesses in the 4IR era.</td>
<td>organizational change within Nigeria’s businesses in the 4IR era.</td>
<td>multiple Linear regression analysis</td>
<td></td>
</tr>
<tr>
<td>To determine the influence of employees’ attitudes towards organizational</td>
<td>( H_2: ) Employees’ attitudes towards organizational change significantly</td>
<td>( \beta = .926; p&lt;.001 )</td>
<td>p&lt;.001, Accept ( H_2 )</td>
</tr>
<tr>
<td>change on employee acceptance of organizational change within Nigeria’s</td>
<td>impact their AOC within Nigeria’s businesses in the 4IR era.</td>
<td>multiple Linear regression analysis</td>
<td></td>
</tr>
<tr>
<td>businesses in the 4IR era.</td>
<td>( H_3: ) Leadership 4.0 significantly affects employee acceptance of</td>
<td>( \beta = .752; p&lt;.001 )</td>
<td>p&lt;.001, Accept ( H_3 )</td>
</tr>
<tr>
<td>organizational change within Nigeria’s businesses in the 4IR era.</td>
<td>organizational change within Nigeria’s businesses in the 4IR era.</td>
<td>multiple Linear regression analysis</td>
<td></td>
</tr>
<tr>
<td>To determine the influence of perceived organizational support on</td>
<td>( H_4: ) POS significantly influences employee EAOC within Nigeria’s</td>
<td>( \beta = .874; p&lt;.001 )</td>
<td>p&lt;.001, Accept ( H_4 )</td>
</tr>
<tr>
<td>employee acceptance of organizational change within Nigeria’s businesses</td>
<td>business organizations in the 4IR era.</td>
<td>multiple Linear regression analysis</td>
<td></td>
</tr>
<tr>
<td>in the 4IR era.</td>
<td>( H_5: ) Self-efficacy, attitudes towards organizational change,</td>
<td>( R^2 = .947, R^2 = .897, F = )</td>
<td>p&lt;.001, Accept ( H_5 )</td>
</tr>
<tr>
<td>Leadership 4.0, and perceived organizational support jointly impact</td>
<td>526.122, p&lt;.001</td>
<td>multiple Linear regression analysis</td>
<td></td>
</tr>
<tr>
<td>employee acceptance of the organizational change within Nigeria’s</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>business organizations in the 4IR era.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source:** Authors

This investigation intended to develop an applied model to stimulate and maintain EAOC in the 4IR era. This is shown in figure 2.
Conclusions

The resultant matrix of this paper indicates that self-efficacy considerably and positively influences employee acceptance of the organizational change, attitude towards organizational change significantly and positively influences employee acceptance of the organizational change, and Leadership 4.0 positively influences EAOC. That perceived organizational support positively influences employee acceptance of the organizational change. These results proved the first four hypotheses of this investigation. Also, the result of this paper infers that self-efficacy, attitude towards organizational change, Leadership 4.0, and perceived organizational support accounted for 95% of the observed variations in EAOC within Nigeria’s businesses in the 4IR era. Hence, it fulfilled this paper’s fifth hypothesis.

Therefore, this study adds to the literature on organizational/employee performance and development, 4IR, psychology, and human resources management. Furthermore, it indicates that organizations can influence more EAOC in the 4IR era.

However, a limitation of the cross-sectional survey adopted by this research is generalizability (a limit through a sampled population). Hence, because the exposure and outcome are simultaneously assessed, there is no proof of a temporal correlation between exposure and outcome.

For future studies, this study advocates mixed-method studies to investigate the topic. This would give broader information about the predictors of EAOC in the 4IR era.

This paper’s findings have some implications for the management and leadership of businesses for more investigation and germane systematic and developmental considerate intervention crucial for attaining increased self-efficacy, positive attitude towards organizational change, increased adoption of Leadership 4.0, increased organizational support, and sustainable acceptance of the organizational change. Similarly, these findings will influence employee attitudes towards organizational change within Nigeria’s businesses, particularly in the present 4IR era.

The following recommendations are beneficial:

i. Work organizations may provide training and exposure to higher responsibilities via delegation of authority. This would help employees within Nigeria’s business organizations gain better self-competence and serve as proof of organizational support, leading to accepting change without much struggle.

ii. Also, work organizations’ management could improve employees’ negative attitudes towards organizational change by ensuring employees are aware of the need for these changes in the 4IR era.

iii. This paper advises business organizations in Nigeria to adopt a leadership style, such as Leadership 4.0, for the conditions and contests from the 4IR.

iv. Further, the management needs to train and support employees in dealing with the challenges inspired by the 4IR.
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Conflicts of Interest: The authors declare no conflict of interest.

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