Job Stress: A Calamitous Threat to Job Satisfaction of Administrators in Edo State Public Universities

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Abstract
The study was designed to ascertain the influence of job stress on job satisfaction of administrators of public universities in Edo State of Nigeria. Two research questions guided the study and one hypothesis was tested at 0.05 level of significance. The descriptive survey research design was adopted for the study. The population was 189 respondents drawn from two public universities in Edo State, one federal located in Benin City and the other state located at Ekpoma. The population was made up of 116 males and 73 female administrators. No sample was drawn because of limited number of respondents. In order to determine the reliability of the study, 20 administrators were used from Delta State University, Abraka. This was determined by using Cronbach Alpha method, and the value obtained was 0.98. Descriptive statistics of mean and standard deviation was used to answer all the research questions, while t-test was used to analyze the hypothesis at 0.05 level of significance. Analysis of the data showed administrators are in consensus that work load pressure influences their job performance as well as their job satisfaction. There is no significant difference between the mean responses of state and federal university administrators with respect to influences of work load pressure on their job satisfaction. The study recommended that government should organize training workshop on stress management. There is also the need to establish stress clinic as well as provision for therapists, psychologists and counselors to help identify potential stress cases and problems among administrators of public universities in Edo State of Nigeria.

Keywords: Job Stress, Threat, Job Satisfaction, Administrators, and Public Universities

Introduction
Rapid social changes are increasing the pressure on workforce to perform maximally and enhance competitiveness. Workers are now required to perform multiple tasks in the workplace to keep abreast with changing technologies. This undoubtedly may have resulted in work related pressure found to be one of the important factors
influencing job stress. The many challenges in the work environments, characterized by heightened competition, time constraint, inadequate space, continuous technological development, conflicting demand from organizational stakeholders, increase use of participatory management computerization, greater uncertainty, and others may have also heightened job stress. United State National Institute for Occupational Safety and Health (NIOSH) (2010) defined workplace stress as the harmful physical and emotional response that occur when there is poor match between job demands and the capacities, resources or needs of the worker. Stress could be physiological or psychological or both are to be met, and the evaluative procedures available to ensure that the role is being performed successfully.

Stress, although not exclusive to administrators, but experiences appear to place such persons at higher risk. Most administrators experience stress possibly due to their duties which may include to plan, organize the affairs of an institution. Administrators as used in the study include Vice-Chancellors, Deputy Vice Chancellors, Registrar, Deputy Registrar, Bursars, Liberians, Doctors, Deans, Heads of Department and Chairman of committees of universities. Stress can result from workload, excessive noise, light, and heat, too much or too little job to accomplish and too little supervision among others. People naturally react differently to given situations, which are stressful in nature even in the same work situation. Some individuals, for instance, may thrive on certain amount of job related tension which may serve to activate the achievement motive while other individuals may respond to the tension by worrying about the inability to cope with the situation. A stressful job according to Luthans (1988) is capable of causing high job turnover which can have damaging physiological and psychological effects on employees.

Locke and Luthans (1976) give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one’s job experience. It is a result of employees’ perception of how well their job provides those things that are viewed as important dimensions to job satisfaction. Akintoye (2000) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associates described money as the most important factors in motivating the industrial workers to achieve greater productivity.

Taylor advocated the establishment of incentive wage system as a means of stimulating workers to higher performance, commitment and eventual satisfaction. Money possess significant motivating power, in as much as it symbolized intangible goals like security; power, prestige and feeling of accomplishment and success, Katz, in Sinclar (2005) demonstrating the power of money has the power to attract, retain and motivate individuals towards higher performance. For instance, if administrators have another job offer which has identical job, but greater financial reward, the administrators would in all probability be motivated to accept the new job offer. Banjoko (1996) stated that many managers use money as reward or punish workers. This is done through the process of rewarding employees of higher productivity by instilling fear of lose of job. The desire to be promoted and earn enhanced pay may also motivate administrators’ job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred.
Job satisfaction is often determined by how well outcome meet or exceed expectation. For instance, if administrators feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have negative attitude towards the job, the boss and coworkers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitude towards the job. Job satisfaction represents’ several related attitudes which are most important characteristics of a job about which people have effective response. These to Luthans are the work itself, pay, promotion opportunities, supervision and coworkers. Job satisfaction is so important that its absence often leads to lethargy and reduced organizational commitment. Higher morals lead to improved productivity. This is a reflection of the popular belief that a happy worker is a productive worker and can increase productivity by satisfying the needs of employees. Management of stress in work place can bring about job satisfaction on the one hand and dissatisfaction on the other hand. Individuals need to be motivated to find fulfillment and cope with challenges in their works so as to enhance their productivity. Rose (2001) viewed job satisfaction as bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions. Intrinsic sources of satisfaction depend on the individual characteristics of the person, such as the ability to use initiative, relations with supervisors, or the work that the person actually performs, these are symbolic or qualities facets of the job. Extrinsic sources of satisfaction are situational and depend on the environment, such as pay, promotion or job security. These sources of satisfaction are financial and other material rewards or advantages of a job. Both extrinsic and intrinsic job facets should be represented as equally as possible, in a composite measure of overall job satisfaction. Nigerian universities staff are not immune to stress. As a result of increase of the number of universities, staff and students in Nigeria, there seems to be job related stress to administrators of such institutions. Almost all universities are setting new goals to compete with other universities. The limitation of administrators’ performance may not only lead to lowered administrative standard but may as well lead to tremendous human and financial waste as a result of instance individuals functioning at less than their full potential.

Statement of the Problem
Job demands seem to be highly stressful in terms of responsibility, time, setting new goals, plans, organize and satisfaction among others. Researchers’ interactive session with university administrators suggested that many suffer from conditions such as high blood pressure possibly resulting from job related stress. Many others have threatened to resign their appointment as a result of unbearable level of stress associated with their jobs. It does appear that a sizable number of pensioners are spending a great percentage of their pension funds and gratuity on stress related illnesses which they developed while on active service. Researches have shown that job stress has cost organizations billion of money all over the world in terms of healthcare, higher rate of absenteeism, turnover and lower performance. Undoubtedly, this may be felt by institutions including educational institutions in terms of low productivity, reduced job satisfaction of administrators, reduced profit, high rates of turnover and cost of recruiting and training of replacement of staff. Some individual especially the academic administrators expressed the stress imposed on them in the process of fulfilling the professional demand in giving services and at
the same time fulfilling the publication demand as a criterion for promotion. The interface between these two demands poses a serious stress on academic administrators in public Universities in Edo State. What is not yet clear to the researchers is the extent to which job stress of university administrators influence their job satisfaction, hence the need for this study. The problem of this study therefore, is to what extent does job stress influence employees’ job satisfaction among university administrators in Edo State?

**Purpose of the Study**
The main purpose of the study is to find out the influence of employees’ jobs stress on job satisfaction of administrators in public universities. Specifically, the purposes are to determine:

1. The extent to which work-load pressure influenced administrators’ job satisfaction in public universities.
2. The extent of influence role ambiguity has on the job satisfaction of administrators in public universities.

**Research Questions:**
The following research questions guided the study:

1. What influence does work-load pressure have on the job satisfaction of administrators in public universities?
2. What influence does role ambiguity have on the job satisfaction of administrators in public universities?

**Hypotheses**
The following null hypothesis was tested at 0.05 level of significance.

1. There is no significant difference between the mean responses of Federal and State University administrators on the influence of work-load pressure on their job satisfaction.

**METHODOLOGY**
**Design of the Study**
The design adopted for the study was a survey research design. According to Leary (2010) a survey uses questionnaire/interview to collect information about people’s attitudes, beliefs, feelings, behaviours’, lifestyles. It is designed to describe the characteristics or behaviours of particular population in systematic and accurate fashion. This study used questionnaire to solicit information from administrators.

**Population of the Study**
The population consisted of all 189 administrators in the Federal and State Universities in Edo State with due permission from the universities personnel division. This is made up one hundred and twenty nine administrators in University of Benin, and sixty administrators in Ambrose Alli University, Ekpoma. The population is made up of 116.

**Sample and Sampling Technique**
In view of the limited number of administrators that made up the entire population, the study made use of the entire population as sample; hence no sampling was carried out.
Instrumentation
The instrument used to gather data for the study was a structured questionnaire titled Job Stress on Job Satisfaction of University Administrators in Universities in Edo State (JSJSUAQ). The instrument is an adapted version of the Job Stress Questionnaire that was developed by Caplain (1975) and Sahu and Gole (2008). The instrument is a Likert Type Scale. The responses to the items on dimensions of job stress by University administrators were Constantly, Usually, Occasionally, Rarely, Never and the responses for the job satisfaction with their assigned corresponding scores: 1, 2, 3, 4 and 5, respectively.

Validity of the Instrument
The instrument designed for the study was validated by four experts. Two of the experts from department of vocational and technical education, University of Benin and the other two experts in measurement and evaluation of Ambrose Alli University, Ekpoma.

Reliability of the Instrument
The reliability of the instrument was determined by using Cronbach Alpha method. The value of the reliability obtained was 0.78

Method of Data Analysis
The data collected were analyzed using descriptive statistics of mean and standard deviation to answer all the research questions, while the null hypothesis was tested using t-test statistics at 0.05 level of significance.

Decision Rule
The level of stressed administrators or not stressed administrators of each questionnaire item related to the research questions was determined based on mean rating of the items interpreted, relative to real limits of number.

<table>
<thead>
<tr>
<th>Response Category</th>
<th>Rating</th>
<th>Boundary Limits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constantly (C)</td>
<td>5</td>
<td>4.50 – 5.00</td>
</tr>
<tr>
<td>Usually (U)</td>
<td>4</td>
<td>3.50 – 4.49</td>
</tr>
<tr>
<td>Occasionally (O)</td>
<td>3</td>
<td>2.50 – 3.49</td>
</tr>
<tr>
<td>Rarely (R)</td>
<td>2</td>
<td>1.50 – 2.49</td>
</tr>
<tr>
<td>Never (N)</td>
<td>1</td>
<td>0.50 – 1.49</td>
</tr>
</tbody>
</table>

When the table value is greater than calculated P-value, the null hypothesis is rejected. When the p-value is greater than t-value retain null hypothesis.

Data Presentation and Analysis

Research Question 1: What influence does work load pressure have on the job satisfaction of administrators of public universities in Edo State?

Table 1: Mean and Standard Deviation of the Influence of Workload Pressure on Job Satisfaction
Table 1 revealed the results of the mean and standard deviation of administrators’ responses on the influence of workload pressure on their job satisfaction. The mean values and standard deviation ranged from 2.46 to 3.41 respectively. These mean values indicated that administrators are in consensus that work-load pressure influences their job performance as well as their job satisfaction.

**Research Question 2:** What influence does role ambiguity have on the job satisfaction of administrators in public universities in Edo State?

Table 2: Mean and Standard Deviation of the Influence of Role Ambiguity on Job Satisfaction

<table>
<thead>
<tr>
<th>S/N</th>
<th>Statements</th>
<th>Mean</th>
<th>SD</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Less authority assigned to me affects me job efficiency</td>
<td>3.01</td>
<td>1.149</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Occasionally</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Lack of job description brings about poor job performance</td>
<td>2.69</td>
<td>1.280</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Occasionally</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Inadequate job information limits my efficiency</td>
<td>2.80</td>
<td>1.172</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Occasionally</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Excess workload is one of the factors that limits my efficiency</td>
<td>3.03</td>
<td>1.107</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Occasionally</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Not knowing the expectations of other co-workers demoralizes my job performance</td>
<td>3.08</td>
<td>1.009</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Occasionally</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Poor flow of information hinders jobs efficiency</td>
<td>2.89</td>
<td>1.148</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Occasionally</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Assigning duties to me and confusing them with higher</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
authority affects me
Occasionally

Inability to know the goals/objectives of my work lands me to error
Occasionally

Taking away my responsibility gives me difficulty at work
Occasionally

Not assigning a particular job at a time to me affects my job

Grand Mean

Based on the influences of role ambiguity on the job satisfaction of university of administrators, Table 2 showed the mean responses and the value of the standard deviation ranged from 1.009 to 1.280. The mean value ranges from 2.36 to 3.00 indicating that the respondents are in consensus on the extent to which role ambiguity influences their job satisfaction.

Analysis of Data Testing Hypotheses

Hypothesis I: There is no significance difference between mean responses between Federal and state University administrators on the influence on work-load pressure on their job satisfaction.

Table 3: The t-test of Influence of Role Conflict on Job Satisfaction based on Work Experience

<table>
<thead>
<tr>
<th>Variable</th>
<th>Ownership</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>df</th>
<th>t-value</th>
<th>p-value</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work-Load Pressure</td>
<td>State</td>
<td>42</td>
<td>16.76</td>
<td>4.710</td>
<td>149</td>
<td>3.409</td>
<td>.001</td>
<td>S*</td>
</tr>
<tr>
<td></td>
<td>Federal</td>
<td>109</td>
<td>14.28</td>
<td>3.719</td>
<td></td>
<td></td>
<td></td>
<td>S*</td>
</tr>
</tbody>
</table>

Table 3 showed the t-test comparison of the state and federal university administrators based on the influence of work-load pressure on their job satisfaction. The t-value of 3.409 at df =149 is significant at p-value of 0.001. Since p-value is less than the alpha value of 0.05, the null hypothesis is rejected. This means that there is no significant difference between the mean responses of state and federal university administrators with respect to influences of work load pressure on their job satisfaction.

Discussion of Findings

From the research question one, it was found that the university administrators agreed that work-load pressure as a source of stress had influences on their job satisfaction. In order words administrators believed that workload pressure affect their job performance hence do not derive satisfaction when faced with work load pressure in the work place. This has to do with feeling reluctance to come to work, feeling of constraint accompanied by general physiological and behavioural stress symptoms. The finding is in agreement with the study carried out by Sapiro, Sapiro and Schwartz (2000) that high workload and work-related stress are known to have increased the risk of alcohol and drug abuse, depression and anxiety and problems in
social relationship. From the finding of research question two, it was found that University administrators agreed that role ambiguity as a source stress has influence on administrators’ job satisfaction. The administrators also believed that role ambiguity can also be seen as a factor of job dissatisfaction. This finding is consonance with the findings of Beehr (1976), Cordes & Dougherty (1993) and Cooper (1991) that role ambiguity affects job stress in the work place. The finding is also in agreement with Khan (2000) who pointed out those who suffer from role ambiguity experience lower job satisfaction, higher job-related tension, greater futility, and a lower self confidence. This position was buttressed by French & Caplan (1972) who established that role ambiguity is significantly related to lower job satisfaction which can affect job stress in the work place.

Summary:
This study was concerned with investigating the sources and level of stress among administrators in public universities in Edo State. Also to determine whether there is a relationship between stress and job satisfaction of the administrators. The study equally sought to ascertain the extent to which stress influenced administrators’ job satisfaction. Two research questions guided the study and one hypothesis was tested at 0.05 level of significance. A total of 189 administrators in public universities in Edo State made up of 73 females and 116 males were drawn from both federal and state universities that constituted the population. The questionnaire items consist of two sections. Section A and Section B. Section A consisted of demographic data, while section B consisted of 14 items of job stress on administrators’ job satisfactions was used to collect data from 189 respondents. The data generated from the instrument was used for analysis and discussion. The instrument is a Likert Type Scale. Descriptive statistics of mean and standard deviation was used to answer the research questions. The null hypothesis was tested using person product moment correlation coefficient at 0.05 level of significance.

Summary of Findings
Data presented in Table one showed that more administrators from Federal University in Edo State constituted the mean respondents of the study. The findings in Table two showed that work-load pressure, a source of stress has influence on administrators’ job performance in public universities in Edo State. The finding in Table three showed that role ambiguity, a source of stress has influence on administrators’ job satisfaction. Table four showed that role ambiguity as a sources stress has influence on administrators’ job satisfaction.

Table 5 showed that there is significant difference between the mean responses of state and federal University administrators with respect to influence of workload pressure on their job satisfaction.

Conclusion
The job of University administrators will no doubt produce stress since on daily basis more official roles and responsibilities are encountered. These stresses are equally encountered by the administrators as a result of family issues. In general, when stress is not properly managed, job effectiveness and efficiency can be hampered. This in turn influences their job satisfaction. In line with this, the study determined the
influence of job stress on job satisfaction of University administrators. It was therefore concluded that university administrators do not derive job satisfaction when they are faced with various job stresses; hence job stress affects the efficiency of university administrators in Edo State.

Recommendations
The following recommendations are made in respect of the findings and conclusion drawn:

1. There is a need for Federal and State Universities and Edo State to organize training workshop on stress management for universities administrators on regular basis. This is with a view to not only enlighten them about stress and its effects, but also enlighten them on ways of managing stress as individuals and organizational levels.

2. There is a need for the establishment of stress clinics as well as provision for therapists, psychologists and counselors to assist in identifying potential stress cases and problems among administrators and university with a view of assisting them on how to cope or manage stress.

3. University Administrator themselves should adopt systems that will enable them reduce their stresses. Duties should be delegated and there should be effective time management techniques and so on.

4. University Administrators need to be given the privilege of attending senior and help management courses, seminar and workshop at recognized staff training institute.

5. Recreational facilities should be provided for the use of universities administrators.

References


http://wps.ablongman.com/ab_leary_resmethod_4/11/2989/765402


