



# JEDA

**UNIVERSITY OF PORT HARCOURT**  
***Journal of Education in Developing Areas***

**Vol. 25, No. 1 March, 2017**

**PUBLISHED BY  
THE FACULTY OF EDUCATION  
UNIVERSITY OF PORT HARCOURT,  
PORT HARCOURT, NIGERIA**



**UNIVERSITY OF PORT HARCOURT  
FACULTY OF EDUCATION**

**JOURNAL OF EDUCATION IN DEVELOPING AREAS  
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## **ROLE CONFLICT AND PRINCIPALS' JOB SATISFACTION IN KWARA STATE, NIGERIA.**

By

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### **Abstract**

*This study investigated role conflict and principal job satisfaction in public senior secondary schools in Kwara State, Nigeria. To achieve this, two hypotheses were formulated and tested. Descriptive design was used for the study. The researcher constructed questionnaire titled Role Conflict and Principals' Job Satisfaction Questionnaire (RCPJSQ) was used for data collected. Pearson product moment correlation statistic was used to test the hypotheses at 0.05 level of significance. The findings of this study revealed that there was a significant relationship between principal emotional burnout and job satisfaction  $r(175) = 0.93, p < 0.05$ ; there was a significant relationship between principals work overload and job satisfaction  $r(175) = 0.78, p < 0.05$ . It was therefore, recommended that government should organize seminars on stress management to promote mental health of principals and job satisfaction in order to achieve educational goals. Furthermore, ministry of education should provide solutions to reduce workload among the principals for them to have better job satisfaction in order to achieve educational goal.*

**Keywords:** Role conflict, principal, job satisfaction

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### **Introduction**

Organizational role conflict defines individual positions, responsibilities, duties and authorities within the hierarchical system of the organization. Role conflict occurs in a situation where the role occupants experiences inconsistencies in the demanded of him such that the roles are contradictory, confusing and ambiguous with each other. The multiplicity of role carried by individuals gives rise to accomplishment before the other and the ability to execute all the roles within the available time period. Role conflict arises when certain roles assign. Role conflict occurs when the role prescriptions are vague and uncertain.

According to Cooper et al. (2001), role conflict is defined as incompatible demands of on the person which can induce negative emotional reactions due to the perceive inability to be effective on the job. Role conflict is two roles or more that simultaneously bring pressure and contradictory one with another in completion. The secondary school being an institutional setting where a child is trained and equipped for further education and for independency in life should therefore not afford to neglect needs of workforce satisfaction because for any secondary education to achieve it stated goals would strongly depend on her capacity to attract, retain and maintain competent and satisfied staff job satisfaction.

Principal is the manager of the school and is responsible for it day-to-day activities and policy of the school within the framework work laid down by Government through the Ministry of Education in Nigeria. Principal is also responsible for supervision of all school personnel and also accountable to the overall functioning and



performance of the school. From the researchers observations, principals in Nigeria are operating under immense pressure from education authorities, parents and society at large, pressure of high performance expectations with limited resources and support in most cases and the hard economic times the country is going through have imposed new and complex challenges in the running of secondary schools by principals in Kwara State, Nigeria.

Job satisfaction is a positive feeling about employee work as a result of his/her characteristic evaluation. Job satisfaction has to do with the attitude, the degree of likeness and interest worker have for their work. Rao et al, (2003) view that a person with a high level of satisfaction holds positive towards his or her job while person who is not satisfying with his or her job holds negative feeling about the job.

The theoretical framework of this study was guided by Frederick Herzberg's hygiene theory (1967). Herzberg's researched into element of job that makes workers either happy or unhappy. He discovered that when people were not happy on their job, their negative feeling were more related to their work environment but when they were happy on their job it was generally associated with the work itself. Herzberg's therefore, labeled the factors that caused dissatisfaction "hygiene factor" and those that bring about satisfaction as the "motivators". This could be applicable to the secondary education in that principal as a recognized leader of the school has the responsibility to perform his duties in terms of administration, supervision, interpersonal relations, recognition, achievement, growth in the job as well as advancement in order to get satisfaction from their professional towards the achievement of organizational goals.

Dhaifallah (2013) investigated the relationship between role conflict and job satisfaction among academic staff in Saudi Arabia Universities. Samples of 117 respondents were chosen for the study. The data collected were analyzed using Pearson product moment correlation statistic. The result shows that there was a negative relationship between role conflict and job satisfaction. This study is quite related to the current study in that it looked at the relationship between role conflict and job satisfaction. However, the study left a lot of gap in that the study failed to shed more light to role conflict in terms of personal role conflict and overload conflict which are the critical variables of measuring job satisfaction. Also the study did not carried out in Nigeria secondary schools.

### **Statement of the Problem**

A number of published research works on role conflict and job satisfaction among university lectures, known to the these researchers, and comes from relatively studies such as those by Dhaifallah (2013) in Saudi Arabia University, Widyani and Sugainingrant (2015) in Indonesia University and Mushoriwa and Dlamini (2015) in primary school in Swaziland. As can be seen, these study were almost done in Universities, primary school and in socio economic conditions which may markedly differ from those prevailing in Nigeria, hence there is need for a study focusing on secondary school principals operating in different socio economic conditions. These and many others related issues motivate the researcher to investigate role conflict and principal job satisfaction in Kwara State secondary schools, Nigeria.

### **Objectives of the Study**

The objectives of this study are:

- i. To find out the relationship between emotional burnout and principals' job satisfaction in public senior secondary schools in Kwara State.
- ii. To investigate the relationship between work overload and principals' job satisfaction in public senior secondary schools in Kwara State.

### **Research Questions (RQs)**

The following research questions were raised and answered in this study:

- RQ1:** How does emotional burnout conflict influence principals' job satisfaction in public senior secondary schools in Kwara State?
- RQ2:** How does a work overload influence principals' job satisfaction in public senior secondary schools in Kwara State?

## Research Hypotheses

To guide the conduct of this study, the following hypotheses were formulated and answered:

**Ho<sub>1</sub>:** There is no significant relationship between emotional burnout and principals' job satisfaction in public senior secondary schools in Kwara State.

**Ho<sub>2</sub>:** There is no significant relationship between work overload and principals' job satisfaction in public senior secondary schools in Kwara State.

## Method

The study adopted a descriptive research design. The population of this study was 305 principals from Kwara State public senior secondary schools. Samples of 175 principals were drawn from 305 senior secondary schools across the three senatorial districts by the use of Krejcie and Morgan (1971) table for determining sample size from a given population. Stratified random sampling technique was used to select 175 principals. This was to ensure that all categories of principals were given an equal chance of being selected.

The instruments used for data collection for this study was researcher's constructed questionnaire titled "Role Conflict and Principals' Job Satisfaction Questionnaire" (RCPJSQ) was used for the study. The instrument is in two sections A and B. Section A contains personal information of principal, while section B elicits data concerning principals' job satisfaction. The instrument was validated by the experts in the Department of Educational Management, University of Ilorin. Its reliability was determined with the use of Cronbach's Alpha to obtain reliability indexes of 0.72, such a coefficient alpha which is at least 0.7 is considered to be sufficient enough to confirm the consistency of the instrument (Fraenkel and Wallen, 2000). The instrument for the study was personally administered to principals in the sampled schools. This had the advantage of clarifying unclear issues and also facilitated high return rate of 100 percent. Pearson product-moment correlation coefficient statistical was used to test the hypotheses at 0.05 significance level.

## Results and Data Analysis

Mean and standard deviation were used to provide answers to the research questions raised.

**Research Question One:** How does emotional burnout influence job satisfaction in public senior secondary schools in Kwara State?

**Table 1: Principals' Emotional Burnout and Job Satisfaction in Public Senior Schools in Kwara State**

S/N	Principals' Emotional Burnout	Response of Principals		
		Mean	SD	Decision
1.	Family problems like loss of loved one causes stress	2.71	1.001	Agreed
2.	Financial pressure is a source of stress.	2.70	.940	Agreed
3.	Pressure from peer/friends poses as threat for me.	2.57	.970	Agreed
4.	Lack of respect from teachers makes work hell.	2.54	1.064	Agreed
5.	Pushy and overzealous parent make work hell.	2.64	1.014	Agreed
	<b>Grand Mean</b>			

(Mean  $\geq$  2.50 Agree, Mean  $<$  2.50 Disagree)

Table 1 showed that, items with serial number 1 – 5 have their various mean and grand mean values above the criterion mean of 2.50 and high standard deviation score. Therefore, agreed by the respondents that principal burnout affects their job performance in the selected public senior secondary schools in Kwara State, Nigeria.

**Research Question Two:** How does a work overload influence principal job satisfaction in public senior secondary schools in Kwara State?

**Table 2: Work Overload and Principals' Job Satisfaction in Public Senior Secondary Schools in Kwara State**

S/N	Principals' Work Overload	Response of Principals		
		Mean	SD	Decision
1.	Combining teaching and providing leadership to the school make work hell	2.71	1.001	Agreed
2.	Long hours of working generate tense in me.	2.70	.940	Agreed
3.	The need to do school work at home cause stress for me.	2.57	.970	Agreed
4.	Heavy demand made by community and society for different role generate tense.	2.54	1.064	Agreed

5.	The need to combine other activities with your primary assignment generate tense	2.64	1.014	Agreed
<b>Grand Mean</b>				

(Mean  $\geq 2.50$  Agree, Mean  $< 2.50$  Disagree)

Table 2 showed that, items with serial number 1 – 5 have their various mean and grand mean values above the criterion mean of 2.50 and high standard deviation score. Therefore, respondents agreed that principals work overload influence their job satisfaction in the selected public secondary schools in Kwara State, Nigeria

### Hypotheses Testing

The null hypotheses formulated to guide the study were tested, using Pearson Product Moment Statistic technique at 0.05 level of significance as follows:

**Ho<sub>1</sub>:** There is no significant relationship between emotional burnout and principal job satisfaction in public senior secondary schools in Kwara State.

**Table 3: Emotional Burnout and Principal Job Satisfaction**

Variable	N	$\bar{x}$	SD	Df	Cal-r	P.value	Decision
Emotional burnout	175	11.97	3.84	173	0.93	.000	Rejected
Job satisfaction	175	2.72	1.92				

Table 3 indicates there was a significant positive correlation between principal emotional burnout and job satisfaction,  $r(175) = 0.93$ ,  $p < 0.05$ . The hypothesis that there was no significant relationship between principals' emotional burnout and job satisfaction in public senior secondary schools in Kwara State was, therefore, rejected.

**Ho<sub>2</sub>:** There is no significant relationship between work overload and principal job satisfaction in public senior secondary schools in Kwara State.

**Table 4: Relationship between Principal Work Overload and Job Satisfaction**

Variable	N	$\bar{x}$	SD	Df	Cal-r	P.value	Decision
Work overload	175	8.29	3.08	173	0.78	.000	Rejected
Job satisfaction	175	4.10	1.74				

Table 4 indicates that calculated that the Pearson product-moment correlation test revealed a significant positive correlation between principals' work overload and job satisfaction in public senior secondary schools in Kwara State,  $r(175) = 0.78$ ,  $p < 0.05$ . The hypothesis that there was no significant relationship between principal work overload and job satisfaction in public senior secondary schools in Kwara State was, therefore, rejected.

### Summary of the Finding

The results of data analysis to answer the two research questions raised and the two hypotheses formulated to guide the study show that, majority of the public senior secondary school principals is facing with emotional burnout problems. Furthermore, majority of these principals perceived their workload to be more than they can handle, they are likely to experience exhaustion and fatigue, which may negatively influence their job satisfaction. The results show that the principals' role conflict had positive significant relationship with the job satisfaction in secondary schools.

### Conclusion

The findings of this study show that principals' emotional burnout lead to stress which affecting their job satisfaction. Also, long working hours at the desk and job related pressure creates lot of physical discomfort and mental health for the principals.

### Recommendations

It is based on the findings of this study that the following recommendations are offered:

- Government or ministry of education should organize seminars on stress management to promote mental health and job satisfaction of principals in order to achieve educational goals.



- ii. It will be worthwhile for ministry of education to think of solutions to reduce the work load among principal for them to have better job satisfaction in public senior secondary schools in Kwara State.

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