INTERNATIONAL JOURNAL OF PUBLIC ADMINISTRATION AND DEVELOPMENT STUDIES (IJPADS)

Volume: [3] **| Issue:** [2] **|** Pages: 108 - 125 **| | Date:** [July, 2026]

Open Access Journal. Accessible online via https://ijpads.com

RELATIONSHIP BETWEEN ORGANISATIONAL STRESS AND JOB SATISFACTION AMONG THE NON-TEACHING STAFF OF NNAMDI AZIKIWE UNIVERSITY AWKA

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Abstract

This study examined the relationship between organizational stress and job satisfaction among non-teaching staff at Nnamdi Azikiwe University, Awka. The specific objectives were to determine the relationship between work overload and job satisfaction among non-teaching staff; and to ascertain the relationship between role conflict and job satisfaction among non-teaching staff. Two research questions and hypotheses guided the study. The study was anchored on Job–Demand-Control Model by Karasek, as a framework for analysis. Descriptive survey research design was employed for the study. The target population was 4,200 non-teaching staff of Nnamdi Azikiwe University, Awka. A sample size of 336 was determined using the Taro Yamane's formula. Data were collected using structured questions with 5-point Likert scales. Data were analyzed using the descriptive statistics of percentages and means, and inferential statistics of Pearson's Product Moment Correlation with the aid of Statistical Package for Social Science (SPSS). The findings revealed that all the variables (work-overload, and role conflict; and job satisfaction) yielded significant negative relationship on each other. The study concluded that organizational stress has significant negative relationship with job satisfaction. The study, therefore, recommends that the university management should implement strategies to reduce work overload among non-teaching staff, such as better task delegation and workload distribution, to enhance their job satisfaction and overall performance; Clear role definitions and effective communication can reduce role conflict and help staff to better understand their roles, which in turn decreases stress resulting from conflicting demands.

Keywords: Organizational Stress, Work-overload, Role conflict, Job satisfaction

Introduction

Organization's survival depends on the ability of its employees to carry out their work efficiently and effectively in a stress-free and favourable working environment to achieve the goals of the organization. According to Haque et al (2018), every organization must address and manage two main issues, namely employees' job satisfaction and stress among employees. At first, they seem to be unrelated to one another, however, the in-depth analysis of these matters show that one usually tends to influence the other one and may bring positive outcomes both for the organization and the employees, only if they are managed properly. Stress can be described as the adverse psychological and physical reactions that occur in an employee as a result of his or her inability to cope with the demands being made on him or her. Stress inside and outside of work affects employee performance (Kazmi et al., 2018). It is a global phenomenon encountered virtually by everyone from various lifestyles. It affects not just the life quality of workers physically and mentally but also those of companies, organizations, and government.

Organizational stress is an emotional, cognitive behavioral and physiological rejoinder to aggressive and harmful aspect of work itself, environment and organizational climate (Mohammed, Mariam & Khlood 2022). Organisational stress has become a critical concern in modern workplaces, significantly affecting employees' well-being and organizational outcomes. It is often precipitated by various workplace stressors such as organizational change, social support, work-family interaction, role ambiguity, role conflict, time pressure, work overload, etc. (Arubayi, & Odiri, 2023; Mohammed, *et al,* 2022), which are prevalent in many institutions including universities. This study focuses on two organizational stressor which include work overload, and role conflict.

Work overload as a workplace stressor is the degree to which employees perceive they have too much work to do and insufficient time to complete it, can contribute to these negative consequences (Andrews et al., 2023). Role-conflict, on the other hand is a stressor which occurs in the workplace when there is a conflict between personal values and job responsibilities, and it does not know what is done by them because work is not clearly defined (Van Sell et al in Lela (2023). Role-conflict has a direct relationship with the environment of the workplace. Most of the times, this situation is faced when it is important to complete the task, accomplishment of task and duties assigned are not clear, specified and described (Lela, 2023). In tertiary institutions such as Nnamdi Azikiwe University Awka, non-teaching staff play vital roles in supporting academic activities and institutional administration. Their job satisfaction is essential for maintaining a conducive working environment and ensuring the smooth operation of university

functions. However, job satisfaction among non-teaching staff can be compromised by various organizational stressors prevalent in such settings. Stress at work may bring serious consequences for the employees.

Job satisfaction can be a possible cause of stress. Several theories proposed during 1920- 1950 have supported the idea that employee's work is affected by level of satisfaction towards his or her job. Haque et al. (2018) stated that cause-and-effect relationship exists between employees' productivity and satisfaction. Job satisfaction of every worker in an organization is one of the most important things that must be maintained by every organization in various industries of the world today. Human resources or employees are the main assets of the organization, so organizations should make efforts that can help their workers feel safe and comfortable to keep working at the organization, which will ultimately result in job satisfaction.

Employees with high job satisfaction will think positively about their jobs, and a dissatisfied employees will think negatively about their jobs. Job satisfaction is the result of employees' understanding of how well their job provides what they consider important. Job satisfaction is also the re-integration of the effects of an individual's cognition on meeting their needs in relation to their work and the environment (Alamsyah, 2019). Satisfied employees at work have high organisational commitment and will contribute to the success of the organization where they work through good performance (Emmanuel, Afonja and Ememe, 2023). Given the critical roles non-teaching staff play universities, understanding the relationship between organizational stressors such as work overload, and role conflict and job satisfaction is essential. Therefore, this study examines organisational stress and job satisfaction among non-teaching staff of Nnamdi Azikiwe University Awka

Statement of the Problem

The performance of employees is very important for the success of any organization. Factors such as qualifications, training, experience, reward systems, co-workers behavior, authority and responsibility, work overload, working hours, organizational structure and role clarity affect employees' attitudes. Among these, work stress has become one of the major issues affecting employees of organizations. It is worth noting that work overload and role conflict are significant stressors that affect both individual and organizational performance (Mittal & Bhakar, 2018; Suparman et al., 2020). Work overload, especially, has been linked to low job satisfaction and persistent work-life stress complaints (Shah, 2014, cited in Shadare & Olaniyan, 2021). In today's workplace, employees often feel completely drained by the end of the day. Practically, the challenges of work overload and role conflict lead to increased stress, which in turn adversely affects job satisfaction and performance

(Ashfaq, Mahmood & Ahmad, 2013; Shadare & Olaniyan, 2021). Therefore, this study examined the relationship between organizational stress and job satisfaction among non-teaching staff in Nnamdi Azikiwe University, Awka.

Objectives of the Study

The broad objective of the study is to examine the relationship between organizational stress and job satisfaction among non-teaching staff in Nnamdi Azikiwe University, Awka. Specific objectives are to:

1. Determine the relationship between work overload and job satisfaction among non-teaching staff in Nnamdi Azikiwe University, Awka.
2. Ascertain the relationship between role conflict and job satisfaction among non-teaching staff in Nnamdi Azikiwe University, Awka.

Research Questions

The following research questions guided the study:

1. What is the relationship between work-overload and job satisfaction among non-teaching staff in Nnamdi Azikiwe University, Awka?
2. What is the relationship between role conflict and job satisfaction among non-teaching staff in Nnamdi Azikiwe University, Awka?

Hypotheses

The following null hypotheses guided the study:

1. $\mathbf{H_0}$: There is no significant relationship between work-overload and job satisfaction among non-teaching staff in Nnamdi Azikiwe University, Awka.
2. $\mathbf{H_0}$: There is no significant relationship between role conflict and job satisfaction among non-teaching staff in Nnamdi Azikiwe University, Awka.

LITERATURE REVIEW

Concept of Organizational Stress

Stress is a natural human response to things that our minds perceive as threatening or challenging and it is something that we all feel from time to time. After all, between personal relationships, responsibilities at work and home, and other life events, there are plenty of reasons for us to feel "stressed (Patton, 2019). The term stress was first employed in a biological context by the endocrinologist Hans Selye in the 1930s. He later broadened and popularized the concept to include inappropriate physiological response to any demand. In his usage stress refers to a condition and the stressor to the stimulus causing it. It covers a wide range of phenomenon from mild irritation to drastic dysfunction that may cause severe health breakdown. Stress is a dynamic condition in which an individual is confronted with opportunity, constraint or demand related to what he desires and for which the outcome is perceived to be both uncertain and important.

From this definition one can say that stress is not necessarily bad, it also has a positive value when it offers potential gain (Wallace, 2021).

Wallace (2021) describes stress as a negative emotional experience accompanied by predictable biochemical, physiological, cognitive and behavioral changes that are directed either toward altering the events or accommodating its effects. Again, Stress is a wide collection of physical and psychological symptoms that results from difficulties experienced by an individual while attempting to adapt to an environment. This means the potential for stress exists when an environmental situation presents a demand threatening to exceed a person's capabilities and resources (Van Galen & Van Huygevoort, 2020).

Organizational stress, on the other hand, has been broadly defined in the management literature. It refers to as an emotional, cognitive behavioral and physiological rejoinder to aggressive and harmful aspect of work itself, environment and organizational climate (Mohammed, Mariam & Khlood 2022). Aydin (2018) views organizational stress as psychological and physical pressure that emerges in an individual due to a mismatch of job demands and available resources. Organisational stress is described as the sense of disconnect between environmental expectations (stressors) and individual capacity to meet these needs, (Topper, 2017).

There are a number of issues which are creating work-related stress among the employees working in the organization. One of the important reasons being faced by employees is work related stress due to work-overload has an impact on individual performance and organizational performance as well (Mittal & Bhakar, 2018; Suparman, et al., 2020). The phenomena of work overload have emerged from extra duties and obligations to fulfill their given task (Paramita & Suwandana, 2022).

Work overload

Work overload is referred to as the high level of tasks related to the job, which may create mental distress among employees (Ali & Farooqi, 2014 as cited in Lela, 2023). According to (Budiasih, 2017), work overload is a condition where someone has a workload that is too much but not under their capabilities and available time. Setianingsih (2017) defines work overload as many jobs that must be completed by employees within a certain period time and is the result of work volume and time norms. Work overload is a condition where workers have too much work and must be completed in a limited time (Fieyatiwi, Diana & danAfifuddin, 2019). Employee work overload is when employees have more work than they can finish during their workday. It can cause stress, burnout, and lower productivity. Productivity overload can happen when we have too much work to do and not enough time to do it (Akinsuyi, 2022). This can lead to exhaustion and frustration. It can also harm our ability to focus and keep attention on tasks. Nwafor, Ojiako, and

Umetiti (2024) posit that government should organize annual workshop and seminars for employees of public service to enrich them with knowledge and skills for improving their job performance

Role Conflict

Role conflict is a complex situation that arises when an employee is mandated to undertake tasks that impose incompatible demands, and fulfilling one set of expectations becomes challenging or impossible at the same time (Kahn et al. in Ngubdo, Waziri, Bukar and Usman, 2024). Role conflict is a disagreement or clash between two or more people working together due to differences (Hoque, 2025). It arises from disputes between demands of statuses and social roles, causing discomfort to an employee (Anand & Vohra, 2020). Role conflict refers to the inability to meet the demands of various life roles, making it difficult to fulfill them equally (Asfahani, 2021; Guruge & Ban, 2021). Employees are predisposed to experience role conflict when confronted with the necessity to collaborate with two or more groups that operate in disparate ways and possess roles that are fundamentally incompatible. This phenomenon of role conflict materializes in situations where individuals find themselves assigned roles that clash with one another simultaneously (Dodanwala, Shrestha & Santoso, 2021).

Role conflict occurs when members of an organisation disagree on the subject matter of a task undertaken by one or more of them. Role conflict is associated with boundaries of role between organisational members, which can be especially intense in multiple leadership systems because task conflict amongst multiple leaders, as well as among themselves and other members of the organisation, can result in role stress. According to Al-Kahtani and Allam (2016), role conflict arises when work expectations do not align with the job description assigned to an employee, or when structured work processes and expectations are inconsistent and lead to unrealistic expectations. Mañas et al. (2018), argue that individuals performing more than one role within an organization often experience high levels of role conflict, making it difficult to produce work assignments effectively. Conversely, role ambiguity occurs when the expectations for employees are not clearly defined, compounded by a lack of the organizational processes necessary to achieve anticipated outcomes (Mañas et al., 2018).

Job Satisfaction

Job satisfaction is the combination of feelings and beliefs about their current job. The level of job satisfaction of individuals ranges from extreme satisfaction to extreme dissatisfaction (George & Jones, 2018). Job satisfaction is the positive and negative feelings that an employee has about his or her job or the amount of job-related happiness that comes from evaluating one's job or work experience. According to Nwafor, Ojiako, and

Umetiti (2024), welfare scheme has significant impact on employee job satisfaction in Anambra State. Job satisfaction is one of the most pervasive research topics in the field of corporate psychology (Singh &. Jain, 2018).

Afonja (2018) and Amie-Ogan & Fekarurhobo (2021) see the notion of job satisfaction more specifically. According to them, job satisfaction is a positive or pleasant emotional condition resulting from the assessment of one's work. Where job satisfaction is reflected in the cognitive, affective, and evaluative behavior of an employee towards his work. Job satisfaction reflects a person's attitude and feelings towards his work. Satisfaction with the nature of a job or the job itself has the greatest influence on job satisfaction. Some experts state that the achievement of employee job satisfaction is the main goal of an organization. Chienwattanasook et al. (2021) explain that the state of satisfaction of an employee with his job is a psychological condition that will result in various kinds of actions. Employee actions that come from a person's level of job satisfaction is the main reason why employee job satisfaction is important to be the focus of the organization. Where the benefits of high job satisfaction are good performance, low turnover, low absenteeism, customer satisfaction, and life satisfaction (Luthans, 2010; Robbins & Judge, 2017 cited in Emmanuel, Afonja & Ememe, 2023).

The concept of job satisfaction refers to the attitudes and feelings that people have about their work. Positive attitudes towards work lead to job satisfaction, while negative and negative attitudes toward work indicate job satisfaction. Individuals' feelings and attitudes about their job, the level at which an employee has positive feelings about the job role (Younis, Hejase, Dalal, and Ibrahim, 2021).

Organizational Stress and Job Satisfaction

Workload is known as task volume that an individual or a team is expected to complete within a specific period. It includes all tasks, responsibilities, and projects assigned to an employee, often measured in terms of the time and effort required to complete them. When employees are overwhelmed with tasks, they may rush through assignments or neglect important details, leading to a decline in the quality of their work (Worotikan et al., 2023). In a tertiary institution setting, where precision and accuracy are often paramount, this decline can be particularly detrimental; work overload can result in decreased productivity as employees struggle to manage their tasks efficiently, when individuals are overwhelmed by a heavy workload, they may find it challenging to prioritize tasks effectively or allocate sufficient time to each task. This can lead to delays in project completion, missed deadlines, and a backlog of unfinished work, ultimately hindering the institution's progress.

Work overload stifle creativity and innovation among employees, when individuals are inundated with tasks and deadlines, they may not have the time or mental space to explore new ideas or approaches. In a tertiary institution environment, where innovation is often valued and encouraged, this can hinder progress and limit the institution's ability to adapt to changing needs and challenges (Odoh and Moluno, 2023). Moreno-Martínez and Sánchez-Martínez (2025) found in their study that work overload was associated with increased emotional exhaustion and decreased work satisfaction. Jomuad et al. (2021) emphasizes that proper workload management by school administrators is essential to mitigate stress and burnout.

Role conflict is a common phenomenon experienced by individuals in various work settings, and it can significantly contribute to work-related stress. When individuals face conflicting expectations, demands, or responsibilities within their roles, they experience role conflict. This conflict arises when the expectations from different roles clash, leading to confusion, frustration, and a sense of being overwhelmed.

The consequences of role conflict extend beyond personal well-being, affecting employee performance, job satisfaction, and overall organizational effectiveness (Chak, Carminati & Wilderom, 2022). Carter and Harper (2016) highlighted how role conflict/ambiguity negatively impacts employee well-being, leading to stress, anxiety, and diminished job satisfaction. Inadequate resources also compound work overload, increasing the risk of burnout and lowering productivity.

Theoretical Framework

This study is anchored on the Job–Demand-Control Model by Karasek (1979) as a framework for analysis. According to this model, work stress occurs when job demands are high and job decision control is low. The job demand control (JD-C) model is based on the proposition that the interaction between job demands and job control is the key to explaining performance outcomes. The theory proposed that when a person is under high work demand and low work control, some biological and psychological problems will occur and can lead to low job performance levels. When a person is under high work demand and high work control, he/she displays more positive job performance levels.

Stress at workplace might emanate from different work situation which can appear in various categories such as long hours of work, workload, un-conducive physical space, stigmatization at office place, events in human institutions like role-conflicts, role complexity, staff tasks and incongruity emanating from ill- defined institutional goals, absence of career development, “irregular promotion, lack of job security, thwarted ambition, poor relationship at workplace, difficulties in delegation, threat of violence,

harassment, organizational structure, organizational climate, poor communication channel among others that affect the smooth operational activities (McClanahan, 2018).

Methodology

This study adopted a descriptive survey research design which involves collecting data in order to test hypotheses or answer questions concerning the current status of the subject in the study. The population of this study consisted of 4, 200 non-teaching staff of Nnamdi Azikiwe University, Awka. The sample size of 336 was determined using Taro Yamane (1964) statistical approach. A multistage sampling technique was used in the study. The instrument for data collection was a structured questionnaire. The questionnaire was designed using 5 points Likert scale to elicit data that border on the objectives of the study. The 5 points ratings scale used are: Strongly Agree (SA) = 5 points, Agree (A) = 4points, Undecided (U) = 3points Disagree (D) = 2points, and strongly disagree (SD) = 1 point. Data were collected through direct administration of the questionnaire by the researcher and research assistants. Frequency counts, simple percentages, mean, and Pearson Product Moment Correlation, and Simple Regression Analysis with the aid of Statistical Package for Social Sciences (SPSS) version 20 were used to analyze the data

Data Presentation and Analysis

The total number of the copies of the questionnaire administered was three hundred and thirty- sixty (336) and a total number of three hundred and twenty-two (322) copies were completed and returned which constituted 95.8% as the questionnaire response rate, and considered suitable for the study, while 14 copies of the questionnaire constituting 4.2% were not returned for the study.

4.1.1 Presentation and Analysis of the Bio-data of the Respondents

Table 1: Bio-data of the Respondents

S/N	Bio-Data	Frequency	Percentage %
1	**Gender**		
	Male	145	45
	Female	177	55
	Total	**322**	**100**
2	**Age**		
	20 – 30yrs	72	22
	31 – 40yrs	102	32
	41 – 50yrs	100	31
	51years and above	48	15
	Total	**322**	**100**
	Educational Qualification		
	SSCE	-	-

	OND/NCE	98	30.4
	First Degree/HND	184	57.1
	Postgraduates	40	12.4
	Total	**322**	**100**
4	**Year of Service**		
	1 – 5years	44	14.7
	6 – 10yrs	116	36
	11 – 15yrs	104	32
	16yrs and above	58	18
	Total	**322**	**100**

Source: Field Survey, 2026

The analysis displays in Table 1 shows that Majority of the respondents were between 31 and 50 years old; 45% were male and 55% were female. Regarding education, 57.1% had First Degree/HND, 30.4% OND, 12.4% postgraduate qualifications. 68% of the respondents have served for 6 to 15 years in terms of service years.

PRESENTATION AND ANALYSES OF RESEARCH VARIABLES

Descriptive Analysis of items on Work overload

Table 2: Distribution of Work overload Responses N = 322

S/N	Statement	SA	A	U	D	SD	Mean
1	The workload assigned to me is manageable within the allotted time.	95	83	54	30	54	**3.37**
2	My job requires me to handle more responsibilities than I can comfortably manage.	43	52	97	63	67	**2.65**
3	The amount of work I am assigned negatively affects my work-life balance	38	56	51	78	99	**2.55**
4	My workload prevents me from taking regular breaks during working hours	45	62	50	85	80	**2.71**
5	Unrealistic workload expectations contribute significantly to my stress levels	89	86	42	55	50	**3.34**

Source: Field Survey, 2026

Data from table 2 shows that 5 out of five listed items showed a mean score of 3.34 and 3.37. This shows that majority of respondents agreed that the workload assigned to them is manageable within the allotted time. They also agreed that unrealistic workload expectations contribute significantly to employees' stress levels. However, the respondents disagreed that their job requires them to handle more responsibilities than they can comfortably manage (2.65). They also agreed that the amount of work they are assigned

negatively affects their work-life balance (2.55), and that their workloads prevent them from taking regular breaks during working hours (2.71).

Descriptive Analysis of items on Role conflict

Table 3: Distribution of Role conflict Responses = 322

S/N	Statement	SA	A	U	D	SD	Mean
1	There is clear job description that defines my roles and responsibilities.	100	105	40	37	40	**3.58**
2	I perform tasks that are not included in my job description.	50	47	45	88	92	**2.46**
3	I receive incompatible requests from two or more people.	60	60	35	82	85	**2.78**
4	I find it challenging to fulfill my job roles due to unclear or opposing expectations.	42	48	30	90	112	**2.43**
5	Irreconcilable role requirements create conflict related stress for employees.	100	120	42	30	30	**3.71**

Source: Field Survey, 2026

The analysis in table 3 above illustrates the frequency and mean scores on the variable - Role conflict of organizational stress. Data from table shows that three (3) out of five listed items showed mean scores below 3.0 benchmark. Hence the respondents disagreed that they perform tasks that are not included in their job description (2.46), they receive incompatible requests from two or more people (2.78), and the respondents find it challenging to fulfill job roles due to unclear or opposing expectations (2.43). However, the respondents agreed that there is clear job description that defines my roles and responsibilities (3.58), and that irreconcilable role requirements create conflict related stress for employees (3.71).

Descriptive Analysis of items on Job satisfaction

Table 4: Distribution of Job satisfaction Responses = 322

S/N	Statement	SA	A	U	D	SD	Mean
1	I have job satisfaction at the end of the workday	95	98	44	40	45	**3.49**
2	I feel motivated to perform my duties effectively.	90	90	50	45	47	**3.41**
3	I am satisfied with the working conditions in my workplace.	70	116	45	45	46	**3.37**

S/N	Statement	SA	A	U	D	SD	Mean
4	I have extreme dissatisfaction with my work, and uncertainty about how to improve and progress in my career	20	25	22	120	135	**2.00**
5	My work environment is conducive and motivating for optimum work input	100	127	40	30	25	**3.77**

Source: Field Survey, 2026

The analysis in table 4 above illustrates the frequency and mean scores on Job satisfaction. The analysis in the table indicated four (4) out of five listed items have mean scores of 3.41 and above, indicating that respondents concurred that they have job satisfaction at the end of the workday (3.49), they feel motivated to perform duties effectively (3.41); satisfied with the working conditions in the workplace (3.37); and that work environment is conducive and motivating employees for optimum work input. However, the respondents disagreed that they have extreme dissatisfaction with work, and uncertainty about how to improve and progress in their career (2.00).

Test of Hypotheses

This section presents the test of the three hypotheses formulated for the study. The hypotheses for this study were tested using Pearson Product Moment Correlation Coefficient through Statistical package for Social Sciences (SPSS) at 0.05 level of significance adopted for the study**.**

Test of Hypothesis One

H_0: There is no significant relationship between work-overload and job satisfaction among non-teaching staff in Nnamdi Azikiwe University, Awka.

Hypothesis one was tested using the responses of respondents in tables 2 and 4 above.

Table 5: Pearson Correlation for Hypothesis one on work-overload and job satisfaction

		Work-overload	Job Satisfaction
Work-overload	Pearson Correlation	1	-.440**
	Sig. (2-tailed)		.032
	N	322	322
Job Satisfaction	Pearson Correlation	-.440**	1
	Sig. (2-tailed)	.032	
	N	322	322

*. Correlation is significant at the 0.05 level (2-tailed).

a. Listwise N=322

Source: Field Survey, 2026

The result of the correlation coefficient for hypothesis one as tabulated in table 5, indicates that the Pearson Product Moment Correlation Coefficient is -.440 showing moderate negative relationship between work-overload and job satisfaction. From the computation above, the probability value at 0.032 is less than 0.05 significant level (.032< 0.05). Therefore, we reject the null hypothesis and conclude that there is a significant negative relationship between work-overload and job satisfaction among non-teaching staff in Nnamdi Azikiwe University, Awka.

Test of Hypothesis Two

H_0: There is no significant relationship between role conflict and job satisfaction among non-teaching staff in Nnamdi Azikiwe University, Awka.

Hypothesis two was tested using the responses of respondents in tables 3 and 4 above. The result of the analysis is presented in table 6 below.

Table 6: Pearson Correlation for Hypothesis Two on Role conflict and Job satisfaction among non-teaching staff in Nnamdi Azikiwe University, Awka.

		Role Conflict	Job satisfaction
Role Conflict	Pearson Correlation	1	-.429**
	Sig. (2-tailed)		.012
	N	322	322
Job satisfaction	Pearson Correlation	-.429**	1
	Sig. (2-tailed)	.012	
	N	322	322

*. Correlation is significant at the 0.05 level (2-tailed).
a. Listwise N=322

Source: Field Survey, 2026

The results of the Pearson correlation from table 8 indicated that there was a significant positive association between Role Conflict and Job satisfaction, ($r(356) = -.429$, $p = .012 < 0.05$). This means that there was a moderate negative relationship between role conflict and job satisfaction. Therefore, we reject the null hypothesis and conclude that there is a significant negative relationship between role conflict and job satisfaction among non-teaching staff in Nnamdi Azikiwe University, Awka.

Discussion of the Results

This study examined the relationship between organizational stress and job satisfaction among non-teaching staff at Nnamdi Azikiwe University, Awka. The first specific objective of the study was to determine the relationship between work overload and job satisfaction among non-teaching staff in Nnamdi Azikiwe University, Awka. The results obtained through a Pearson Product

Moment Correlation Coefficient for hypothesis one revealed that there is a significant negative relationship between work-overload and job satisfaction among non-teaching staff in Nnamdi Azikiwe University, Awka ($r = -.440$, $n = 322$, $p < .05$). This finding is in line with research findings of Fahad, et al (2020), whose study reported that work overload were negatively related to the employee's performance. Natnael (2022) also reported in his study that Work overload has significant and moderate negative relation with performance.

The second objective of the study was posed to ascertain the relationship between role conflict and job satisfaction among non-teaching staff in Nnamdi Azikiwe University, Awka. The result of Pearson Product Moment Correlation Coefficient for hypothesis two revealed that there is a significant negative relationship between role conflict and job satisfaction among non-teaching staff in Nnamdi Azikiwe University, Awka ($r = -.429$, $n = 322$, $p < .05$). This aligns with research findings of Okab and Ahmed (2022) whose study revealed that role conflict had insignificant impact on employee performance.

Conclusion

The study examined organizational stress and job satisfaction among non-teaching staff in Nnamdi Azikiwe University, Awka. The research question in the study was posed to find out the relationship between organizational stress and job satisfaction among non-teaching staff in Nnamdi Azikiwe University, Awka. The findings of this study clearly indicate that organizational stressors (work overload, and role conflict) have significant negative influence on the job satisfaction of non-teaching staff of Nnamdi Azikiwe University, Awka. Each of these factors have been individually correlated with lower job satisfaction, showing the negative influence these stressors have on employees' well-being and morale at the workplace. This suggests the need to address these stress factors to create a more supportive and rewarding workplace. Furthermore, the strong negative relationships imply that interventions to reduce work overload, and clarify role expectations. Reducing the effects of these stressors would increase the staff's performance and overall effectiveness of the institution. Consequently, this would create a healthier culture in the organization that values employees' satisfaction.

Recommendations

Based on the findings and conclusion of this study, these recommendations were made;

1. The university management should implement strategies to reduce work overload among non-teaching staff, such as better task delegation and workload distribution, to enhance their job satisfaction and overall performance.
2. Clear role definitions and effective communication can reduce role conflict and help staff to better understand their

roles, which in turn decreases stress resulting from conflicting demands.

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