ROLE CONFLICT, ROLE AMBIGUITY AND JOB SATISFACTION AMONG MANAGERS IN SELECTED ORGANISATIONS IN NIGERIA.

BY

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A DISSERTATION SUBMITTED TO THE POST GRADUATE SCHOOL, AHMADU BELLO UNIVERSITY, IN PARTIAL FULFILMENT FOR THE AWARD OF THE DEGREE OF DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION

DEPARTMENT OF BUSINESS ADMINISTRATION

FACULTY OF ADMINISTRATION

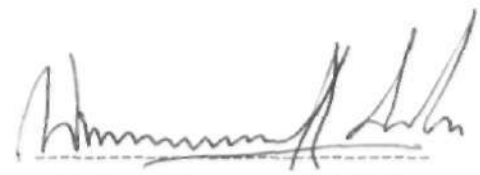
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SEPTEMBER, 1998.

DECLARATION

I hereby declare that the research work presented in this dissertation has been produced by me. Its topic has not as far as I know, been presented on any previous applications for another degree. All quotations and sources of information are duly acknowledged by means of references.



Felix Akinwunmi Adidu

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CERTIFICATION

This dissertation titled **ROLE CONFLICT, ROLE AMBIGUITY AND JOB SATISFACTION AMONG MANAGERS IN SELECTED ORGANISATIONS IN NIGERIA** by **Felix Akinwunmi Adidu** meets the regulations governing the award of the degree of Doctor of Philosophy (Ph.D.Business Administration) of Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.

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DEDICATION

This work is dedicated to my wife Victoria and my children Gbemisola, Abiola, Morayo and Similola who were inconvenienced in several ways, by my frequent travels when I was conducting this study.

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ACKNOWLEDGEMENTS

The execution of a project of this nature and scope obviously demands the co-operation of many individuals and bodies.

I am grateful to my well-learned major supervisor, Professor E. A. Ikoiwak, who worked assiduosly, but cheerfully, to guide almost every aspect of the study.

I am equally grateful to Dr. P. D. Bagobiri for his guidance, inspiration and encouragements. A highly motivated and energetic individual, his comments and suggestions always rekindled my intrests.

To Professor S. A. Abdullahi, I am greatly indebted and deeply grateful for his support during the execution of this project.

Special mention must be made of Dr. B. L. Boateng, a former colleague in the Faculty of Education, A. B. U. Zaria, who made it possible for me to obtain current empirical materials from the U. S. A. to support the study. I really do not know how to express the deep appreciation I feel for all he has done for me.

Dr. P. D. Bagobiri, Dr. P. B. Izah, Dr. (Mrs.) P. S. Aku, and Mr. F. J. A. Kamara vetted the instruments for this study. I say a big thank you to each of them.

I wish to thank Professor K. Venkateswarlu, for his assistance and support given at the initial stages of this project. Thanks also go to Dr. O. A. Atoyebi and Mr. J. A. Obemeata, the statistician and Computer Analyst respectively who worked with me on the data analysis for this study. I thank

Dr. (Mrs) A. S. Olufeagba for her assistance and encouragements.

I am grateful to all those students (especially Mr. D. B. O. Ibigbami) who served as research assistants for this study.

To all my friends and colleagues, I thank all for their interest, support, encouragements and love especially during that critical period when progress seemed to be slowing down on this project. The role they played can never be forgotten.

I offer a special thank you to my wife Victoria, who is an ongoing source of encouragement and support, and whose help with this project as in all aspects of my life, I value exceedingly.

Finally I am grateful to my children; Gbemisola, Abiola, Morayo and Similola for their patience and understanding.

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ABSTRACT

This study was aimed at determining the levels of and the relationships between role conflict, role ambiguity and job satisfaction experienced by staff and line middle level managers of manufacturing establishments in Nigeria.

The scope of the study was all the staff and line middle level managers in some large and medium manufacturing establishments in Nigeria. Chapter one dealt with such topics as the problem statement, justification and objectives of the study.

The review of literature covers such authors as Rizzo et al (1970), Biddlc and Thomas 1966), Bobbitt et al (1978) etc. The various contributions they made to the study of and the understanding of the three variables (Role Conflict, Role Ambiguity and Job Satisfaction) were examined. The research methodology was mainly by the use of structured questionnaires drawn out on a five point Likert Scale.

A sample size of 278 persons (as recommended by Krejcic and Morgan 1970) was randomly determined from a population of 964 Production and Personnel Managers in the 482 medium and large scale manufacturing establishments (Manufacturer's Association of Nigeria, 1994).

The findings revealed among others that :

The respondents did not indicate any significant differences in their experience of role ambiguity. They did not also show any significant

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DEFINITION OF TERMS

For the purpose of clarity in terminology, the following key terms ar defined.

Middle Level Manager:

These are the people who direct the work of others (e.g their subordinates) in organisations. They include departmen managers, plant managers etc. Examples are Finance Managers Production Managers and Marketing Managers (Sisk 1973).

Job Satisfaction

A pleasurable or positive emotional state resulting from th appraisal of one's job or job experiences (Sell and Shipley 1979).

Role Conflict

"The simultaneous occurrence of two or more role expectations such that compliance with one would make compliance with the other more difficult"(Kahn et al 1964).

Organisation:

This refers to an entity such as : schools, places of employment (eg industrial organisations). The main Characteristics: they are composed of people, they have distinct purpose or goal to achieve, and they have a dgree of formality in the structure that results in a definition and limitations of the behaviour of its members (Sisk, 1973 pp267-268).

Role Ambiguity

"Uncertainty by individuals about what the occupant of a particular office is supposed to do." In other words, unclear instructions (Katz and Kahn 1978).

Manufacturing

The making of goods with the use of power-driven machines (Archer, 1974, p.256).

The following two definitions apply only to this study i.e. operational definition.

Large manufacturing establishment

A manufacturing establishment with total employees of 500 and above. (Wernette, 1964).

Medium manufacturing establishment

A manufacturing establishment with total number of employees of between 100 and 499 employees. (Wernette, 1964).

CHAPTER ONE

INTRODUCTION

1.a Statement of the Problem

From birth to old age, people are involved with organizations[1] of one type or the other for the greater proportion of their working hours. Even when not within the physical environments of an organization, our lives are affected by the products and decisions of organizations.

Tausky (1970), observed that there exists two major organizations; (a) Informal organization and (b) formal organization. Informal organizations he noted, are broadly shaped and are not easily changed because moral values and long-honored beliefs underlie the content and allocation of the roles found in social institutions. However, he opined that formal organizations are:

> Consciously designed set of activities which are distributed among the units of a system, and interlocking of activities between the units which provides for communication and materials flow, and feedback or control activities which monitor the ongoing activities and set into motion correcting activity if actual performances do not fall within planned tolerance limits.

In the Weberian[2] conceptualization of organizations, differentiated roles are

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[1]Organization in this context refers to both process and structure. As a process, "to organize" means to bring order into chaos. "Order" in this sense means predictability of the actions of the units of a system and by chaos, we mean unpredictability. The actions then form the structure of an organized system. Tausky, (1970) P.7

[2] Weberian see organization as though consisting of people but it is regarded as a machine. They imply that just as we build a mechanical device with given specifications for accomplishing a

coordinated in a strict hierarchical fashion; that order is presumed to lead to organizational goals (Blau and Scott, 1962).Other writers are of the view that organization is a loosely coupled system. This indicates the interaction of organizational elements that respond to each other and to external forces but that preserve their own identity and separateness.

Regardless of whether the organization is viewed as a strict hierarchy or as a loosely coupled system, the effectiveness of management is a crucial factor in the organization's effort to coordinate its various functions in its efforts to attain its goals (Blau and Scott, 1962). Formal organization the world over is faced with an increasingly rapid pace of technological change. Most of this change had been the result of managerial decisions within the organizations themselves (Bobbitt et al 1978). The result of this is that both the nature and the scope of the role of management in an organization have changed. Managers face challenges from both within and outside the organization and must be prepared to meet them. These challenges have profound implications for the role of the manager. The pervasiveness of organizations and our ever increasing reliance on them means that the influence of managers is far reaching. As the society becomes more interdependent and technologically complex, a manager's influence will most

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task, so we construct an organization according to a blueprint to achieve a given purpose. Human needs and abilities enter mainly as physiological constraints. See D. Katz and R. L. Kahn (1978). The Social psychology of organization. John Wiley and Sons. 2nd edition. New York.

likely increase in both amount and range. Such influence will affect not only those involved in face-to-face relationships within the organization but the lives of others as well. For example, in the United States of America, W. T. Grant (a major retailer), was ordered to liquidate by a Federal bankruptcy judge in January 1976 (Bobbit et al 1978). As to be expected, people that were not involved on a face-to-face basis were affected by the liquidation. According to Bobbitt et al (1978), over eighty four thousand employees were put out of work, seven hundred store locations were vacated, and only $400 million to $475 million in realizable assets were available to pay $1.2 billion in liabilities. If organizational effectiveness, efficiency, and humaneness, therefore depend on the action and assumptions of managers, few roles in our society have far-reaching effect on societal well-being.

The term middle management include (among others) both staff personnel and line personnel as serving middle management functions in a manufacturing establishment. The personnel manager (staff) and the production manager (line) deal with interacting responsibilities and areas of concern, yet they maintain their separate roles within the organizational framework.

The middle level manager occupies a unique and important position in the organizational hierarchy of an industrial establishment. He gets the work done through others by planning, investigating, coordinating, evaluating and supervising his subordinates. These five functions, Bass et al

(1975), noted accounted for almost 90 percent of all the time spent at work by middle level managers. They use these five functions to ensure that the production goals of the manufacturing establishments are attained.

According to Boateng (1992), different organizations do face different problems, which prevent them from fully realizing their stated goals and objectives. The manufacturing establishments in Nigeria are no exceptions. They encounter problems that prevent them from executing their programmes efficiently. Since the manager's role is to coordinate the efforts of the various units within the organization, the coordination is not easily attained because of these problems. Each interest group stresses its own view of how organizational purposes should be accomplished and tends to favour the policy that will further its interests. These differences in viewpoint are a source of problem to all levels in a managerial hierarchy (Hunt, 1972).

Apart from the problems created by the different viewpoints, organizations are faced with other problems. Some of the problems experienced by manufacturing establishments range from unqualified personnel, lack of equipment, inadequate raw materials, inadequate finances, ambiguities, communication breakdowns, interpersonal conflicts, dishonesty, industrial disputes to a fall in earnings or productivity (Boateng 1992). In fact in the views of Hunt (1972), the greatest problem to organization is the motivation of individuals within the organization to contribute action to the organization. By this he meant that individuals

within the organization need to actualise their potential, to develop a better 'self' and mature as full human being and in the process, these desires do create problems for the organization. These problems are symptoms of a system out of balance or equilibrium. Many of these symptoms are by-products of competing demands on members. This implies that the essential instability of organizations arises from their major component - the members. Individuals play roles based on conceptions of the expectations of others. Role conceptions are not fixed. They undergo continuous changes resulting from the individual's own perceptions of the expectations of others and from that, individual's own changing needs. It is this inevitable incompatibility in situational expectations that gives rise to so many of the negative aspects of organizations (Hunt, 1972). Modern organizations in Nigeria are operating in a unique social environment that has its own distinctive problem. The diversity in its ethnic composition constantly generates tension. There is also concern about the level of corruption and nepotism in both public and private organizations (Lammers and Hickson, 1979).

Most of the studies dealing with the manufacturing establishments in Nigeria have concentrated on problems such as unqualified personnel, lack of finances, inadequate or lack of raw materials, low capacity utilization, industrial disputes etc (Boateng 1992). These problems, according to Boateng (1992), are structural in nature. However, he explained further that

there are other problems within the organization that are psychological in nature. The psychological problems can be evident from the roles played by individuals within the organization (Boateng 1992). These psychological problems, the researcher feels do prevent the middle level manager in Nigeria from fully carrying out his or her assigned roles efficiently. There is bound to be conflict between different groups within the organization because there are doubts about the obligations of members and disputes as to whether rewards are in line with contributions (Boateng 1992). Role conflict, role ambiguity, and job satisfaction seem to be part of managerial problems in manufacturing organizations in Nigeria. There are no studies in the field of organizational behaviour on role conflict, role ambiguity, and job satisfaction among middle level managers of the manufacturing establishments in Nigeria available to this researcher.

The problem of how to obtain cooperation is a serious one confronting the middle manager. This is partly because of the roles that individuals play within the organization. Every social relationship consists of a pair of roles, and when someone enters one of these roles, he does so because he believes the relationship will help him to further some of his objectives. Stated differently, in every organization, individual has a set of wants and needs which are fulfilled and unfulfilled to various degrees within the job. If any of these wants and needs are unfulfilled, or unrewarded through the job or the job environment, this leads to discrepancy or tension. In the views of Sell

and Shipley (1979), if the tension is unresolved, it can lead to a state of dissatisfaction.[3] Banton (1965), subscribes to this view and reasons that every member of a social unit has one or more parts to play, tasks to perform, and is entitled to receive services from other people in recognition of his contributions.

Overlapping areas of responsibilities may be points of organizational stress as individuals seek clarification of their authority and accountability for given tasks. Where there is no strict organizational deliminations of hierarchically arranged responsibilities, the individuals' perceptions would assume additional importance (Banton 1965).

While certain levels of conflict and ambiguity within an organization are conducive to creative problem resolution, studies in organizational behaviour in America and Europe indicate that perceived role conflict and role ambiguity may result in unfavourable personal outcomes and dysfunctional behaviours which are "costly for the person and for the organization in which he works" (Kahn et al 1964). Perhaps due to the growing complexities of organizations and the demands made upon individuals and groups, conflict[4] is inevitable in large organizations (Singh et al 1981). Investigations by Rizzo et al (1970), on the relationships between

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[3] To Sell and Shiplay (1979), job satisfaction is related to tension level; *when tension is high, job satisfaction is low, and vice versa.*

[4] "Conflict" in this context refers strictly to sharp disagreement in objectives, interests, ideas and the like.

role perceptions and various personal outcomes have generally supported the notion that serious role conflict and role ambiguity are directly related to outcomes such as job related tension and anxiety, job-dissatisfaction, attitudes towards role senders, and propensity to leave the organization.

Research by House and Rizzo (1972), suggests that role ambiguity results in anxiety and job dissatisfaction, which in turn causes loss in organizational effectiveness and an increase in employee turnover. Boateng, (1992), observed that when roles create uncertainty in the mind, role ambiguity results, because people are not sure how they should act in situation of this type. When role conflict and ambiguity exist, there usually is a decline in job satisfaction. On the other hand, employees tend to be more satisfied with their jobs when their roles are clearly defined (Keller 1975).

A better understanding of roles enhances people's understanding of what others expect of them and how they should act. If any role misunderstanding exists when people interact, then problems are likely to occur (Boateng 1992).

There has been an enormous output of work done on the causes of job satisfaction since the Hawthorne studies.[5] Locke (1969), estimated that

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[5] See Haimann, T. and Scott, W. G. (1974): Management in the modern organization. Elton Mayo designed the research project that was carried out in Hawthorne plant of the Western Electric company in Cicero, Illinois USA to find out whether there is a direct relationship between workers' productivity and the physical condition of the work environment.

the number of such studies might exceed four thousand. Most of the work have been stimulated by a desire to show that job satisfaction is important because it influences productivity. However, not much research have been conducted on role conflict and role ambiguity as they affect job satisfaction. Most of the studies conducted in these fields have been concentrated on Euro-American establishments. There is no evidence to show that any research work has been carried out on role conflict, role ambiguity and job satisfaction among the middle level managers of the manufacturing sector in Nigeria.

The manufacturing sector specifically the Middle Level Manager of Nigeria has had its fair share of criticism (from both private individuals and governments) for not responding to his/her responsibilities.[6] Studies have shown in the developed countries of the world that a significant negative relationship exist between role conflict and job satisfaction. These relationships can result into perceived personal and/or organisational ineffectiveness e.g. alienation, absenteeism, job threat and anxiety (Lamble 1980). It is therefore necessary to determine whether or not such relationships exist among the middle level managers in the manufacturing establishments in Nigeria.

It was similarly reported in the literature that educational

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[6] Some of these responsibilities are: (a) to transform the nation into an industrial society (b) to absorb as many workers as possible thereby reducing unemployment etc.

qualifications affected the perception of personnel of different organisations. The result is that people with higher education have significant perception of role conflict, role ambiguity and job satisfaction. While those with lower education did not have significant perception of role conflict, role ambiguity and job satisfaction and therefore the consequences could be very bad on organisation (Sisk, 1973).

The following questions are therefore asked:

(a) Are the inabilities of the middle level managers of the manufacturing establishments to meet with these challenges due to the relationships of role conflict, role ambiguity and job satisfaction which are as a result of the roles they play within the organisations?

(b) Do educational qualification of the middle level managers affect their perception of role conflict, role ambiguity and job satisfaction?

This has prompted the investigator to empirically attempt to look into some aspects of human behaviour that affect the performance of manufacturing establishments to provide answers to these questions. The study is designed to investigate relationships between role conflict, role ambiguity and job satisfaction among middle level management in some large and medium manufacturing industries in Nigeria.

1.b Hypotheses

The following null hypotheses were tested in this research.

1.c Major Hypothesis "A"

Educational qualification of middle level managers do not make any significant difference in their perception of role conflict, role ambiguity and job satisfaction.

1.d Minor-hypotheses

"b" Educational qualifications of middle level managers do not make any significant difference in their perception of role conflict.

"c" Educational qualifications of middle level managers do not make any significant difference in their perception of role ambiguity.

"d" Educational qualifications of middle level managers do not make any significant difference in their perception of job satisfaction.

1.e Major Hypothesis 'E'

There is no significant relationship in the levels of role conflict, role ambiguity and job satisfaction experienced by staff and line middle managers.

1.f Minor -Hypothesis

""f" There is no significant difference in the levels of role conflict experienced by staff and line middle level managers."

"g" There is no significant difference in the levels of role ambiguity experienced by staff and line middle level managers.

"h" There is no significant difference in the levels of job satisfaction experienced by staff and line middle level managers.

1.g Justification / Significance of the study

i. One's choice of profession, productivity, commitment to job and length of service to large extent depends on the degree to which one assesses oneself and what he thinks others think of him (focal person). Various literature have reported that the incidence of role conflict, role ambiguity and job satisfaction influence the way people perform their jobs. The performance of such jobs unfortunately have been in the negative side. Information about role conflict and role ambiguity as they affect job satisfaction is hard to come by in Nigeria, as most other developing countries in Africa. The results of this study would therefore show whether or not middle level managers of the manufacturing establishments in Nigeria experience role conflict, role ambiguity and their effects on job satisfaction.

ii. Factors which influence role conflict, role ambiguity and job satisfaction are also far from being definitive in the literature. By providing information on role conflict, role ambiguity as they affect job satisfaction among middle level management in some large and medium manufacturing establishments, the study would have made a modest contribution to knowledge in this field.

This study might be of value to the following category of people and for these reasons:

i. Top level managers / company executives and middle level managers who might need to consider the effect of role conflict and role ambiguity on their job satisfaction. Very significant relationships in role conflict, role ambiguity and job satisfaction within the management of different organizations are reported in literature. One is not sure if such relationships exist among middle level managers of the manufacturing establishment in Nigeria. The report of this study would therefore aid in the understanding of the relationships that exist among the middle level managers in the manufacturing establishments in Nigeria.

ii. The study will come out with ways of reducing role conflict, role ambiguity as they affect job satisfaction among middle level management in Nigeria.

iii. The findings of this study may add to previous body of knowledge in the area of role-conflict, role ambiguity and job satisfaction. Most literature on role conflict, role ambiguity and job satisfaction have failed to show whether the level of role conflict, role ambiguity and job satisfaction experienced by middle level managers is similar or not from one organization to the other. The findings of this study would show if the level of role conflict, role ambiguity and job satisfaction vary from one organization to the other or whether they are specific to similar organizations.

1.h Objectives/purpose of the study

The objectives of this study are as follows:

i. To isolate and explain the factors which have influenced role conflict, role ambiguity and job satisfaction experienced by middle level managers in the manufacturing establishments in Nigeria.

ii. To determine the relationships of role conflict, role ambiguity and job satisfaction experienced by middle level managers in the manufacturing establishments in Nigeria.

iii. To determine whether or not educational qualifications affected the middle level managers' perception of role conflict, role ambiguity and job satisfaction.

iv. To proffer some recommendations regarding management of role conflict, role ambiguity and job satisfaction and their determinants among middle level managers of the manufacturing establishments in Nigeria.

1.i Delimitation of the Study

The scope of the study is delimited to the following:

Only staff and line middle level managers in some large and medium manufacturing establishments in Nigeria, specifically, personnel and production managers were studied.

1.j Basic Assumptions

The basic assumptions on which this study is based are as follows:

i. That the samples of manufacturing establishments employing middle-level managers are representative of the total subjects in Nigeria.

ii. That the samples will respond honestly in reporting answers to items as identified by the instruments or questionnaires.

iii. That role ambiguity, role conflict and job satisfaction can be measured.

1.k Research Questions

The following research questions were formulated for the study:

1. Do educational qualifications of the middle level managers affect their perception of role conflict, role ambiguity and job satisfaction?
2. Do level of educational qualifications of the middle level managers' affect their perception of role conflict ?
3. Do level of educational qualifications of the middle level managers' affect their perception of role ambiguity ?
4. Do level of educational qualifications of the middle level managers' affect their perception of job satisfaction?
5. What is the relationship in the levels of role conflict, role ambiguity and job satisfaction experienced by middle level managers of the manufacturing establishments in Nigeria?
6. Do staff and line middle level managers of manufacturing establishments experience the same level of role conflict?
7. Do staff and line middle level managers of manufacturing

establishments experience the same level of role ambiguity?

8. Do staff and line middle level managers of manufacturing establishments experience the same level of job satisfaction?

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.a Introduction

Literature pertinent to this study in Nigeria is very limited. Therefore, much of the literature reviewed consists of studies carried out in the United States of America (USA) and Great Britain. Although the studies were conducted in socio-cultural settings that are different from Nigeria, behavioural traits are approximate to those in the Nigerian setting because human beings the world over have basic characteristics that are similar.

Literature reviewed for the study covers the following main areas - the background study of role theory, theories relating to role conflict, theories relating to role ambiguity and theories relating to job satisfaction and the contributions made to the formulation of the concept of role by those in the behavioural sciences. The chapter is therefore arranged according to the following headings:

Background Study of Role Theory

Theories Relating to Role Ambiguity

Theories Relating to Role Conflict

Theories Relating to Job Satisfaction

Relationships between Role Conflict, Role Ambiguity and Job Satisfaction.

Relations Between Line and Staff Managers

Theoretical Framework for the study

Summary

2.b Background Study of Role Theory

Newcomb (1951), stated that "the ways of behaving which are expected of an individual who occupies a certain position constitutes the role... associated with the position". Role, though not easily understood, is important in the study of organizations. A role is concerned with what a person does and how he behaves in relation to others (Newcombe 1951). Focusing his attention on basic roles, Banton (1965) observed that there are basic roles which predetermine most of the position opened to an individual and which have implications for the way the parties behave towards one another in a correspondingly large proportion of social situations. He explained that roles are ascribed to people at birth by some criteria which are independent of individual merit, for example sex and seniority in age.

Role refers to behaviours that ought to or should be performed. There is a symbiotic relationship between status and role. A status is a collection of rights and duties. A role on the other hand is the dynamic aspect of a status (Linton, 1936). An individual is assigned to a status and occupies it with relation to other statuses. However, when he puts the rights and duties which constitute the status into effect, he is performing a role (Linton 1936). Status and role therefore, are inseparable. This implies that there are no roles without status or status without roles. It is this relationship of the two

concepts that informs Bennett et al (1948) definition of role as "... what the society expects of an individual occupying a given status". This means that any status is defined by the function given to it by the role.

There are other definitions of the word role. Rizzo et al (1970) defined role as a set of expectations about behaviour for a position in a social structure. Expectations in this case are conditioned by the general experience and knowledge, values, perceptions and specific experience with focal person(s). The expectations serve as standards for evaluating behaviour and they seem to condition or determine such behaviour (Rizzo et al 1970). Some authors define the concept from the point of view of an individual's situation with reference to his and others' social positions. For example, Sargent, (1951) observed that "a person's role is a pattern or type of social behaviour which seems situationally appropriate to him in terms of the demands and expectations of those in his group. He explained that roles are partially cultural, personal, and situational. Gross et al. (1966), examined role from the cultural point of view. They define role as the sum total of culture patterns associated with a particular status. To them, role consists of "... attitudes, values, and behaviour ascribed by the society to any and all persons occupying this status" (pp7-25). Some authors explained role from the point of view of an actor occupying a social position. For example, Davis (1948), regards role as the manner in which a person actually carries out the requirements of his position. Both Davis (1948), and

Linton (1936), regard role as dynamic aspect of status or office. They see, role as always influenced by factors other than the requirements of the office or position itself. Parsons (1956) on his part links role with behavior when he defines role as "... what the actor does in his relations with others seen in the context of its functional significance for the social system".

The definition most suited to this study is that of Rizzo et, al. (1970) given earlier as a set of expectations about behaviour for a position in a social structure. It relates role to the social system. Role is important in explaining characteristics of social life. It is equally helpful in the understanding of the functions which the personnel/production manager (middle level manager) perform in the industrial organization, the community and in the society as a whole. The following factors must therefore be carefully considered (Biddle and Thomas 1966).

a. The personnel/production managers' `Public' is differentiated. This means that only a few members of the public have the most general expectations of the personnel/production manager. However, people in their immediate work environment for example, top level managers, subordinates and other middle level managers have a much more direct relationship with the personnel/production manager, therefore their expectations of him are more specific (Biddle and Thomas 1966).
b. The personnel/production manager's role itself is differentiated

according to such criteria as, function (supervision, directing, coordinating), authority over others, attributes (qualifications, experiences) and so on. Different expectation are therefore held for different middle level manager (Biddle and Thomas 1966).

c. Individuals have many roles, thus, a personnel or production manager may also play the roles of a father, husband, club member, and captain of a football team. Different sets of expectations would be held of each role and these might be incompatible (Biddle and Thomas 1966).

d. The expectations held of an individual occupying a given role may not always be in harmony. When an individual is confronted with different sets of expectations, he faces a potential role conflict (Biddle and Thomas 1966).

e. The extent to which the personnel or production manager's behaviour is determined by the expectations held of him and the extent to which he is free to perform his role according to his own desires are important factors to be considered. Every individual has his own unique characteristics which affect the way he performs his role. Role expectation prescribe a minimum pattern of behaviour for personnel or production manager, and digression from which sanctions would eventually be evoked, but beyond this, the personnel or production manager has a high degree of

autonomy (Biddle and Thomas 1966). When an individual becomes a member of an organization, he must conform to certain expectations if he, and the organization are to function effectively, but at the same time, he has the opportunity to fulfil his unique personality needs (Kob, 1963).

Role expectations do play a major part in our understanding of the concept role. According to Levinson, (1959), role expectations might include what an incumbent should or should not do. He observed that it is not the formal system alone which sets down role expectations; individuals and groups within the informal system also play a considerable part.

Human behaviour is influenced to some degree by the expectations individuals hold for themselves and also by the expectations which other individuals hold for him (Levinson 1959). This is to say that human behaviour is in part a function of the position an individual occupies and the expectations held for incumbents of this position.

2.c Theories Relating to Role Ambiguity

Greenberger, and Strasser, (1986); Langer (1983), all believed that people attempt to establish and maintain control over their environment. This control, they maintain requires that the individual knows which stimuli to attend to, to discriminate against and to influence in his effort to establish competency in the environment. Role theory has shown the importance of received expectations in an

individual's understanding of the behaviours necessary to establish such competency (Katz and Kahn 1978). The set of expectations an individual receives will determine the particular role for the individual. Role behaviour that is appropriate with the set expectation is associated with (a) the interpsychic rewards for achieving competency and (b) the external rewards such as a promotion. When an individual believes that he or she does not have sufficient knowledge of the role to guide his or her behaviour (an insufficient set of expectations), the individual is said to be suffering from a state of role ambiguity (Siegall and Cummings 1986). They noted that people do not like to suffer from role ambiguity because it is assumed that people want to achieve both competency and external rewards through the successful execution of roles.

Most of the problems in organizations arose because individuals within organizations lack enough knowledge of the role to guide their behaviour (Boateng 1992). He opined that such individuals have insufficient set of received expectations (role ambiguity). Some of the sources of role ambiguity are; inadequate job description, unclear instructions and uncertainty about what the occupant of a particular office is supposed to do (Katz and Kahn 1978). According to them, most often, job incumbents are not clear about the nature or the extent to which they are supposed to carry

out their work responsibilities or what it is specifically they are supposed to do and how they are to do it. In some other cases, ambiguity can be a function of time (Boateng 1992). By this, it is meant that it may be difficult to realize or foresee the long-term effects of behaviour.

In the views of Lynons, (1971), role ambiguity can result when role expectations are not clear or when information is restricted. When a person occupying a particular role is not sure of the product to produce, in that role, he is suffering from role ambiguity (Naylor et. al. 1980). Naylor et. al. (1980) opined that role ambiguity exists when focal persons are uncertain about product to evaluation contingencies and are aware of their uncertainty about them. In a situation where the focal persons are uncertain of others' product to evaluation contingencies (i.e. they experience role ambiguity for roles sent from others), the individual may or may not be uncertain about the product to evaluation contingencies for their own self-role. This uncertainty or clarity arose because others failed to communicate their role expectations to the focal person either directly or indirectly (Naylor et al 1980).

According to Boateng (1992), some conditions create role ambiguity with respect to others' role of focal persons to be uncertain about their self-roles. He explained that an example might be focal

persons who had very little experiences in the roles, the individuals will look up to others for information on which to build their self-roles. That the uncertainty about what others expect of them make them uncertain about what they should produce to satisfy their own self-evaluation. Ambiguity in this regard will lead to dissatisfaction since the individuals are not able to produce products which lead to valued rewards either from others or from themselves (Naylor et al 1980). The common source of role ambiguity is through inadequate job descriptions (Naylor et al 1980). For in most cases, job incumbents are not sure of the scope and the nature of their responsibilities (Naylor et al 1980). Ambiguity could also arise when the individual is not sure whose expectations he/she should be met. For example, the focal person may not be able to distinguish between important members of his role set and those whose expectations could be ignored (Naylor et al 1980).

Numerous works in the field of role theory have shown that received expectations are very important in a person's understanding of the behaviours necessary to establish competency in the environment (Graen 1976; Katz and Kahn, 1978). It is also made known by Kahn, et. al. (1966), that the experience of role ambiguity has some effects which are similar to those associated with role conflict, that is low job satisfaction and high

tension. They also pointed out that role ambiguity can lead to low self-confidence and a sense of futility.

Cohen (1959), reported that when instructions are not clear, the achievement of experimental tasks is reduced. By this he means that role ambiguity reduces the effectiveness of performance. From his work on role ambiguity among Air Force crews, Torvance (1954), discovered that ambiguity of role allocation and definition in Air Force crews under stress was very important to their survival.

In the views of Hall (1976), role ambiguity is very prevalent among new organizational members who possess very little or no exposure to the job or to similar roles in other organization. This means that role ambiguity decreases as individuals acquire more experience (Boateng 1992).

2.d Theories Relating to Role Conflict

According to Newcomb (1951) individuals in both medium and large size organizations play some roles. He opined that conflict will be more likely to occur than a rarity in the medium and large organizations because of the grouping complexities of organizations and the demands made upon individuals and groups within the organization. According to Scott (1967) a well managed organization will try to define the functions of individuals in the organizations so as to reduce or eliminate role conflict. Singh et al (1981) opined that conflict is undesirable and should be avoided or eliminated

because high levels of conflict stimulate psychological withdrawal (i.e apathy, indifference, and alienation) and physical withdrawal (i.e turnover, tardiness and absenteeism). They explained that conflict can lead to gross distortions of reality, which can in turn lead to biased perceptions of information. They concluded that conflict interferes with productivity and efficiency. That it also disrupts organizational goal achievement and therefore it is undesirable. Kahn et al (1964), observed that conflict situations instigate stress and that if there is conflicting and or ambiguous pressures it might be an indication of organizational stress. Role conflict occurs when a person is faced with mutually contradictory and competing role expectations which make it difficult for him or her to behave in conformity with individual role expectations (Singh et al 1981). From the point of view of writers like Kahn et al (1964), conflict occurs as a result of:

a. The degree of incongruity or incompatibility of expectations associated with a role. (Brief and Aldad 1976, Rizzo et al 1970).

b. The simultaneous occurrence of two or more sets of pressures such that the compliance with one would make it more difficult to comply with the other. (Kahn et al. 1964, and Tosi 1970).

Specific role conflict that have been studied by researchers/ and which are of relevance to this study are four; they are as explained by Gross et al. (1958), Kahn et al. (1964) and Rizzo et al. (1970) as follows:-

Persons role conflict: the perceived incongruity or incompatibility

between the demands of the role and the focal person's orientation. This is a situation in which the needs and values of a person and the demand of his role set are in conflict (Sisk, 1973).

Intra-sender conflict: a perceived incongruity or incompatibility between various demands placed on the focal person by a single role sender (Sisk, 1973). Kahn et al. (1964) suggested that intra-sender conflict will occur when for example a supervisor requests a subordinate to acquire material which is unavailable through normal channels and at the same time prohibits violations of normal channels.

Inter-sender conflict: demands or pressures from one role sender perceived as being incompatible with (or contrary to) demands or pressures from one or other role senders. This could be in form of conflicting expectations and organizational demands in the form of incompatible policies, conflicting requests from others, and incompatible standard of evaluation (Sisk 1973).

Over load:- According to Sisk (1973), this is the degree to which the different role expectations which are passed on to a role occupant exceed the amount of time and resources available for their accomplishment.

According to Sisk, (1973) these definitions or explanations show that role conflict is experienced by the focal person when others have different

perceptions or expectations of his role. They also show that it is difficult to meet one set of expectations while rejecting another.

The review of previous works done on role conflict showed that general role conflict has been very much researched, however, specific types of role conflict have been relatively neglected (Boateng 1992). Researchers generally concentrate their work on the consequences of role conflict. It is also realized that research work into the predictors of role conflict or the treatment of role conflict as a dependent variable is limited (Boateng 1992).

Variables such as position of the task in organization, job characteristics, organizational variables have been found to be potential predictors of role conflict (Singh et. al. 1981).

Task Characteristics

Kahn et. al. (1964) have shown that role conflict is a function of the position of the task in the organization. While Organ and Greene (1972), and Miles (1976) found that boundary-spanning activities were significantly related to role conflict. Keller et. al. (1976) maintain a contrary view that boundary spanning activities were unrelated to role conflict. Brief and Aldag (1976) observed that some task characteristics are related to role conflict. These characteristics, they listed as; autonomy, and task identity. However, they noted that skill variety, task significance and feedback from job were not related to role conflict. This is a

contradiction of the Rizzo et. al. (1970) finding that autonomy and role conflict were not significantly related.

Organizational level

There is enough evidence to suggest that organizational levels are characterized by a high degree of role conflict, Rizzo et. al. (1970) and Schuler (1975).

Structure

Kahn et. al. (1964) reported that role conflict is related to organizational structure. However, House and Rizzo (1972), reported that less role conflict was observed in organizations where mechanical works were involved.

Managerial Style

Rizzo et. al. (1970) observed that the principle of chain of command and the principle of unity of command and direction affect role conflict. It should be noted that these researchers did not support the above findings with any data.

Intra-and Inter-Organizational variables

Rogers and Molnar (1976), carried out a research on role conflict and ambiguity on top-level administrators. They reported that inter-organizational variables compared with intra-organizational variables seemed to account for the largest amount of variance in role conflict. On their own part, Morris et. al. (1979) reported that

the following intra-organizational predictors: (i) supervisory span (ii) span of subordination and (iii) formalization made a significant contribution to explain variance in role conflict.

Here the study examines the relevant works on both the (1) individually valued states (e.g. general fatigue and discomfort, job threat and anxiety, tension, psychosomatic complaints and satisfaction) and (2) organizationally valued states (e. g. psychological withdrawal (alienation, commitment), physical withdrawal (absenteeism) and performance behaviour.

Individually Valued States

Rizzo et. al. (1970) and House and Rizzo (1972), reported that there is significant positive correlations between role conflict and physiological strains. However, they did not arrive at any conclusive evidence to show the effect of role conflict on feelings of job threat and anxiety. Other findings however suggest that experience of role conflict produces tension and generates feelings of unhappiness and unpleasantness in the stresses (Singh et. al. (1981).

Organizationally Valued States

Morris and Koch (1979) found significant negative co-relations between role conflict and organizational commitment. Other

research works have shown an inverse relationship between role conflict and participation in decision making (Singh et. a. 1981). However, Rizzo et. al. (1970) discovered that there is a significant positive correlation between role conflict and decision-delay.

Lamble (1980), investigated role conflict and role ambiguity of agricultural extension agents in the Extension Division of Alberta Agriculture. The findings of the study showed that role conflict was related to job dissatisfaction and the attendant organizational ineffectiveness.

From their work on the nature of managerial role conflict among supervisory and administrative personnel, Singh et. al. (1981) discovered that individuals engaged in Research and Development experience lesser degree of general role conflict as compared to those in production. They in addition found that people in administration, finance, and commercial departments experience lesser degree of conflict than those in production department but greater than those in the Research and Development. The result demonstrated that individuals concerned with manufacturing, experience significantly high degrees of general/specific types of role conflict compared to those engaged in scientific research and innovative roles. It will be very interesting to discover whether or not the outcome of this

research work will support the above findings.

2.e Theories Related to Job Satisfaction

Job satisfaction was defined by Sell and Shipley (1979), as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. This means that if people are able to achieve what they want and value from their jobs, they will be satisfied. If one is satisfied with his or her job, it is likely that he or she will perform better on the job. The studies in this field show that people are not satisfied with their jobs for one reason or the other. Sisk (1973), opined that one of the most difficult tasks of organizations is that of motivating their employees to perform the work assigned to them in a manner that meets or surpasses expected standards of performance. This shows that there are some inherent problems in organizations which prevent individuals from achieving what they want, which creates job dissatisfaction and finally result in poor performance of their jobs.

In the views of Boateng (1992), it is obvious that managements are aware of these problems because a lot of methods have been employed to encourage or motivate employees to put in their best effort. Some of the methods that have been used in industrial firms have been observed to eliminate the sources of dissatisfaction or to reduce the dissatisfaction but does not mean that such reduction either motivates the worker or leads to job satisfaction (Boateng 1992). For example, Herzberg et al (1959), in Boateng

(1992), observed that salary, fringe benefits, types of supervision, working conditions, climate of the work group, and attitudes and policies of the administration can be sources of dissatisfaction. Boateng (1992) opined that variables that have been shown to motivate workers and invariably lead to job satisfaction include: achievement, recognition, challenge of the work itself, responsibility, advancement and promotion and personal or professional growth.

The Herzberg's two factor theory utilizes intrinsic and peripheral job characteristics to explain the point (Herzberg et. al. 1959). They opined that the intrinsic job characteristics act as motivators while the peripheral job characteristics or maintenance function serve as satisfiers or dissatisfiers but not as motivators. By intrinsic job characteristics they mean such variables which can create positive attitudes towards work which arise from the job itself, these can function as motivators. Examples would include: self-improvement, achievement, and the desire for the acceptance of greater responsibility. The hygienic factors act as peripheral to the job itself. This means that factors such as pay, working conditions (e. g. heating, and ventilation), company policy and the quality of supervision are all that make up the peripheral to the job itself. When these factors are believed to be inadequate, they act as dissatisfier, but when present, they do not motivate employees to greater productivity (Herzberg et. al. 1959). Instead, they are hygienic or peripheral in character because their presence

makes it possible for the motivators to function (Sisk 1973).

This was supported by Walker and Guest (1952), when they observed that there was a very low level of job satisfaction among automobile line workers even though most of them indicated that pay, supervision and working conditions are most satisfactory. The Herzberg study also revealed that when employees are highly motivated, and find their jobs to be interesting and challenging, they are able to tolerate considerable dissatisfaction with peripheral factors.

Myer (1964), carried out a research on employees from five different job dissatisfactions using the same technique employed by Herzberg and found that advancement, recognition and possibility of growth (motivation factors) create the intense feelings of satisfaction among manufacturing supervisors. He also found that lack of responsibility, inadequate pay, and failure to advance (hygienic or peripheral factors) are causes of dissatisfaction among manufacturing supervisors. As pointed out earlier, the removal of the causes of dissatisfaction does not necessarily mean a reduction in the motivation of individuals (Herzberg et. al. 1959).

Myer (1964) like Herzberg et al (1959)identified those factors directly related to the job as the motivational need while those factors not directly related to the job made up of the maintenance needs or those factors which are peripheral to the job itself. Sisk (1973), opined that employees seek satisfaction in the area of maintenance needs when the motivational needs

of growth, achievement, responsibility and recognition are not satisfied. But when motivational needs are satisfied, the relative importance of maintenance needs diminishes (Herzberg et. al. 1959).

The two factor theory is therefore useful in discussing alternative courses available for motivating employees. Management can therefore either (a) promote motivational needs by designing jobs that have the capability of fulfilling those needs, or (b) directing its efforts towards the satisfaction of those needs peripheral to the job itself (Boateng 1992).

The above analyses showed that if the motivational factors which are intrinsic job characteristics can not be met or fulfilled on the job by top management, the hygienic factors which act as peripheral to the job should be enhanced so as to make the workers satisfied(Herzberg et al 1959)..

There have been many studies showing that intrinsic job satisfaction is only a factor of the total job satisfaction. Kahn (1960), conducted a study of the job attitudes of 6,000 industrial workers in a tractor factory and found that there are four relatively independent factors contributing to satisfaction derived from the total job situation. These include: satisfaction with the company, satisfaction with supervision, and satisfaction with rewards and the opportunity for mobility.

The "Cornell studies of job satisfaction" (according to Smith et. al. 1969) showed that job satisfaction is composed of five relatively independent aspects of the work environment. These aspects include: work

itself, pay, supervision, opportunity for promotions, and the characteristics of co-workers. They opined that any one of these factors may serve as a source of satisfaction for one group of employees and as a source of dissatisfaction for another group. The factors can shift in their significance to a given individual. This means that what is satisfying today may be dissatisfying tomorrow as the individual's needs and goals change.

Productivity and Job Satisfaction

Job satisfaction (according to some researchers) have been found to have some influence on productivity. In fact, most of the research work that have been carried out on job satisfaction seemed to have been stimulated by the desire to show that job satisfaction is important because it influences productivity. Lawler and Suttle (1972), observed that the term "job satisfaction" is used to refer to effective attitudes or orientations of individuals towards their jobs. Kahn (1960) carried out an investigation to determine the relationships between supervisory practices, employee satisfaction and productivity. It was discovered that there is no significant relationship between any of (a) satisfaction with the company, (b) satisfaction with pay and (c) job status and the productivity of a work group. He opined that members of the groups who produced more recognized their groups as high producers, but that it does not mean satisfaction.

It was observed that if an employee has clearly defined goals and that the performance of his job leads to certain rewards, and that these

rewards are equitable, if they are perceived as being instrumental as a means of attaining desired goals, then satisfaction from work situation will result. But if the individual does not have clearly stated goals that can be satisfied by the work situation, or if there is a perceived inequality in the rewards, or if the rewards are not perceived as being instrumental in attaining goals, then satisfaction does not result from work situation (Sisk 1973). It can therefore be expected that people with high degree of perceived satisfaction of needs through the total job situation can continue their job with a minimum amount of absenteeism, and those who quit or a chronically absent do so because the situation is not satisfying to them (Sisk 1973). It does not follow that satisfaction with the job should or does result in a high level of productivity.

Some authors feel that the various social systems to which individuals belong have some influence on productivity. Katz and Kahn (1952), suggested that an industrial worker belongs to four social systems:-

(1) A system outside the plant and within the plant,

(2) A system of relationships with other workers,

(3) A system of the formal union structure and

(4) An organizational system of the company itself.

The attainment of goals within each of these social systems will serve to satisfy the needs of the individual. Sisk (1973), opined that high productivity is seldom a goal of an individual, but that high productivity

may lead to the fulfillment of a goal. He stated that workers who have aspirations of achieving rank and position within the formal structure of the union may do so without resorting to high production. That high levels of productivity serve as a detriment for advancement within the union. If a worker wants to advance within the company organization by increasing pay, promotion, or high position in the hierarchy, he would be motivated to produce more. Sisk (1973) maintained that other factors e.g. quality, ability to get along with others, and dependability may outweigh productivity in determining advancement within the organization. Oni (1979), examined the factors that influence the job satisfaction of lecturers in the various job aspects so as to measure the need of their work. Utilizing as his research instrument, the short form of the Minnesota Satisfaction questionnaire (MSQ), he found out that lecturers reported that they were satisfied with intrinsic than extrinsic aspects of their work. The subjects indicated that some parts of jobs are very important. Some of these parts include:

1. the work atmosphere,
2. supervision.
3. the characteristics of work
4. characteristics of the individual

It was revealed that significant differences exist in the faculty satisfaction when rank was considered, but showed no significant differences on the basis of their sex.

Barber (1980), investigated the relationships between intrinsic, and extrinsic job satisfaction of school teachers demographic variables of years of experience, sex, academic degree and age. He adopted the Minnesota satisfaction questionnaire. He found a relationship between job satisfaction and sex. He found no relationship between job satisfaction and educational qualifications of teachers.

Clement (1982) carried some work on the relationship between intrinsic and extrinsic variables and job satisfaction of student workers in community colleges in Massachusetts. He found that the students were more satisfied with the work itself than with the extrinsic factors like supervision, pay.

2.f Relationships between role Conflict, role Ambiguity and Job Satisfaction

Most of the researches done on job satisfaction have produced conflicting results in terms of the direction and strength of the relationships (Boateng 1992). The different levels of role occupants have also been studied. These include those role occupants in the low level hierarchy e.g. the nurses assistants study (Brief and Aldag 1976), and the Industrial sale representatives study (Orville et.al. 1975),

Lamble (1980), conducted a study on the role conflict and ambiguity of Agricultural Extension Agents and found that role ambiguity occurred at lower levels but more serious in its consequences than role

conflict for District Agriculturist.

Hammer and Tosi (1974), and Kahn et. al. (1966), found from their various studies that people in the lower level hierarchy exhibit lesser degree of correlation between role ambiguity and personal outcomes than those in the upper hierarchy who need to deal more with outsiders who may therefore view conflict as a sign of success from the point of view of their work. These researchers observed that to the upper level personnel (hierarchy), role conflict is not seen as contributing negatively to the level of job satisfaction. It should be noted that it will be difficult to compare the results of the different studies conducted on job satisfaction because various methods were employed in arriving at the results (Boateng 1992). Lyons (1971) adopted the questionnaire method of getting information on overall job satisfaction from respondents, Brief and Aldag, (1976), used the job description index - job facet satisfaction, Johnson and Stinton (1975), employed the role orientation index and the Bullock questionnaire (Green and Organ, 1973). Manous and Lawler (1972), opined that there is no one best way to measure job satisfaction but that what is important is that both the independent and dependent variables should be given some attention by the researchers in their instrument design.

Brief and Aldag (1976) carried out a study on ambiguity and job satisfaction on nurses assistants and found that there is a significant correlation between role ambiguity and job satisfaction. This finding did not

support the hierarchical level position of Hammer and Tosi (1974) and Kahn et. al. (1966).

Brauer (1981), conducted a study on the relationships of role conflict and role ambiguity to job satisfaction among school principals and subject area consultants. He found out that consultants experienced higher degrees of role conflict and role ambiguity in areas of instructions and curriculum than principals.

Barktunek and Reyholds (1983), conducted an investigation into the relationship between client influence, role stress, and various work related outcomes among peers and managers employed in public accounting firm. They found that the influence of client increased role conflict of peers as well as their overload.

Hodgin (1985), studied the job satisfaction, role conflict, and role ambiguity of female school District superintendents across the United States. She found that superintendents who experience high degree of role conflict showed less satisfaction with their jobs than those with less role conflict.

2.g Relations Between Line and Staff Managers

In carrying out his responsibilities, the production manager (line) must exercise human relations (staff) skills. In short, all managers are involved in personnel work.

According to Byars and Rue (1979), there are some functions which

even though belong to the personnel managers but are performed by the line or production managers, examples include the day-to-day counselling of line workers, training and evaluation of line employees. Both line (production) and staff (personnel) managers are jointly involved in some activities e.g. selecting and discipline of line employees. From his study on the status of personnel management, McFarland (1967), found that some executives considered the job of personnel managers as those of theirs alone rather than that of the entire management organization. In the views of Byars and Rue (1979), the problems of most personnel and production managers would be to try to separate personnel matters from the day-to-day production activities. This as can be expected is not possible because many personnel duties are directly linked with organizational performance. As a result of this, it is not possible for production managers to leave all personnel functions to the personnel managers alone. The personnel manager according to Byars and Rue (1979), is an advisory officer who does not have authority over line employees. As a result of this, frustration can occur when production managers appear to ignore the suggestions and or recommendations of the personnel managers. According to Beach (1970), a line manager is generalist, whereas staff manager is a specialist. Fig 1 explains this relationship.

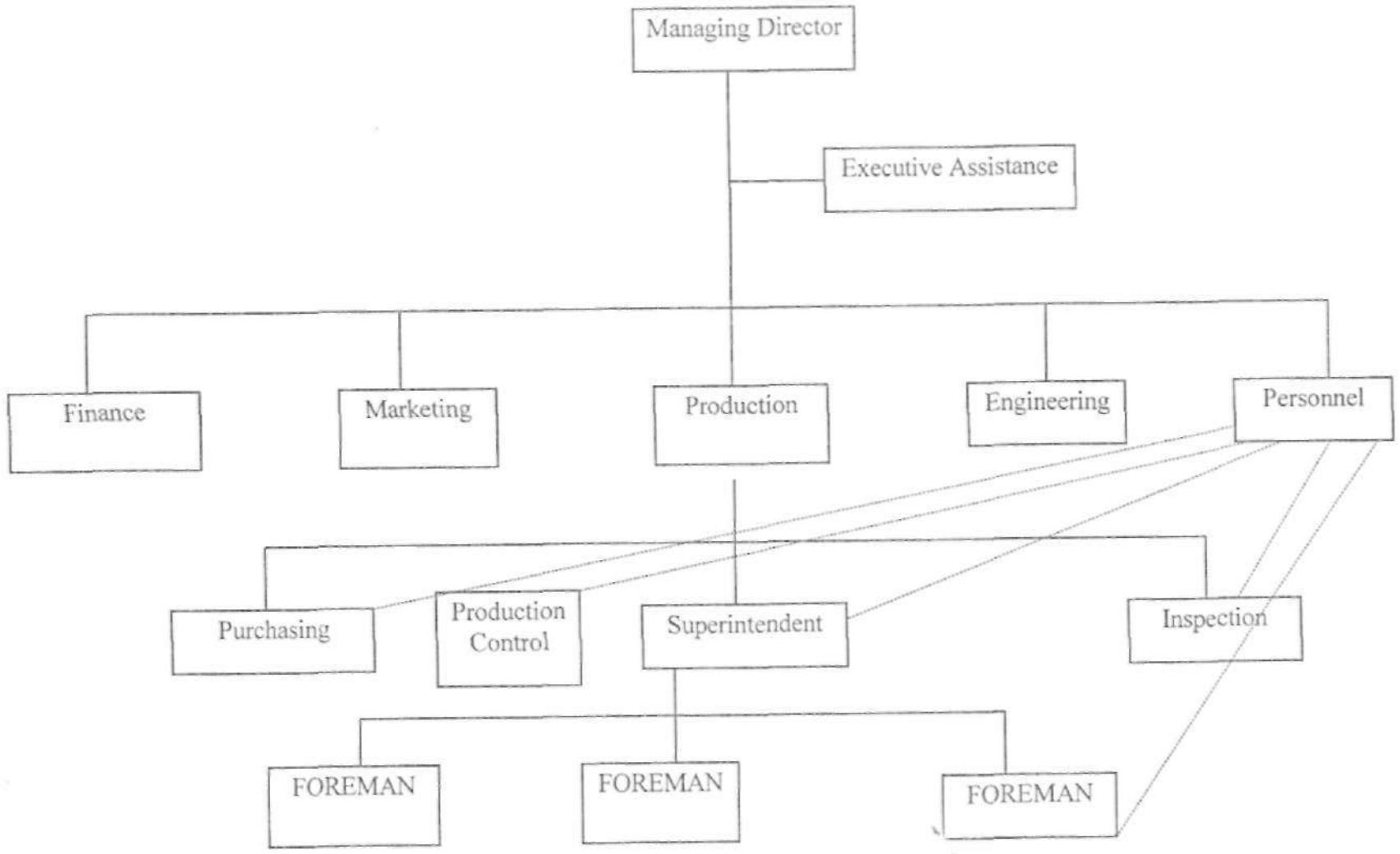


Figure 1: A Partial Organization chart to show line and staff position and their relationship

Source: Adapted from Dale's Beach (1970) Personnel; The Management of people at work . Page 168. 2nd edition. The Macmillan London.

From figure 1, the dotted lines from the personnel office to the various departments in the manufacturing division and to the foreman show the flow of specialized advice, aid, service, and communication. It should be noted that the personnel office does not give direct orders to these individuals. It can also be observed from figure 1 that the line manager is well situated to integrate the proposals of various staff groups. Since it is he who is held responsible for what happens in his operating department, he cannot abdicate his authority in decision making to staff personnel. The staff department is charged with the responsibility of checking up on the performance of operating units. This is done by comparing results with standards that have been established. The other departments' managers that is, Finance, Marketing and Engineering also belong into the Middle Management positions. This means that they are also Middle Level Managers. Their areas of responsibilities are a lot well defined. In other words, they are involved in routine work. Therefore there is little overlapping areas of responsibilities with other departments' managers. This explains why this study did not include them.

The principle of unity of command suggests that each person in an organization should report to one superior only. This is because more than one superior in the hierarchy can place the subordinate in an untenable position in the event that there is a conflicting instruction. In the view of Novit (1979), such conflicts can be dysfunctional for the organization.

As shown earlier, the personnel manager violates this tenet because he shares responsibilities and authority for the organization personnel with production managers. Novit (1979), observed that attempts have been made in the past to remove this problem by suggesting that personnel managers should have an advisory functions only and that all decision making power should be vested in the production manager. This obviously is not possible. In fact, some writers have divided the personnel departments into three types: (a) advisory (b) service and (c) control. Novit (1979) opined that it is the control function of the personnel manager that produces much of the conflict between the personnel department and organization. It was also observed by Novit (1979), that there is a conflict between the dual roles of the personnel manager in his advisory and control roles. The advisory role requires a relationship between the personnel manager and production manager of trust and openness. In his view, Novit (1979), felt that assistance in personnel matters is sought only where mutual trust and respect exist. However, the control function sort of establishes an advisory relationship which is not conducive to trust and openness.

Another area of role conflict between the personnel manager and the organization (production inclusive) is in meeting with the goals of the organization- these are (a) productivity and (b) organizational maintenance. The productivity goal deal with obtaining maximum output from employees in relationship to input. The organizational maintenance involves

maintaining the organization as a cohesive force in the face of internal and external stress. Organizational maintenance efforts which will make workers more contented with their jobs are supposed to make them more productive. However, this is not the case as most writers have come to the conclusion that contented workers are not automatically the most productive workers. Studies have shown that some positive relationship exists between satisfaction and turnover and absenteeism. But according to Novit (1979), a consistent relationship between satisfaction and productivity has never been established in studies. For the production manager, this conflict complicates his position, first he must assist in accomplishing the productivity goal of the organization and secondly, he must help to monitor his workers to make sure that performance standards are met.

2.h Theoretical Framework

It has been established by the writings of the various authors reviewed in this chapter that the expectations hold for or by the focal persons and role senders and the interactions of other variables within organisations, individual personality and the relationship existing between them determine the behaviours of individuals towards each other (Rizzo et al 1970). In this section, a model explaining the adjustment to role conflict and role ambiguity in a role episode is examined.

The preceding sections examined the various theories related to the current study, this section will endeavor to sift these theories and

highlight the appropriate one(s) considered as the framework for this study.

"The present study, originates from those previous ones which theorize and demonstrate that organizational variables (structure, personality, technology, interpersonal relationships) and external or environmental variables are determinants of role performances within the role system of the organization. The previous studies include those of Rizzo, et. al. (1970), Singh, et. al. (1981), Tosi and Tosi (1970), Schuler (1975), House and Rizzo (1972), Lamble (1980), Siegall and Cummings (1986), Hammer and Tosi (1974) and Clements (1982) which are already discussed under the literature review. However, the writings of Kahn et al in Biddle and Thomas (1966) constitute the most systematic and dominant voice along the thinking of this study. This study is therefore firmly rooted and embedded in Kahn et al in Biddle and Thomas' writings. The proper understanding of their writings begins with the understanding of the model shown in fig. 2 - which represents the interrelated variables which influence social relationships in an organization". The assumption of this model is that different factors influence how one perceives his or her role and these in turn influence behaviours. These multiple factors may be considered at two levels; the momentary events of the role episode and the recurrent events and behaviour surrounding and influencing the role episode (Boateng 1992). According to Khan et al in Biddle and Thomas (1966), the four boxes (I - IV) in fig. 2 represent events that constitute a role

episode. The arrows represent a causal sequence. Specifically, arrow 1 represents the process of role-sending, while arrow 2 the process of feedback by which role-senders estimate the degree of compliance with their previous communications and thereby get ready to initiate another process. Therefore, the role episode lies mainly within boxes I - IV as well as the connecting arrows 1 and 2 respectively.

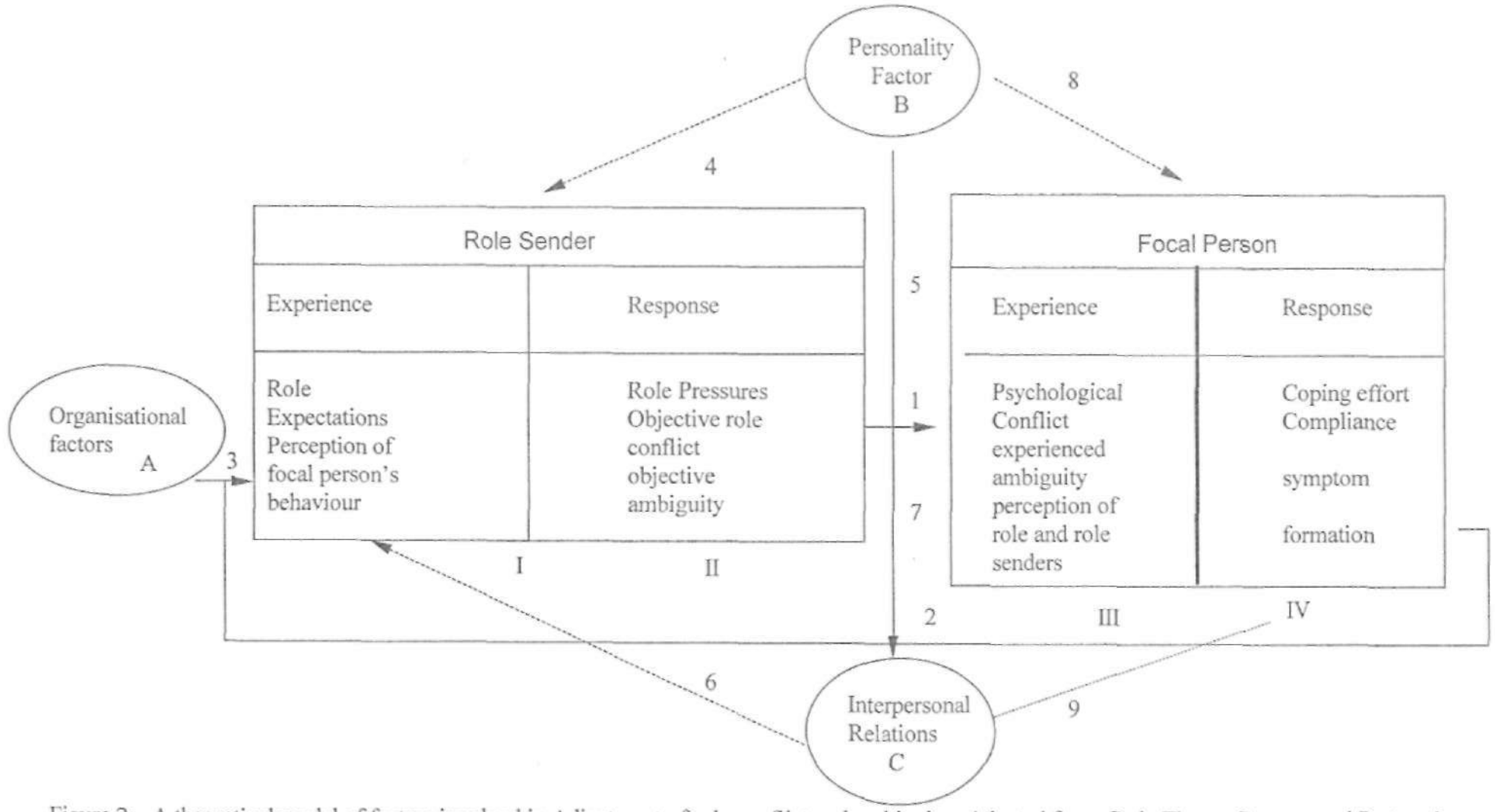


Figure 2: A theoretical model of factors involved in Adjustment of role conflict and ambiguity. Adapted from: Role Theory Concept and Research, Khan et al in Biddle & Thomas 1966 p.280

The circles A, B and C represent enduring states of the organization, the person, and the interpersonal relations between the focal person and role senders. The expectations held by member of the role set are determined by the broader organizational context. In other words, the organizational structure, the functional specialization and division of labour, and the formal reward system, which may have been specified by the organization's directors dictate the major content of a given office. What the occupant of that office is "supposed" to do, with and for whom, is given by these and other properties of the organization itself.

For the current study, the role senders are many. For example a personnel manager, may deal with a member of the top level management, a colleague in the middle level management, and a subordinate in a role episode. In the analysis of Khan et al in Biddle and Thomas, (1966), these members of a role set have some expectations of what type of behaviour is expected of the focal person. Box II represents all the role pressures passed on to the personnel manager (focal person) as indicated by arrow 1. The role pressures might be ambigous or they might conflict with others. The degree of role conflict will depend on the configuration of role pressures actually exerted by role senders on focal person. The focal person's experience of the conflict will in turn depend upon its objective magnitude and on certain characteristics of the focal person himself. The degree of ambiguity for a focal person will depend, on the availability of information to

the focal person.

Arrow number 1, indicates that all the set of role pressures affects the immediate experience of the focal person in a given situation. The perception of the focal person's sent role (box 111) determines his response (shown in box IV). According to Kahn et al in Biddle and Thomas (1966), the responses of the individual will depend on his coping behaviour. Whatever pattern of response he adopts may be regarded as an attempt to attain or regain an adequately gratifying experience in the work situation (Khan et al in Biddle and Thomas (1966).

As noted earlier, the role episode is influenced by the enduring states of the organization, the person, and the inter personal relationships between the focal person and the role senders. Circle A represents a set of organizational variables. Some of these variables characterize the organization as a whole, e.g. its size, number of rank or status levels, the organizations' products, its financial base. In the views of Khan et al in Biddle and Thomas (1966), ecological variables can come under A. They opined that these variables represent the relation of a certain position or person to the organization.

Arrow 3 asserts a causal relationship between various organizational variables and the role expectations and pressures which are held about and exerted towards a particular position. Generally, the organizational conditions surrounding and defining the positions of one's

role senders will determine in part their organizational experience, their expectations, and the pressures they impose. Circle B refers to all the attributes of an individual that can make him behave in a certain way. As an example, some traits may evoke or facilitate certain responses from his role senders (in this case, arrow 4). By personality, it is meant those factors that describe a person's propensity to behave in certain ways, i.e. his motives and values, his sensitivities and fears, his habits etc (Khan et al in Biddle and Thomas 1966). The above analysis suggests that personality can act as conditioning variable in the relationship between the role as sent and role as received and responded to (arrow 5). This means that some persons experience role pressures differently more than others. The kind of pressures exerted by role senders upon the focal person depends to some extent upon the nature of relations between them (arrow 6).

Circle C fulfills the attributes of the person. The expectations held for and sent to a focal person depend on the quality of the interpersonal relationship existing between that person and the members of his role set (arrow 7). In other words, role senders who are superior in the formal hierarchy will present their demands in a different manner than subordinates or colleagues. The focal person will interpret differently the sent expectations of the role set, depending on his or her personality organization with the senders (arrow 8). Arrow 9 indicates immediate changes in the focal person's feelings and behaviour towards his role

senders and this has some effect on his interpersonal relations with members of the role set. If the focal person refuses to comply with their role sendings, there will be a change in their evaluation of the role behaviour (arrow 2). Arrow 9 indicates an immediate changes in the focal person's feelings and behaviour towards his or her role senders. For example, loss of trust or respect are likely in the long run to create significant changes in the enduring pattern of relations between them (Khan et al in Biddle and Thomas 1966).

According to Boateng (1992), the assumptions underlying the role model is that a person's behaviour is not only influenced by interpersonal relations, but by what the individuals thinks others (superiors, colleagues, subordinates, and etc) expect. He noted that some of the expectations are formalized i.e. they are written down in the form of job description but many expectations are developed over time and are not formal.

Most problems in organizations arise because of conflict between what is expected from the individual and what the individual is able or willing to do (role conflict) (Boateng 1992).

2.i Summary

In every organizational setting it is possible to sort out the participants into subgroups depending on the roles that individuals play (Boateng 1992). The reasons for this is that the behaviour which an individual exhibit within the organization is in large part a consequence of

the larger context within which the system exists. In the preceding section therefore, this study sought to explain the interrelationship within, and among, the various sub-units in an organization as well as between the organization and its environment.

Role conflict is viewed by House and Rizzo, (1972) as a degree of incongruity or incompatibility of expectations communicated to a focal person by his or her role senders.

According to Katz and Kahn, (1978), many problems in organizations develop because individuals within organizations are often uncertain about what is expected of them. Job incumbents are unclear about the precise scope and nature of their responsibilities or what they are supposed to do and how they should do it. In these situations, such individuals experience role ambiguity (Katz and Kahn 1978). Job satisfaction has been defined by various authors as the favorableness or unfavourableness with which employees view their work. Katz and Kahn (1978) opined that it expresses the amount of agreement between one's expectations of the job and the rewards that the job provides. Different levels of job satisfaction have been established by several researchers and these include; overall satisfaction, satisfaction with various aspects of the job such as pay, work itself, supervision, growth opportunities, e.t.c. Studies have been carried out on the relationships between role conflict, role ambiguity and job satisfaction. While some researchers found significant relationships between

the role variables and job-satisfaction, others found no significant relationships between them. The middle level manager occupies a very important position within the manufacturing establishment in Nigeria and he/she is held accountable for activities within the organization.

Experience has shown that the line and staff middle level managers have overlapping roles. These have often generated mutual suspicion and conflict which have contributed to organizational inefficiency.

CHAPTER THREE

RESEARCH METHODOLOGY

3.a Introduction

This chapter describes the research design, population and sampling procedure, instrumentation, validating the instruments, data treatment, internal consistency, validity and reliability of the tests used.

3.b Research Design

The ex post facto design was used in order to determine the causal relationships among the variables. Ex post facto means ``After the fact". That is, Ex post facto explanations are those which are given for an outcome after it has occurred (Selltiz et al 1976).

In other words, the variables which affect role conflict, role ambiguity and job satisfaction were present in the manufacturing organisations before the middle level managers were exposed to them. The ex post facto allows one to measure the effect of the exposure. Hence, the ``after the fact" name. It is therefore the most appropriate research design for this work because it allows one to determine the relationships or the effect of the three variables on the middle level managers after they had been exposed to those factors that can lead into the experience of role conflict, role ambiguity and job

satisfaction.

A total of 139 production managers and 139 personnel managers (Krejcie and Morgan 1970)[7] were involved in the study. Two instruments namely: the instrument of Role Conflict and Role Ambiguity (RCRA) and the instrument of job satisfaction (JS) were administered on the subjects whose responses were statistically analysed to test the hypotheses of the study.

3.c Population and Sampling Procedure

The production and personnel managers totaling nine hundred and sixty four (964) in all the large and medium manufacturing establishments in Nigeria formed the population of this study. According to the Manufacturers' Association of Nigeria (1994), there were 2,200 manufacturing establishments in Nigeria as at the end of 1994. Out of this figure, only 482 fall into the range (medium and large) of establishments under investigations in this study.

From the population described above, a sample was drawn representing different parts of the population by employing the stratified random sampling method. All the thirty states of the Federation was divided into four zones, as follows: the North, the West, the Middle belt, and the East. The states in the northern zone are as follows: Kebbi, Sokoto,

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[7]Krejice and Morgan (1970) recommended that for a population the size of this study (nine hundred and sixty four (964), a sample

Kastina, Kaduna, Kano, Jigawa, Bauchi, Borno, Yobe, Adamawa and Taraba. Those that are in the Western zone were: Oyo, Ogun, Osun, Lagos, Ondo, Edo and Delta States. The middle belt zone include: Kwara, Niger, Kogi, Plateau and Benue States. The eastern zone included Anambra, Enugu, Cross River, Imo, Abia, Akwa-Ibom and Rivers states.

The following table A shows the states selected at random from each of the four zones:

Table A: States selected for final study

Zones	**1st State**	**2nd State**
Northern	Kaduna	Kano
Western	Oyo	Lagos
Middle Belt	Kwara	Plateau
Eastern	Imo	Anambra

Production and personnel managers of both medium and large scale manufacturing establishments in the selected states were used as respondents. Using Krejcie and Morgan's (1970) table for determining

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size of two hundred and seventy eight (278) should be drawn.

sample size from a given population (appendix A), a sample of 278 subjects was selected for the study. Out of these 278 subjects, 139 represented most senior production managers and 139 personnel managers.

3.d Instrumentation

The instrument for collecting data for this study was adapted from the Rizzo et al (1970) instrument for Role Conflict and Role Ambiguity (RCRA), while the instrument for job satisfaction (JS) was based on job satisfaction instrument developed by Oladebo (1978). The two instruments were written questionnaire. The written questionnaire was administered by the Reasearch assistants to all the subjects in the sample.

The initial instrument contained 51 statements dealing with role conflicts, role ambiguity and job satisfaction as they affect both the line and staff middle level managers. The following were some of the features of the research instrument:

Section I: Personal information

section II: 24 item statements on role conflict and role ambiguity.

Section III: 27 item statements on job satisfaction.

For the purpose of obtaining statements that are easy to score and which will enable the respondents to place themselves along different positions on a scale, a 5-point Likert scale was used.

The scale is as follows:

Section II: Strongly agree - 5 points

Agree - 4 "

No opinion - 3 "

Disagree - 2 "

Strongly Disagree - 1 point

Section III: Very satisfied - 5 points

Satisfied - 4 "

No opinion - 3 "

Dissatisfied - 2 "

Very Dissatisfied - 1 point

Section I is easy to score, section II were made up of closed ended statements on role conflict, role ambiguity which the respondents are to tick as appropriate on a five point scale ranging from "Strongly agree" to "strongly disagree". Section III also contained closed ended statements which respondents were to tick as appropriate on a five point scale ranging from "Very satisfied" to "Very dissatisfied".

3.e Validating the Instruments

The two instruments for the study, RCRA which has 24 items and JS which also has 27 items were validated. The researcher sent five copies each to a group of experts in Economics, Business Administration, Public Administration, Political Science and Sociology. These experts were requested to vet and determine the validity of the instruments, (see letter of introduction Appendix B). Their comments, recommendations and

suggestions were used to modify the final draft of the instrument.

3.f Data Treatment

The main statistical tools used are summarised in Table B below:

Table B: Statistical Techniques Used

S/n	Statistical Technique	Purpose for its Use
I	One Way Analysis of Variance	The one way Analysis of Variance was carried out to establish whether or not qualifications of respondents have influenced their responses to role conflict, role ambiguity and job satisfaction. The one way analysis of variance is the statistical procedure used in testing between more than two groups in an independent variable (educational qualifications) in relation to a dependent variable (role conflict, role ambiguity and job satisfaction). The idea is to find out if there is any significant difference between the groups in their scores in the dependent variable.

		According to Nie et al (1975), if one is interested in the possible effects of a factor (variable), the one-way analysis of variance is to be used to test the effect. That is, the one-way analysis of variance allows users to satisfactorily test whether the means of sub-samples into which the sample data are broken are significantly different from each other. Based on the above explanations therefore, the one-way analysis is the appropriate test to use in testing whether or not educational qualifications affected the respondents' perception of role conflict, role ambiguity and job satisfaction. In other words, it is the appropriate test to use to test hypotheses 'A' , b", 'c', and 'd' and to test whether or not the experiences of role conflict, role ambiguity and job satisfaction are the same in all the organisations or that they are specific to organisations.

Ii	Correlation	The correlation method was used to determine whether or not there is any relationships between role conflict, role ambiguity and job satisfaction among the line and staff middle level managers.
Iii	Item Analysis	Item analysis was used to determine the degree (in percentages) of the relationships of the three variables on the respondents.
iv	Student t-test	The method was used to determine the differences between the line and the staff middle level managers' responses.

3.g Internal Consistency, Validity and Reliability Tests

The instrument containing 51 statements was tested in a pilot study to ascertain the reliability and validity of the items on the instrument. The test was also meant to test the internal consistency of the instrument.

Some large and medium size manufacturing establishments in Ondo State were selected for the pilot study. The study involved randomly selected 10 personnel managers and 10 production managers in these

establishments. It is important to note that the population used for the pilot study differed from the one selected for the final study.

A letter of introduction explaining the purpose of the study (Appendix C) and the instrument or questionnaire (Appendix D) were attached. The researcher personally distributed and administered the instrument to the participants. 15 out of the 20 questionnaire given out were answered fully and returned.

Results of Vetting

Five copies of the first draft of the questionnaire containing 51 items were sent to a group of five specialists in Economics, Business Administration, Public Administration, Sociology and Political Science. Their recommendations and suggestions were used in modifying some of the items on the draft questionnaire. No item was however dropped as a result of this exercise.

One of the reasons for carrying out the pilot study was to make sure that only the "best" items were retained on the questionnaire. The "best" items in this case were those which are shown to be measuring the same attribute, and to be at the right level of difficulty.

Item analysis method was used to find out whether the instrument was good enough to separate good from bad answers (Nisbet and Entwistle 1970).

In selecting the final items on the questionnaire, the questionnaire

was divided into three equal piles, (Nisbet and Entwistle, 1970).[8]

The difference between the percentages in columns 1 (X) and 3 (Y) (see Appendix E) is the index of discrimination of the item. According to Nisbet and Entwistle (1970), a discrimination level of 30 percent is taken as justifying inclusion. In addition, they recommended that questions answered by more than 80 percent or less than 20 percent of the respondents should be dropped because in their views, an item which everyone or no one answered correctly can contribute nothing to discriminating between good and poor performances and is therefore wasted.

Based on this analysis, 5 items on role conflict and 3 on role ambiguity were rejected. Also 7 items on job satisfaction were dropped. The final questionnaire contains 36 items as listed: 9 items on role conflict, 7 items on role ambiguity and 20 items on job satisfaction. The calculated reliability coefficient (final 36 items) for RCRA instrument was 0.97 while that of JS was 0.98 using Spearman correlation for ranked data (Levin, R. I. 1981). This was determined by the split-half method. These reliability coefficient figures (0.97 and 0.98) suggest that the two instruments (RCRA and JS) are reliable and valid.

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[8]Nisbet and Entwistle (1970) recommended that all the returned questionnaire of the trial sample be divided into three equal piles; ie the third group, the middle third group and the last third group.

3.h Summary

Eight states were randomly selected for the study. 139 personnel managers and 139 production managers were selected from the eight states making a total of 278 respondents (as recommended by Krejcie and Morgan, 1970).

Role conflict and Role Ambiguity instruments developed by Rizzo et al (1970), and the job satisfaction scale constructed by Oladebo (1978) were modified and used for the study. The instruments were sent to five specialists who vetted them. A pilot test was carried out to determine the validity, reliability and internal consistency of the instruments.

The instrument was administered by the trained research assistants on the 278 subjects.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.a Introduction

The data which are to be analysed in this chapter were generated through questionnaires between April and August 1995. Out of 278 questionnaires distributed, 231 representing 83.1 percent were duly filled and returned by the respondents. The data are hereby presented and the findings discussed as they relate to the null hypotheses and research questions raised in chapter one using the statistical tools of Pearson Correlation, t-test, and the Analysis of Variance.

4.b Analysis of Respondents' Profile Data

The 231 respondents were grouped according to sex. The distribution is shown in table 1

Table 1 Distribution of Respondents by sex

Sex	Frequency	Percent
Male	151	65.4
Female	80	34.6
Total	231	100

The above table shows that majority of the respondents - one hundred

and fifty one (151) representing 65.4 percent were males as compared with eighty (80) representing 34.6 percent which were females.

The number of males almost doubled that of females probably because females are most likely to find jobs in the service industries like banking, nursing etc rather than in the manufacturing establishments. Besides, most middle level management positions in the manufacturing establishments require long hours of work which most females may not be willing to put in.

The 231 respondents were also grouped according to age. The distribution is shown in Table 2 below.

Table 2 Distribution of 231 respondents according to age.

Age range	Frequency	Percent
20-24 years	1	0.4
25-29 years	22	9.5
30-34 years	69	29.9
35-39 years	79	34.2
40 years & above	60	26.0
Total	231	100

Table 2 shows that majority of the respondents (34.2 percent) fall between 35-39 years of age. It also shows that 0.4 percent of the respondents fall between 20-24 years of age. This figures might be an indication of the importance that management placed on middle level management position.

The 20-24 years age group is low (0.4 percent) probably because it is most likely made up of young graduates with little or no job experience who in future may move to better paying jobs. Management may not because of these reasons be willing to invest on them by putting them in highly demanding positions like middle management. The 35-39 years age group, is likely to be more mature, have a lot of job experience and be more committed to the organisation. These reasons may account for the numerical strength of this group.

The 231 respondents were grouped according to educational qualifications. The grouping is shown in Table 3 below.

Table 3 Distribution of respondents according to Educational qualification.

Educational qualification	Frequency	Percent
BA/BSC	74	32.0
B.Ed/B.Sc. Ed.	5	2.2
M.A/M.Sc.	23	10.0
M.Ed	10	4.3
MBA/MPA	38	16.5
DBA/PHD	18	7.8
Others	63	27.3
Total	231	100.00

Table 3 above shows that 32.0 percent of the respondents hold BA/BSC degree presumably in business related fields, because only five (5)

representing 2.2 percent of the respondents hold first degree in education. This might be because management wanted to put people with business related fields in middle level management positions where their training could be most utilized. It can also be seen that the group with DBA/Ph.D constitute only eighteen (18) representing 7.8 percent of the total respondents. This low percentage might be because people in this group are employed in top level management positions in both the manufacturing and the service industries.

The 231 respondents were grouped according to staff and line middle level managers. The grouping is shown in Table 4

Table 4 Distribution of Respondents according to staff and line

Value	Frequency	Percent
Staff	105	45.5
Line	126	54.5
Total	231	100.00

Table 4 shows that one hundred and five (105) representing 45.5 percent of the respondents constitute the staff middle, level managers. On the other hand, one hundred and twenty six (126), representing 54.5 percent of the respondents were line middle level managers. The slightly lower percentage of staff middle level managers (45.5 percent) could be due to the inability of some of them to complete or submit their questionnaire

when research assistants called on them.

The 231 respondents were grouped according to their years of experience. The grouping is shown in Table 5

Table 5 **Distribution of respondents according to their years of experience**

Year of Experience	Frequency	Percent
Less than 1 year	12	5.2
1-4	65	28.1
5-9	88	38.1
10 and above	65	28.1
Did not indicate	1	0.4

Table 5 shows that two hundred and eighteen (218) representing 94.4 percent of the respondents have years of experience ranging from 1 to 10 years and above. It is interesting to note that respondents with less than one year of experience are twelve (12) representing 5.2 percent. This might be because manufacturing establishments are cutting down on new employees due to the poor economic conditions of the country.

4.c Analysis of Respondents' Opinions

Item analysis was performed on the respondents' opinions on each of the items of role conflict, role ambiguity and job satisfaction statements. The distribution of the scores are presented in the following six (6) tables.

The scores of the 231 respondents on each of the role conflict statements was computed. The distribution of the scores are shown on table 6a and b.

Table 6a **Distribution of scores of 105 Personnel Managers on each of the Role conflict statements (Item Analysis)**

Role Conflict Statement	Agree (4-5)	Percent	No Opinion (3) freq.	Percent	Disagree Freq.1-2	Percent
7	66	62.9	20	19.0	19	18.1
9	39	37.1	8	7.6	58	55.2
10	44	41.9	3	2.9	58	55.2
12	84	80.0	3	2.9	18	17.1
14	45	42.9	10	9.5	50	47.6
16	83	79.0	10	9.5	12	11.4
17	88	83.8	4	3.8	13	12.4
19	73	69.5	2	1.9	30	28.6
21	78	74.3	5	4.8	22	21.0

Table 6b **Distribution of scores of 126 Production Managers on each of the Role conflict statements (Item Analysis)**

Role Conflict Statement	Agree (4-5)	Percent	No Opinion (3) freq.	Percent	Disagree Freq.1-2	Percent
7	89	70.6	15	11.9	22	17.5
9	51	40.5	6	4.8	69	54.8
10	41	32.5	4	3.2	81	64.3
12	99	78.6	3	2.4	24	19.0
14	49	38.9	3	2.4	74	58.7
16	95	75.4	8	6.3	23	18.3
17	104	82.5	1	0.8	21	16.7
19	79	62.7	2	1.6	45	35.7
21	103	81.7	0	0.0	23	18.3

The respondents showed very high consensus on role conflict statements 7, 12, 16, 17, 19 and 21.

In statement 7, it was asserted that the respondents sometimes do things that should have been done differently. One hundred and fifty five (155) i.e. 66 staff and 89 line managers, representing 67.1 percent of the respondents agreed with the statement. One hundred and eighty three (183) i.e. 84 staff and 99 line managers, representing 79.2 percent of the respondents agreed with statement 12 which suggests that the respondents sometimes ignore some policies or guidelines when carrying out an

assignment.

By the same token, one hundred and seventy eight (178) i.e. 83 staff and 95 line managers representing 77.1 percent of the respondents agreed with statement 16 which asserted that sometimes, the respondents receive incompatible demands from two or more people in the performance of their duties. This is in agreement with the findings of Signh et al (1981) which reported that role conflict will occur when a person is faced with mutually contradictory and competing role expectations which make it difficult for him/her to behave in conformity with individual role expectations. One hundred and ninety two (192) i.e. 88 staff and 104 line managers representing 83.1 percent of the respondents agreed with statement 17 which states that sometimes, the respondents do things that are acceptable to one person but not acceptable to others. This confirms the findings of Kahn et al (1964), Tosi and Tosi (1970) which reported that role conflict will occur when there is simultaneous occurrence of two or more sets of pressures such that the compliance with one would make it difficult to comply with the other. As for statement 19 which suggests that the respondents sometimes receive assignments without adequate resources and materials to carry them out, one hundred and fifty two (152) i.e. 73 staff and 79 line managers, representing 65.8 percent of the respondents agreed with the statement.

This finding is in agreement with the finding of Kahn et al (1964),

which suggested that role conflict will occur when a supervisor requests a sub-ordinate to acquire material which is unavailable through normal channels and at the same time prohibits violations or normal channels. Finally, one hundred and eighty one (181) i.e. 78 staff and 103 line managers, representing 78.3 percent of the respondents agreed with statement 21 which asserted that occasionally, the respondent is given assignments which are unnecessary.

The above analyses suggest that a greater percentage of both staff and line middle level managers in manufacturing establishments in Nigeria experience Role Conflict on their jobs.

The scores of the 231 respondents on each of the role ambiguity statements was also computed. The distribution of the scores are shown in Tables 7a and b.

Table 7a - Distribution of scores of 105 Personnel Managers on each of the Role Ambiguity statements. (Item Analysis)

Role Conflict Statement	Agree (4-5)	Percent	No Opinion (3) freq.	Percent	Disagree Freq.1-2	Percent
6	81	77.1	1	1.0	23	21.9
8	42	40.0	3	2.9	60	57.1
11	56	53.3	4	3.8	45	42.9
13	75	71.4	2	1.9	28	26.7
15	28	26.7	1	1.0	76	72.4
18	79	75.2	3	2.9	23	21.9
20	48	45.7	12	11.4	45	42.9

Table 7b - Distribution of scores of 126 Production Managers on each of the Role Ambiguity statements. (Item Analysis)

Role Conflict Statement	Agree (4-5)	Percent	No Opinion (3) freq.	Percent	Disagree Freq.1-2	Percent
6	91	72.2	3	2.4	32	25.4
8	39	31.0	9	7.1	78	61.9
11	87	69.0	2	1.6	37	29.4
13	96	76.2	5	4.0	25	19.8
15	43	34.1	4	3.2	79	62.7
18	98	77.8	5	4.0	23	18.3
20	55	43.7	16	12.7	55	43.7

The respondents showed very high consensus on Role Ambiguity statements

6, 11, 13 and 18.

In statement 6, it was suggested that the respondent is not sure of the amount of authority that he/she has on his/her job. One hundred and seventy two (172) i.e. 81 staff and 91 line managers representing 74.1 percent of the respondents agreed with the statement. This is in agreement with Katz and Kahn (1978) which reported that when individuals are not sure of their responsibilities, they will experience role ambiguity.

In addition, the low inverse responses recorded in questions 8 and 15 could be interpreted as agreements on the experience of role ambiguity. In other words, the questions could be interpreted in the inverse direction. Therefore, the experience of ambiguity may indeed be higher than those recorded.

In statement 11, it was suggested that the respondent experience uncertainty in performing his/her duty. One hundred and forty three (143) i.e. 56 staff and 87 line managers representing 61.9 percent of the respondents agreed with the statement. This is in agreement with the findings of Katz and Kahn (1978) which reported that the sources of role ambiguity included: inadequate job description, unclear instructions, and uncertainty about what to do.

In statement 13, it was asserted that the respondent sometimes performs his/her duties with uncertainty. One hundred and seventy one (171), i.e. 75 staff and 96 line managers representing 74.0 percent of the

respondents agreed with the statement. Also in statement 18, it was suggested that sometimes, directives or orders given to the respondent in carrying out

assignments are vague. One hundred and seventy seven (177), i.e. 79 staff and 98 line managers representing 76.6 percent of the respondents agreed with the statement. This confirms the findings of Siegal and Cummings (1986) which suggests that when an individual does not have sufficient knowledge of the role to guide his behaviour, role ambiguity will occur.

The above analyses suggest that staff and line middle level managers of the manufacturing establishments in Nigeria do experience Role Ambiguity on their jobs.

The scores of the 231 respondents on each of the job satisfaction statements were computed. The distribution of the scores are shown on Tables 8a and b.

Table 8a **Distribution of scores of 105 Personnel Managers on each of the job satisfaction statements. (Item Analysis**

Job Satisfaction Statement	Satisfied (4-5)	Percent	No Opinion (3) freq.	Percent	Dis-satisfied Freq.1-2	Percent
22	26	24.8	2	1.9	77	73.3
23	23	21.9	2	1.9	80	76.2
24	58	55.2	8	7.6	39	37.1
25	63	60.0	12	11.4	30	28.6
26	16	15.2	8	7.6	81	77.1
27	18	17.1	1	1.0	86	81.9
28	31	29.5	11	10.5	63	60.0
29	43	41.0	1	1.0	61	58.1
30	22	21.0	2	1.9	81	77.1
31	13	12.4	4	3.8	88	83.8
32	14	13.3	1	1.0	90	85.7
33	40	38.1	7	6.7	58	55.2
34	9	8.6	1	1.0	95	90.5
35	20	19.0	3	2.9	82	78.1
36	31	29.5	0	0.0	74	70.5
37	42	40.0	11	1.5	52	49.5
38	10	9.5	0	0.0	95	90.5
39	51	48.6	12	11.4	42	40.0
40	47	44.8	4	3.8	54	51.4
41	58	55.2	7	6.7	40	38.1

Table 8b **Distribution of scores of 126 Production Managers on each of the job satisfaction statements. (Item Analysis**

Job Satisfaction Statement	Satisfied (4-5)	Percent	No Opinion (3) freq.	Percent	Dissatisfied Freq.1-2	Percent
22	38	30.2	1	0.8	87	69.0
23	27	21.4	4	3.2	95	75.4
24	58	46.0	17	13.5	51	40.5
25	73	57.9	13	10.3	40	31.7
26	14	11.1	11	8.7	101	80.2
27	17	13.5	3	2.4	106	84.1
28	40	31.7	11	8.7	75	59.5
29	51	40.5	1	0.8	74	58.7
30	18	14.3	1	.8	107	84.9
31	19	15.1	1	.8	106	84.1
32	11	8.7	3	2.4	112	88.9
33	48	38.1	14	11.1	64	50.8
34	13	10.3	0	0.0	113	89.7
35	14	11.1	2	1.6	110	87.3
36	29	23.0	4	3.2	93	73.8
37	31	24.6	3	2.4	92	73.0
38	7	5.6	3	2.4	116	92.1
39	48	38.1	6	4.8	72	57.1
40	68	54.0	0	0.0	58	46.0
41	71	56.3	0	0.0	55	43.7

A greater percentage of the respondents indicated dissatisfaction with job satisfaction statements 22, 23, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37 and 38.

In statement 22, the respondent was asked whether he/she was satisfied with the prestige and status he/she received from his/her job. One hundred and sixty four (164), i.e. 77 staff and 87 line managers representing 71.0 percent of the respondents indicated that they were dissatisfied.

In statement 23, the respondent was asked how satisfied he was with the recognition of his/her importance to the organisation by his/her superior(s). One hundred and seventy five (175), i.e. 80 staff and 95 line managers representing 75.7 percent of the respondents showed that they were dissatisfied. Statement 26 sought to know how satisfied the respondent was with the in-service training programme provided by his/her company. One hundred and eighty two (182), i.e. 81 staff and 101 line managers representing 78.3 percent of the respondents indicated that they were dissatisfied. In statement 27, one hundred and ninety two (192) i.e. 86 staff and 106 line managers representing 83.1 percent of the respondents indicated that they were dissatisfied with the promotion system of their companies. One hundred and thirty eight (138), i.e. 63 staff and 75 line managers representing 59.7 percent of the respondents indicated that they were dissatisfied with statement 28 which sought to know if they were

satisfied with the methods through which top level managers are appointed in their organisation.

In statement 29, the respondent was asked to show whether or not he/she was satisfied with the amount of work he/she was supposed to do. One hundred and thirty five (135), i.e. 61 staff and 74 line managers representing 58.4 percent of the respondents showed that they were dissatisfied. Statement 30 sought to know whether the respondent was satisfied with his/her growth in the establishment considering his/her administrative skills. One hundred and eighty eight (188), i.e. 81 staff and 107 line managers representing 81.4 percent of the respondents indicated that they were dissatisfied. In statement 31, the respondent was requested to show if he/she was satisfied with the encouragement provided for middle level managers (production and personnel managers) to stay on their jobs. One hundred and ninety four (194), i.e. 88 staff and 106 line managers representing 84.0 percent of the respondents showed that they were dissatisfied. Statement 32 asked for the encouragement provided by the company for management to undergo more education and training. Two hundred and two (202), i.e. 90 staff and 112 line managers representing 87.4 percent of the respondents indicated that they were dissatisfied.

In statement 33, the respondent was asked to show whether he was satisfied with the overtime hours he/she puts in his/her work. One hundred and twenty two (122), i.e. 58 staff and 64 line managers

representing 52.8 percent of the respondents showed that they were dissatisfied. Two hundred and eight (208) i.e. 95 staff and 113 line managers representing 90.0 percent of the respondents indicated that they were dissatisfied with statement 34 which asked if the respondent was satisfied with his/her present status or salary.

In statement 35, the respondent was asked to show if he/she was satisfied with his/her ability to meet his/her financial obligations. One hundred and ninety two (192), i.e. 82 staff and 110 line managers representing 83.1 percent of the respondents showed that they were dissatisfied. One hundred and sixty seven (167), i.e. 74 staff and 93 line managers representing 72.3 percent of the respondents showed that they were dissatisfied with statement 36 which asked if the respondent was satisfied with the way his/her grievances and complaints are handled by his/her supervisors. In statement 37, the respondent was asked to show whether he was satisfied with the efficiency with which top level management implements policies and regulations. One hundred and forty four (144), i.e. 52 staff and 92 line managers representing 62.3 percent of the respondents showed that they were dissatisfied. Similarly, in statement 38, the respondent was asked to show if he/she was satisfied with his/her present salary when compared with similar profession, qualification and or experience. Two hundred and eleven (211), i.e. 95 staff and 116 line managers representing 91.3 percent of the respondents indicated that they

were dissatisfied.

From these analyses therefore, it is evident that a very high percentage of the respondents experience job dissatisfaction or are not satisfied with their jobs. This dissatisfaction could have been as a result of the role conflict experienced by the respondents (as shown in the analysis following tables 6a and b). Role Ambiguity could also be responsible for the job dissatisfaction as was discovered in the analysis following table 7a and b. The link between all these variables will be determined in chapter five through the use of more sophisticated statistical tools.

CHAPTER FIVE

APPLICATION OF PEARSON CORRELATION, STUDENT T-TEST AND ANALYSIS OF VARIANCE TO HYPOTHESES AND RESEARCH QUESTIONS

5.a Introduction

Most of the studies carried out on the relationships of role and job satisfaction and role conflict, role ambiguity and job satisfaction used correlation to describe, determine or predict the relationships between the different variables. In this study, the researcher attempted to use other multivariate techniques (in addition to using correlation) to predict the relationship between the three variables.

The data collected were statistically analysed as they relate to the hypotheses and research questions using Pearson Correlation, Student T-Test and analysis of variance.

5.b Statistical Analysis

5.c <u>Major hypothesis "A" and related research question</u>

HO "A": That educational qualifications of middle level managers do not make any significant difference in their perception of role conflict, role ambiguity and job satisfaction.

R.Q.1: Do educational qualifications of the middle level managers affect their perception of role conflict, role ambiguity and job

satisfaction?

The one way analysis of variance was used in testing this hypothesis. As stated in chapter 3, the one-way analysis of variance is the statistical procedure used in testing between more than two groups in an independent variable in relation to a dependent variable. The table is presented in table 9

Table 9 One way analysis on scores by qualification

SOURCE	DF	SS	MS	F	P
Between groups	5	442.0471	88.4094	0.7431	0.5923
Within groups	162	19273.8041	118.9741		
Total	167	19715.8512			

Note; DF = Degree of Freedom, SS = Sum of Squares
MS = Mean Squares, F = Ratio, P = Probability

The scores to the role conflict, role ambiguity and job satisfaction were summed up in testing this major hypothesis. From the table, the computed F value is 0.7431 at degree of freedom of 5,162. The computed probability level of acceptance is 0.5923. This indicates that P>0.05. The table value is 2.60 Levin (1981). The computed F value is lower than the table value. This means that there is no significant difference observed between the different levels of educational qualifications of the respondents as regards their perception of the three items combined. The null hypothesis is therefore retained.

The result of this test shows that educational qualifications of the

respondents (staff and line managers) did not affect their perception of role conflict, role ambiguity and job satisfaction when the three variables were examined together. This means that regardless of their educational qualifications, the way staff and line middle level managers perceived role conflict, role ambiguity and job satisfaction was not significantly affected.

These findings are in support of earlier findings of Abdel-Halim (1981) which reported that level of education has no significant influence on role conflict, role ambiguity and job satisfaction. However, the findings contradict the findings of Lysonski (1985) and Singh et al; (1981) which reported a significant negative relationship between education and role conflict, role ambiguity and job satisfaction. These researchers reported that education was effective in reducing role conflict/job satisfaction relationship and role ambiguity/job satisfaction relationship.

One major reason for the contradiction might be the type of education available in the United States of America (where the above studies were carried out) and those available in Nigeria. Even though middle level managers in the two countries might hold B.Sc. or MBA degrees, the contents of these degrees may not be the same.

The contribution made by this study in supporting earlier research efforts which found that educational qualifications have no significant influence on role conflict, role ambiguity and job satisfaction has proved that level of education can not be used as predictor of role conflict, and role

ambiguity on job satisfaction.

5.d **Minor-hypothesis "b" and related research question**

HO "b": Educational qualification of middle level managers do not make any significant difference in their perception of role conflict.

R.Q.2: Do educational qualifications of the middle level managers affect their perception of role conflict?

The one way analysis of variance was used to test this hypothesis. The table is presented in table 10 below

Table 10 One way analysis on role conflict by qualifications

SOURCE	DF	SS	MS	F	P
Between groups	5	105.5447	21.8994	1.1922	0.3153
Within groups	162	2868.4017	17.7062		
Total	167	2973.9464			

From table 10 the computed F value is 1.1922 at degree of freedom of 5,162. The computed probability level of acceptance is 0.3153. This shows that P>0.05. The table value is 2.60. The computed F value is lower than the table value. This means there is no significant difference observed between the different levels of educational qualifications of the respondents as regards their perception of role conflict. The null hypothesis is therefore accepted.

This means that educational qualifications of staff and line middle level managers did not affect their perception of role conflict when role conflict was examined alone. In other words, the way staff and line middle

level managers perceived role conflict was not significantly affected by their educational qualifications.

These findings are in agreement with earlier findings of Rizzo et al (1970), which reported that there is no significant correlation between education and role conflict. However, the findings are at variance with earlier findings of Morris et al; (1979) which reported significant positive correlation between role conflict and education.

5.e **Minor-hypothesis "c" and related research question**

HO "c": Educational qualifications of middle level managers do not make any significant difference in their perception of role ambiguity.

R.Q.3: Do educational qualifications of the middle level managers affect their perception of role ambiguity?

The one way analysis of variance was used to test this hypothesis. The result is presented in table 11

Table 11 One way analysis on role ambiguity by qualification

SOURCE	DF	S	MS	F	P
Between groups	5	306.3423	61.2685	5.1393	0.0002
Within groups	162	1931.2768	11.9215		
Total	167	2237.6190			

From table 11 the computed F value is 5.1393 at degree of freedom of 5,162. The computed probability level of acceptance is 0.0002. This shows that P<0.05. The table value is 2.60. The computed F value is larger than the

table value. This means that there is significant difference observed between the different levels of educational qualifications of the respondents as regards their perception of role ambiguity. The null hypothesis is therefore rejected.

This result shows that educational qualifications of staff and line middle level managers affected their perception of role ambiguity. This means that the perception of role ambiguity of the middle level managers is significantly affected by the levels of their educational qualifications. Further tests were needed to determine which of the groups of educational qualifications affected the perception of the middle level managers' role ambiguity.

On the observation of significant difference between the different levels of educational qualifications, a post hoc test was performed using the Scheffe test procedure. The result is presented in table 12.

Table 12 Table of Means based on Scheffe Test

	Normal order	Scheffe	Grouping
1.	21.7568	21.2000	G.P.2
2.	21.2000	21.7568	G.P.1
3.	23.7526	23.7526	G.P.3
4.	24.8000	24.3684	G.P.5
5.	24.3684	24.8000	G.P.4
6.	24.8333	24.8333	G.G.6

The Scheffe grouping has therefore confirmed that there is a significant difference between the different levels of educational qualifications of the respondents regarding their perception of role ambiguity.

This result shows that the groups with MBA, MPA, DBA and Ph.D. (as shown in appendix H) at five (5) percent ($P < 0.05$) level of significance, have significant perception of role ambiguity. This shows that the groups with higher education in Business related fields perceived role ambiguity very significantly. On the other hand, the result also shows that educational qualifications did not affect the perception of role ambiguity of those with low education. Levels of education may therefore be useful in finding solution to role ambiguity.

These findings support the earlier findings of Morries et al; (1979) which reported a significant correlation between role ambiguity and educational qualifications.

5.f **Minor-hypothesis "d" and related research question**

HO "d": Educational qualifications of middle level managers do not make any significant difference in their perception of job satisfaction.

R.Q.4: Do educational qualifications of the middle level managers affect their perception of job satisfaction?

The one way analysis of variance was used to test this hypothesis. The result is presented in table 13.

Table 13 One way analysis on job satisfaction by qualification

SOURCE	DF	SS	MS	F	P
Between groups	5	515.3151	103.0630	0.7335	0.5993
Within groups	162	22762.4706	140.5091		
Total	167	23277.7857			

From table 13 the computed F value is 0.7335 at degree of freedom of 5,162. The computed probability level of acceptance is 0.5993. This shows that P>0.05. The table value is 2.60. The computed F value is lower than the table value. This means there is no significant difference observed between the different levels of educational qualifications of the respondents as regards their perception of job satisfaction. The null hypothesis is therefore accepted.

This result suggests that educational qualifications of staff and line middle level managers did not affect their perception of job satisfaction. In other words, the perception of job satisfaction by middle level managers was not affected by their educational qualifications.

These findings are in agreement with earlier findings of Abdul-Halim (1981) which reported that educational qualifications has no significant influence on job satisfaction.

5.g Major Hypothesis "E" and Related Research Question

HO "E": There is no significant relationship in the levels of role conflict, role ambiguity and job satisfaction experienced by staff and line

middle level managers.

RQ. 5: What is the relationship of the levels of role conflict, role ambiguity and job satisfaction experienced by middle level managers of the manufacturing establishments in Nigeria?

The Pearson moment correlation was used in testing this hypothesis. The table is presented below.

TABLE 14: CORRELATION ANALYSIS BETWEEN ROLE CONFLICT, ROLE AMBIGUITY AND JOB SATISFACTION

VARIABLE	N	MEAN	SD	R	DF	P
Role conflict	231	49.3810	4.1496	0.2003	229	0.002
Role ambiguity	231	23,1039	3.5297			
Role conflict	231	49,3810	4.1496			
Job satisfaction	231	48.5368	11.6968	-0.465	229	0.000
Role ambiguity	231	23.1039	3.5297			
Job satisfaction	231	48.5368	11.6968	-0.093	229	0.158

From table 14 above, the computed correlation coefficient between role conflict and role ambiguity (R) is 0.2003 at 229 degree freedom (DF). The critical value or table value is 0.172, Levin (1981), at 5 percent level of significance. The computed probability level of significance (P) is 0.002. This shows that $P < 0.05$. The comparison between role conflict and job satisfaction as shown in the table has correlation coefficient of -0.465. The computed probability level is 0.000 showing that $P < 0.05$ and $P < 0.01$.

Since the correlation coefficient between role ambiguity and job satisfaction is -0.093 and the computed probability (P) level is 0.158, it therefore means that P>0.05. From these observations, it could be concluded that there is a significant positive correlation between role conflict and role ambiguity and a significant negative correlation between role conflict and job satisfaction.

Based on these observations, the null hypothesis is therefore rejected on the basis that significant relationship was found to exist between role conflict and role ambiguity on the one hand and role conflict and job satisfaction on the other.

These findings confirms the earlier findings of Brief and Aldag (1976), and Tosi and Tosi (1970) which reported a significant positive correlation between role conflict and role ambiguity and a significant negative correlation between role conflict and job satisfaction but found no significant relationship between role ambiguity and job satisfaction. However, the findings contradict those of House and Rizzo (1972), Green and Organ (1973), Brauer (1981), Hodgin (1985) and Siegall and Cummings (1986) which reported a significant negative correlation between role ambiguity and job satisfaction.

The findings of this study are therefore unique with regards to the non-significant relationship shown between job satisfaction and role ambiguity. It is difficult explain why role ambiguity did not show significant correlation as did role conflict with the job satisfaction variables.

However, most role theory and research work have shown that role conflict is likely to be the more dysfunctional. This possibility is generally borne out for items 7, 12, 16, 17, 19 and 21 of Table 6. Furthermore, there are two obvious reasons for the non-significant relationships shown between the two variables. Firstly, most of the studies on role conflict, role ambiguity and job satisfaction were carried out in different environments (United States of America) where the culture and condition of work vary immensely. Secondly, most of the earlier researchers concentrated their works on hierarchical levels of role incumbents (upper and middle or middle and lower) whereas this study examined middle management positions.

The contribution made by this study in supporting past research efforts which found that role conflict and role ambiguity are positively related and that role conflict is inversely related to job satisfaction has proved that when a role incumbent experiences role conflict on his or her job, it affects his/her job satisfaction. The higher the level of role conflict, the lower the level of job satisfaction (House and Rizzo 1972, and Brief and Aldag 1976).

Table 6 shows that a high percentage of staff and line middle level managers experience role conflict on their jobs in Nigeria today. This might be partly due to their functions which overlap each other (Byars and Rue 1979, and Beach 1970). When this type of overlapping occurs, there is bound to be friction which in turn might lead to less job satisfaction. One

other possible explanation might be the culture of the Nigerian environment.

5.h **Minor-hypothesis "f" and related research question**

HO "f":" There is no significant difference in the levels of role conflict experienced by staff and line middle level managers.

RQ. 6: Do staff and line middle level managers of manufacturing establishments experience the same level of role conflict?

The two tail T-test was used in testing this hypothesis because of the unequal numbers of two independent variables (Staff and line). In the analysis as shown in table 15 below, the computed T value is 0.48. The degree of freedom is 229.

Table 15 **Two tail T-test on Role conflict by staff status (Staff Vs Line).**

VARIABLE	N	MEAN	SD	SE	T	DF	P
Staff	105	49.5238	4.252	0.415	0.48	229	0.634
Line	126	49.2619	4.076	0.363			

The computed probability level of significance is 0.634. This implies that P>0.05. The critical table value is 1.96 Levin (1981). The observation here is that the computed T value is lower than the table value. P is greater than 0.05 (P>0.05). This means that there is no significant difference in the experience of staff and line respondents. Therefore the null hypothesis is

accepted.

These findings are in support of the earlier findings of Kahn et al; (1964), and Rizzo et al, (1970) which found no significant difference between middle and top level managers in their experience of role conflict. However, these findings are at variance with the findings of Singh et al; (1981) which found that individuals in Research and Development, Administration and Finance experience lesser degree of role conflict than those in production. These consensus feelings of the respondents about their experience as staff and line middle level managers can attributable to the fact that the manufacturing establishments in Nigeria have near similar conditions of service, job description and environmental conditions. When people work under these types of conditions, they will likely experience the same level of role conflict.

5.i **Minor-hypothesis "g" and related research question**

HO "g": There is no significant difference in the levels of role ambiguity experienced by staff and line middle level managers.

RQ. 7: Do staff and line middle level managers of manufacturing establishments experience the same level of role ambiguity?

To test this hypothesis, the two tail T-test was used because of the unequal number of the two independent variables (staff and line). The results are shown in table 16.

Table 16 **Two tail T-test on Role Ambiguity Experienced by staff and Line Middle level Managers**

VARIABLE	N	MEAN	SD	SE	T	DF	P
Staff	105	22.9238	3.715	0.363	0.71	229	0.480
Line	126	23.2540	3.375	0.301			

Table 16 above shows insignificant difference in the experience of staff and line respondents as the computed probability level of significance is 0.480. This implies that P>0.05. The critical table value is 1.96. The computed T value is lower than the table value. This means that there is no significant difference in the experience of staff and line respondents.

The null hypothesis is therefore accepted. These findings are in agreement with the earlier findings of Kahn et al; (1964) and Boateng (1992) which reported no significant difference between middle and top level management in their experience of role ambiguity. However, these findings contradict the findings of Hall (1976) which reported that role ambiguity is more prevalent among new organizational members because of their lack of experience.

5.j **Minor-hypothesis "h" and related research question**

HO "h": There is no significant difference in the levels of job satisfaction experienced by staff and line middle level managers.

RQ. 8: Do staff and line middle level managers of manufacturing establishments experience the same level of job satisfaction?

The two tail T-test was used in testing this hypothesis because of the

unequal numbers of the two independent variables (staff and line). The results are shown in table 17.

Table 17 **Two tail T-test on Job Satisfaction by staff status (Staff Vs Line).**

VARIABLE	N	MEAN	SD	SE	T	DF	P
Staff	105	49.1143	12.364	1.207	0.68	229	0.495
Line	126	48.0556	11.137	0.992			

In table 17 above, the computed T value is 0.68. The degree of freedom is 229. The computed probability level of significance is 0.495. (P>0.05). The critical table value is 1.96. The observation is that the computed T value is lower than the table value. This means that there is no significant difference in the experience of staff and line respondents. The null hypothesis is therefore accepted.

The findings of table 8 revealed that the two groups experienced a great deal of dissatisfaction on their jobs. For example, 83.1 percent of the respondents are not satisfied with their promotion system, 58.4 percent are not satisfied with the work itself, 90.0 percent are not satisfied with supervision. These findings are in agreement with the earlier findings of Myer (1964), Kahn (1960) and Smith et al; (1969) which found that work itself, pay, supervision and promotion affect job satisfaction. However, the findings are at variance with the findings of Walker and Guest (1952) which

found a very low level of job satisfaction among automobile line workers even though most of them indicated that pay, supervision and working conditions are more satisfactory.

One possible explanation for this variance might be the different socio-cultural settings under which the studies were carried out. One study (Walker and Guests, 1952) considered automobile line workers whereas this study examined middle level managers. Values and perceptions of these groups are bound to differ and hence are likely to affect their perception of job satisfaction.

5.k Industry Variation Tests

A one way analysis of variance test was performed to investigate whether or not differences exist in the levels of role ambiguity experienced by the respondents of the different organizations within the manufacturing establishments (Industry variation). The result is presented in table 18.

Table 18 One way analysis on Role ambiguity by Organizations

SOURCE	DF	SS	MS	F	P
Model	5	56.69320661	11.33864132	0.92	0.4679
Error	225	2769.04705313	12.30687579		
Total	230	2825.74025974			

From table 18, the computed F value is 0.92 at degree of freedom of 5,225. The computed probability level of acceptance is 0.4679. This shows that P > 0.05. The table value is 2.60. The computed F value is lower than the table

value. This means that there is no significant difference observed in role ambiguity experienced by the respondents of the different organizations.

This means that the levels of role ambiguity experienced by middle level managers of one organisation was similar to the levels of role ambiguity experienced by the middle level managers of another organisation. In other words, the experience of role ambiguity by middle level managers is not confined to some specific manufacturing organisations. It implies that the experience of the role ambiguity is universal and of the same level within the manufacturing establishments in Nigeria. The one way analysis was also carried out to determine if differences exist in the levels of role conflict experienced by the respondents of the various organizations within the manufacturing establishment. (Industry Variation). The result is presented in table 19.

Table 19 One way analysis on Role Conflict by Organizations

SOURCE	DF	SS	MS	F	P
Model	5	89.32468132	17.86493626	1.23	0.2970
Error	225	3274.37228838	14.55276573		
Total	230	3363.69696970			

From table 19, the computed F value is 1.23 at 5,225 degree of freedom. The computed probability level of acceptance is 0.2970. This shows that P>0.05. The table value is 2.60. The computed F value is lower

than the table value. This shows that there is no significant difference observed in role conflict experienced by the respondents in the different organizations. This means that the levels of role conflict experienced by middle level managers of one organisation was similar to levels of role conflict experienced by the middle level managers of another organisation. This implies that the experience of role conflict by middle level managers is not confined to some specific manufacturing organisations. In other words, the experience of role conflict is universal and at the same level within the manufacturing establishment in Nigeria.

A one way analysis of variance test was performed to investigate whether or not there are differences in the levels of job satisfaction experienced by the respondents of the different organizations within the manufacturing establishments (Industry variation). The result is presented in table 20.

Table 20 One way analysis on Job Satisfaction by Organizations

SOURCE	DF	SS	MS	F	P
Model	5	75.06118153	15.01223631	0.35	0.8824
Error	225	9671.41500894	42.98406671		
Total	230	9746.47619048			

From table 20, the computed F value is 0.35 at degree of freedom of 5,225. The computed probability level of acceptance is 0.8824. This shows that $p>0.05$. The table value is 2.60. The computed F value is lower than the table value. This means there is no significant difference observed in job

satisfaction/dissatisfaction experienced by the respondents in the different organizations.

This result shows that the levels of job satisfaction experienced by the middle level managers of one organisation was similar to the levels of job satisfaction experienced by the middle level managers of another organisation. In other words, the experience of job satisfaction by middle level managers is not confined to some specific manufacturing organisations. This shows that the experience of the job satisfaction is universal and of the same level within the manufacturing establishments in Nigeria.

The preceding 3 analyses presented in tables 18, 19 and 20 have shown that the experience of role conflict, role ambiguity and job satisfaction are not organization specific but instead, they are universal and at the same level within the different organizations in the manufacturing establishments in Nigeria.

CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.a Summary

The methodology used in this study included the adaptation of the role conflict and role ambiguity instruments developed by Rizzo, et al (1970), and the job satisfaction instrument constructed by Oladebo (1978). An instrument containing 16 items on role conflict and role ambiguity and 20 items on job satisfaction was developed to collect the data.

The sample size of 278 subjects was randomly determined from a population of 964 Production and Personnel Managers in the 482 medium and large scale manufacturing establishments in Nigeria. 231 representing 83.1 percent of the respondents filled and returned the questionnaire.

The data were analysed on the computer using a general frequency distribution, which gave information about the demographic variables of sex, age, education and years of experience. The data were subjected to a series of statistical analyses viz: correlation, to test the main hypothesis "E".

T-test was used to find whether there are differences between the staff and line middle level managers' answers to the role conflict, role ambiguity and job satisfaction questionnaire.

An analysis of variance test was used to establish whether or not educational qualifications of the respondents have any significant influence on their responses to role conflict, role ambiguity and job satisfaction questionnaire.

The following six major findings could be credited to this study:

That the levels of education of respondents affected their perception of role ambiguity. The levels of education of the middle level managers affected their perception of role ambiguity probably because the higher levels of education (as shown in appendix H) has enabled the middle level managers to understand and to learn to cope with the variables. Table 16 showed that those with higher education in Business related fields of MBA, MPA, DPA and Ph.D. have significant perception at five (5) percent level of significance of role ambiguity. Management may as a result hire people with the above category of qualifications into middle level management positions so as to reduce or eliminate role ambiguity.

. That staff and line middle level managers experienced the same degree of role conflict, role ambiguity and job satisfaction. This means that the experience of role conflict, role ambiguity and job satisfaction of both line and staff middle level managers are the same. Also, this findings showed that line middle level managers experienced role conflict, role ambiguity and job satisfaction the same way as staff middle level

managers experienced role conflict, role ambiguity and job satisfaction. The reasons could be that the variables which resulted into role conflict, role ambiguity and job satisfaction are available in each of the Personnel and Production departments throughout the manufacturing establishments. Management should therefore ensure that the variables resulting into role conflict, role ambiguity and job satisfaction are reduced or eliminated.

That role conflict is significantly negatively correlated with job satisfaction. This may be because the functions of the middle level managers were not properly defined and these affected their job satisfaction. As reported under the literature reviewed in chapter 2, Rizzo et al (1970) reported that if functions of individuals within the organisations are not properly defined, it could result into role conflict which in turn could lead to job dissatisfaction or no job satisfaction. Middle level managers should therefore in an attempt to avoid role conflict and its consequences, seek clarifications in those areas of their responsibilities where information are not clear or not available.

That role ambiguity is not significantly negatively correlated with job satisfaction. That role ambiguity is not significantly related to job satisfaction may be due to a number of reasons; among which are: (a) either the levels of education of the middle level managers enabled them to understand and to avoid role ambiguity. (b) middle level managers

may be sure of what they are supposed to do in their roles. The higher levels of education of the respondents might have enabled them to understand role ambiguity. Management should therefore promote those variables that resulted into insignificant negative correlation between role ambiguity and job satisfaction.

That role conflict is significantly positively correlated with role ambiguity. This means that as role conflict increases, role ambiguity also increases. The reason could be lack of information, unclear instruction, overlapping areas of responsibilities etc. as revealed under the literature reviewed in chapter 2. Since the experiences of role conflict and role ambiguity are very high among the line and staff middle level managers (as shown in tables 6a and b; 7a and b), management should provide good work environment so as to reduce role conflict and role ambiguity. This is necessary because if both variables are not reduced or eliminated, they can affect the job satisfaction or job dissatisfaction of staff and line managers. According to Rizzo et al (1970), this could in turn affect the job performance of both the staff and line managers.

That the experience of RC, RA and JS is uniform throughout the industry i.e it is not organisation specific. This means that the experiences of role conflict, role ambiguity and job satisfaction are not peculiar to a particular organisation but instead, they are experienced in all the manufacturing organisations. The reasons could be due to any or all of

the following: (a) lack of information, (b) unclear instructions etc. as were discussed under the literature reviewed in chapter 2. Management should therefore provide all necessary measures to ensure that all these are provided so as to reduce the levels of role conflict and role ambiguity.

6.b *Conclusions*

From our test of the hypotheses, the following conclusions were drawn from the study: Firstly, it was found that the role conflict and the job satisfaction experienced by the respondents were negatively correlated.

This means that as role conflict increases, job satisfaction decreases. As it was shown in tables 6a and b, role conflict is very prevalent among the middle level managers in the manufacturing establishments in Nigeria. The negative relationship between role conflict and job satisfaction by middle level managers is also very significant. Decision-makers should therefore ensure that those variables which result into role conflict are reduced or eliminated so as to reduce the

levels of job dissatisfaction. This is necessary because job dissatisfaction can result into organisational ineffectiveness (Lamble, 1980).

Secondly, this study also showed that educational qualifications of respondents made a significant difference in their perceptions of role ambiguity. This result shows that the educational qualifications of the line and staff middle level managers allowed them to perceive role ambiguity differently. Management or decision makers should ensure that people with higher education are hired as line and staff middle level managers.

Thirdly, it was established by this study that educational qualifications of staff and line middle level managers did not show any significant differences in their perceptions of role conflict, role ambiguity and job satisfaction. This result shows that the educational qualifications of middle level managers did not affect their perception of role conflict, role ambiguity and job satisfaction when viewed together. This may mean that level of education is not a good criteria to use when management wants to hire people as middle managers when their major concern is the awareness of people about role conflict, role ambiguity and job satisfaction.

Fourthly, it was established by this study that staff and line middle level managers experienced the same degree of role conflict, role ambiguity and job satisfaction. This shows that condition of service,

work, organisational environment etc. are about the same in the medium and large manufacturing establishments in Nigeria. This might have explained the same level of role conflict, role ambiguity and job satisfaction experienced by the middle level managers. Decision makers should endeavour to create good working environment so as to reduce the levels of role conflict, role ambiguity and job satisfaction experienced by the middle level managers as reported in tables 6a and b, 7a and b and 8a and b respectively. They should for example treat middle level managers fairly and with dignity.

Fifthly , the study showed that the experiences of role conflict and role ambiguity of respondents were significantly positively correlated. This result shows that as role conflict increases, role ambiguity also increases. The analyses under tables 6a and b and 7a and b showed that the experience of both role conflict and role ambiguity are significantly high among middle level managers. These could result into adverse personal outcomes of job satisfaction and propensity to leave the organisation if role conflict and role ambiguity are not reduced (Lamble, 1980). Decision makers should therefore define properly the functions of individuals in the medium and large manufacturing establishments, they should also make work interesting for the middle level managers so as to reduce or eliminate role conflict and role ambiguity.

Lastly, no significant correlation was found between role ambiguity

and job satisfaction of the respondents. This result shows that the experience of role ambiguity is not significantly related to job satisfaction. This means that even though there is a negative relationship between role ambiguity and job satisfaction, the relationship is not significant. The reason for this could be as a result of the levels of education of the middle level managers as revealed in table 12. The table revealed that the perceptions of the groups with higher degrees are significantly affected. Decision makers therefore should ensure that people with higher degrees are employed as line and staff middle managers as this might lead to a reduction in role ambiguity. It should be noted that this is only a suggestion as the causal relationship between the two variables was not determined by this study.

6.c Implications of the study and Recommendations

The results of the findings of this study suggest that staff and line middle level managers in selected medium and large manufacturing establishments in Nigeria showed that there is no significant differences (1) in the level of role conflict (table 15), (2) in the levels of role ambiguity (table 16), (3) in the levels of job satisfaction (table 17) they experienced. These findings draw attention to the notion that staff and line middle level managers in manufacturing establishments experience the same levels of role conflict, role ambiguity and job satisfaction. This could lead

to personal outcomes like absenteeism (Sisk 1973).

However, table 14 shows that there is a significant negative correlation found between role conflict and job satisfaction. This could lead to organisational ineffectiveness if adequate measures are not taken to reduce role conflict (Sisk 1973).

Finally, it was established that the levels of educational qualifications of the respondents affected their perception of role ambiguity (tables 11 and 12). Therefore, if people with higher education are employed as middle level managers, this might lead to the reduction in the levels of job dissatisfaction experienced by the middle level managers.

If manufacturing establishments in Nigeria are to provide the needed environment for industrial growth, certain measures need to be taken in the light of the findings and implications of this study.

The following measures are therefore recommended:

(i) It was established by earlier studies and supported by this one that role conflict occurs in organizations because of their grouping complexities and the demands made upon individuals and groups within the organizations. Specifically, role conflict occurs when a focal person is faced with mutually contradictory and competing role expectations which make it difficult for him/her to behave in conformity with individual role expectations. The specific variables

that have been found to be potential predictors of role conflict are: position of the task in organization, job characteristics, organizational level and structure, managerial style, and intra and inter organizational variables (Rizzo et al 1970).

In order to reduce or climinate role conflict, it is suggested that medium and large manufacturing establishments in Nigeria should create conducive work environment, provide opportunities for middle level managers to contribute to the smooth running of the organizations.

(ii) It is a known fact that when a worker is satisfied with his/her work, he/she is most likely to perform better on the job.

It is established by this study that middle level managers in manufacturing establishments in Nigeria are not satisfied with their jobs. The predictors of job dissatisfaction that have been reported are: salary, fringe benefits, types of supervision, working conditions, climate of the work group, and attitudes and policies of the administration (Myer 1964).

In every work situation, there are components of job satisfaction in which the specific needs of the worker are specified. It is therefore suggested that the medium and large manufacturing establishments in Nigeria ought to identify these aspects and take necessary measures to ensure their fulfillment. Variables such as

salary and fringe benefits could be tied to the rate of inflation so as to reduce the impact of inflation on the earnings of workers.

(iii) As was indicated from previous literature reviewed under this study and supported by the findings of this study, role ambiguity occurs when role expectations are not clear or when information is restricted and when there is inadequate job description (Lynons 1971).

In order to reduce or eliminate role ambiguity in the manufacturing establishments in Nigeria, it is suggested that medium and large manufacturing establishments ought to define properly the functions of individuals in the organizations. Management ought to make information available to middle level managers whenever there is a need for such so as to enhance proper functioning of the organizations.

6.d Suggestion for Further Research

In order to provide a more balanced picture of the findings of this study, research work should be carried out in the following areas.

(i) A study of the different forms of role conflict, role ambiguity and job satisfaction at different levels of management should be carried out in both the medium and large manufacturing establishments in Nigeria.

(ii) In view of the contradictions of the findings of this study with those

of earlier studies, it is suggested that future studies should attempt to find out the effect of job/years of experience on role conflict, role ambiguity and job satisfaction.

(iii) A study of the effects of the different forms of In-Service-Training programmes on the role conflict, role ambiguity and job satisfaction of middle managers should be carried out in the manufacturing industry in Nigeria.

(iv) Finally, a study should attempt to find out the effects of role conflict, role ambiguity and job satisfaction on different educational qualifications.

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APPENDIX A

Table for Determining Sample Size from a Given Population

N	S	N	S	N	S
10	10	220	140	1200	294
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

NOTE: N is population size
S is sample size

Source: Krejcie, Robert V. and Morgan, Daryle W. (1970). "Determining Sample size for Research Activities." Educational Psychological Measurement 30, 1970, pg 608

APPENDIX B

Department of Local Government Studies
Institute of Administration
Ahmadu Bello University
Zaria

September, 1994

Dear Sir/Madam,

LETTER OF INTRODUCTION TO EXPERTS TO VET INSTRUMENT

May I introduce to you Mr. F. A. Adidu (a Ph D candidate) who is carrying out a research work on Role Conflict, Role Ambiguity and Job Satisfaction Among Managers is selected organisations in Nigeria.

He has prepared some statements to be used and the instrument to collect the data for the work.

You are pleased requested to vet the statements.

Yours sincerely

SIGNED
Prof. E. A. Ikoiwak
(Major Supervisor)

APPENDIX C

Department of Vocational and Technical Education
Ahmadu Bello University
Zaria

December, 1994

The General Manager

_____

_____

_____

Dear Sir,

INTRODUCTION OF MR. F. A. ADIDU

This is to certify that the above named is a Ph D candidate in the Department of Business Administration, Ahmadu Bello University. His Research topic is: Role Conflict, Role ambiguity and Job Satisfaction Among Managers in selected organisations in Nigeria. His major investigation instrument is the questionnaire. He needs your assistance to be able to get access to the category of managers in your establishment.

The University will be most grateful for all you would do to facilitate the progress and success of Mr. Adidu's very valuable research.

Yours faithfully,

SIGNED
Dr. (Mrs) N. Molokwu
HEAD OF DEPARTMENT

APPENDIX D

QUESTIONNAIRE

General Instruction about my work

Please read each of the following statements carefully. Then tick (V) for each whether you strongly agree, agree, no opinion, disagree or strongly disagree for section II. Very satisfied, satisfied, no opinion, dissatisfied or very dissatisfied for section III.

Section II

Strongly Agree - 5 points

Agree - 4 "

No opinion - 3 "

Disagree - 2 "

Strongly disagree - 1 point

Section III

Very satisfied - 5 points

Satisfied - 4 "

No opinion - 3 "

Dissatisfied - 2 "

Very dissatisfied - 1 point

Below is an example of how to fill the form

	SA	A	NO	D	SD
I perform work that suit my values	V				

NB		**Section II**	**Section III**
SA	=	Strongly Agree	VS = Very Satisfied
A	=	Agree	S = Satisfied
NO	=	No Opinion	NO = No Opinion
D	=	Disagree	D = Dissatisfied
SD	=	Strongly Disagree	VD = Very Dissatisfied

SECTION I

Personal Information

1. Sex:

   Male ☐

   Female ☐

2. Age:

   20 - 24 years ☐

   25 - 29 " ☐

   30 - 34 " ☐

   35 - 39 " ☐

   40 years and above ☐

3. Your educational qualification?

   (a) Degree

   B. A./B.Sc ☐

   B.ED/DS.ED ☐

   M.A./M.Sc ☐

   M.ED ☐

   M.B.A./M.P.A ☐

   D.B.A./Ph.D ☐

   (b) Non-Degree

   Diploma ☐

   N.C.E. ☐

   ☐

N.D.

H.N.D. ☐

T.C. I/T.C. II ☐

WASC ☐

(c) Other qualification(s) not listed above:

4 Which position do you hold ?

Production Manager ☐

Marketing Manager ☐

Finance and Accounting Manager ☐

Personnel Manager ☐

Senior production Manager ☐

Director of Personnel ☐

5. Years of experience you had in your present position?

Less than 1 year ☐

1 - 4 years ☐

5 - 9 " ☐

10 years and above ☐

SECTION II

ROLE CONFLICT AND ROLE AMBIGUITY

QUESTIONNAIRE

	SA	A	NO	D	SD
6. I am sure of the amount of authority that I have on my job.					
7. I sometimes do things that should have been done differently					
8. I always divide my time properly so as to be able to complete					
9. The policies and guidelines in my work place are incompatible.					
10. I received assignments without the manpower to complete them.					
11. I experience uncertainty in performing my duties.					
12. I sometimes ignore some policies or guidelines when carrying out on assignment.					
13. I sometimes perform my duties with uncertainty.					
14. The work I perform is just about right for me.					
15. I am always commended for doing a good job.					
16. I sometimes receive incompatible demands from two or more people					

17. Sometimes, I do things that are acceptable to one person but not acceptable to others.					
18. Sometimes, directives or orders given to me in carrying out assignments are vague.					
19. I sometimes receive assignments without adequate resources and materials to carry them out.					
20. I do not know whether or not my work is acceptable to my boss.					
21. Occasionally, I am given assignments which to me are unnecessary.					

SECTION III

JOB SATISFACTION QUESTIONNAIRE

Indicate your level of satisfaction below.

	VS	S	NO	D	VD
22. The prestige and status you receive from your job.					
23. The recognition of your importance to the organisation by your superior(s).					
24. The level of prestige which your company enjoys in Nigeria today.					
25. The recognition of your importance to the organisation by your superior(s).					
26. The in-service training programme provided by your company.					
27. The promotion system of your company.					
28. The methods through which top level managers are appointed.					
29. The amount of work you are supposed to do.					
30. Your growth in the establishment considering your administrative skills.					
31. Encouragement provided by the company for management to undergo more education and training.					

32. Encouragement provided for middle level managers (Production or personnel Managers) to stay on their jobs.					
33. The overtime hours you put in your work.					
34. Your present status or salary.					
35. Your ability to meet your financial obligation.					
36. The way your grievances and complaints are handled by your superiors.					
37. The efficiency with which top level management implements policies and regulations.					
38. Your present salary when compared with similar profession, qualification and or experience.					
39. The time it takes your superior(s)to respond to your requests for funds to carry out your job.					
40. The relationship between you and your superior(s).					
41. The quantity and quality of materials and equipment available to do your work.					

APPENDIX E

Reliability and Validity Test of the Two Instrument

		Percentage of Correct Responses				
		Top Third	Middle third	Bottom third	Total	Index of discri-nation
s/n	Condition	X		Y		X - Y
6.	I am sure of the amount of authority of authority that I have on my job.	100	80	60	80	40
*7.	The time I have to complete my work is adequate.	100	100	80	93.3	20
*8.	The goals and objectives of my job are clear to me.	100	80	80	86.7	20
9.	I sometimes do things that should have been done differently.	80	20	0	33.3	80
*10.	There are no policies and guidelines to help me do my job.	100	100	80	93.3	20
*11.	Regardless of the group of people I am with, my behaviour does not change.	100	80	80	86.7	20
12.	I always divide my time properly so as to be able to complete my work.	80	40	20	46.7	60
13.	The policies and guidelines in my work place are incompatible.	100	20	20	46.7	80
*14.	My responsibilities are quite clear to me.	100	80	80	86.7	20
15.	I receive assignments without the man-power to complete them.	80	60	40	60	40
16.	I experience uncertainty in performing my duties.	80	60	40	60	40
17.	I sometimes ignore some policies or					

guideline when carrying out an assignment	60	20	0	26.7	60
18. I sometimes perform my duties with uncertainty.	60	40	20	40	40
*19. My assignments are within my training and capability.	100	100	80	93.3	20
*20. I am always certain of what os expected of me in performing my duties.	100	80	80	86.7	20
21. The work I perform is just about right for me. 100	40	20	53.3	80	
22. I am always commended for doing a good job.	80	0	0	26.7	80
23. I sometimes receive incompatible demands from two or more people in the performance of my duties. 60	20	20	33.3	40	
*24. There are no clear explanation as to how I have to do my work.	100	80	80	86.7	20
25. Sometime, I do things that are acceptable to one person but not acceptable to others.	40	0	0	26.7	40
26. Sometimes, directives or orders given to me in carrying out assignments are vague.	80	40	40	53.3	40
27. I sometimes receive assignments without adequate resources and materials to carry them out.	60	60	20	46.7	40
28. I do not know whether or not my work is acceptable to my boss.	80	60	40	60	40
29. Occasionally, I am given assignment which to me are unnecessary.	80	40	40	53.3	40
30. The prestige and status you receive from your job.	100	20	20	46.7	80
31. The recognition of your importance					

to the organisation by your superior(s). 80		20	20	40	60
32. The level of prestige which your company enjoys in Nigeria today.	100	40	20	53.3	80
*33. The progress which your company has made in Nigeria.	20	0	0	06.7	20
34. The level of prestige which your industry enjoys in Nigeria today. 80	80	40	66.7	40	
35. The in-service training programme provided by your company.	80	20	20	40	60
36. The promotion system of your company.	80	0	0	26.7	80
37. The methods thought which top level managers are appointed.	80	0	0	26.7	80
38. The amount of work you are supposed to do.	100	60	40	66.7	60
39. Your growth in the establishment considering your administrative skills.	100	20	20	46.7	80
*40. The achievements of your organisation in meeting the needs of the society.	20	0	0	06.7	20
41. Encouragement provided by the company for management to undergo more education and training.	80	40	40	53.3	40
42. Encouragement provided for middle level managers (production or personnel managers) to stay on their jobs.	60	0	0	20	60
*43. The amount of your responsibilities.	100	80	100	93.3	0
44. The overtime hours you put in your work.	80	60	20	53.3	60
45. Your present status or salary.	80	0	0	26.7	80
46. Your ability to meet your financial. others.	80	0	0	26.7	80

47. The way your grievances and complaints are handled by your superiors.	100	40	20	53.3	80
48. The efficiency with which top level management implements policies and	80	20	0	33.3	80
49. Your present salary when compared with similar profession, qualification and or experience.	60	0	0	20	60
*50. The relationship between you and your subordinates.	100	100	80	93.3	20
*51. The number of hours you work in a day.	100	100	80	93.3	20
52. The time it takes your superior(s) to respond to to your requests for funds to carry out your job.	80	60	20	53.3	60
53. The relationship between you and your superior(s).	80	0	0	26.7	80
*54. Freedom to express your mind freely to your superior.	100	80	80	86.7	20
55. The quantity and quality of materials and equipment available to do your work.	80	60	40	60	40
*56. The number of hours you work each week.	100	80	100	93.3	0

* Items dropped from instruments.

APPENDIX F

Distribution of Scores of 231 Respondents on each of the Role Conflict and Role Ambiguity Statements (Raw Score)

RC/RA	Frequency					Percent				
Statement	SA	A	NO	D	SD	SA	A	NO	D	SD
6	86	86	4	36	19	37.2	37.2	1.7	15.6	8.2
7	71	84	35	23	18	30.7	36.4	15.2	10.0	7.8
8	44	37	12	99	39	19.0	16.0	5.2	42.9	16.9
9	27	63	14	59	68	11.7	27.3	6.1	25.5	29.4
10	32	53	7	80	59	13.9	22.9	3.0	34.6	25.5
11	57	86	6	42	40	24.7	37.2	2.6	18.2	17.3
12	64	119	6	32	10	27.7	51.5	2.6	13.9	4.3
13	61	110	7	41	12	26.4	47.6	3.0	17.7	5.2
14	37	57	13	77	47	16.0	24.7	5.6	33.3	20.3
15	93	85	18	25	10	40.3	36.8	7.8	10.8	4.3
16	36	35	5	114	41	15.6	15.2	2.2	49.4	17.7
17	71	121	5	23	11	30.7	52.4	2.2	10.0	4.8
18	57	120	8	38	8	24.7	51.9	3.5	16.5	3.5
19	69	83	4	43	32	29.9	35.9	1.7	18.6	13.9
20	38	65	28	77	23	16.5	28.1	12.1	33.3	10.0
21	86	95	5	36	9	37.2	41.1	2.2	15.6	3.9

APPENDIX G

Distribution of Scores of 231 Respondents on each of the Job Satisfaction Statements (Raw Score)

JS	Frequency					Percent				
Statement	VS	S	NO	D	VD	VS	S	NO	D	VD
22	19	45	3	108	56	8.2	19.5	1.3	46.8	24.2
23	20	30	6	104	71	8.7	13.0	2.6	45.0	30.7
24	61	55	25	62	28	26.4	23.8	10.8	26.8	12.1
25	59	77	25	48	22	25.5	33.3	10.8	20.8	9.5
26	7	23	19	82	100	3.0	10.0	8.2	35.5	43.3
27	6	29	4	110	82	2.6	12.6	1.7	47.6	35.5
28	33	38	22	86	52	14.3	16.5	9.5	37.2	22.5
29	26	68	2	74	61	11.3	29.4	0.9	32.0	26.4
30	9	31	3	111	77	3.9	13.4	1.3	48.1	33.3
31	10	22	5	97	97	4.3	9.5	2.2	42.0	42.0
32	11	14	4	118	84	4.8	6.1	1.7	51.1	36.4
33	43	45	21	62	60	18.6	19.5	9.1	26.8	26.0
34	7	15	1	106	102	3.0	6.5	0.4	45.9	44.2
35	12	22	5	105	87	5.2	9.5	2.2	45.5	37.7
36	20	40	4	97	70	8.7	17.3	1.7	42.0	30.3
37	23	50	14	80	64	10.0	21.6	6.1	34.6	27.7
38	4	13	3	122	89	1.7	5.6	1.3	52.8	38.5
39	32	67	18	54	60	13.9	29.0	7.8	23.4	26.0
40	37	78	4	53	59	16.0	33.8	1.7	22.9	25.5
41	47	82	7	47	48	20.3	35.5	3.0	20.3	20.8

APPENDIX H

Table of Scheffee Test showing the effect of Education on Role Ambiguity

Mean	Group	2	1	3	5	4
21.2000	2					
21.7568	1					
23.7826	3					
24.3684	5		*			
24.8000	4					
24.8333	6		*			

(*) Denotes pairs of groups significantly different at the 0.050 level

Note:

Groups of educational qualifications

1. Non-Degree
2. B.Ed/B.S.Ed.
3. B.A./B.Sc.
4. M.A./M.Sc./M.Ed.
5. M.B.A./M.P.A.
6. D.B.A./Ph.D.