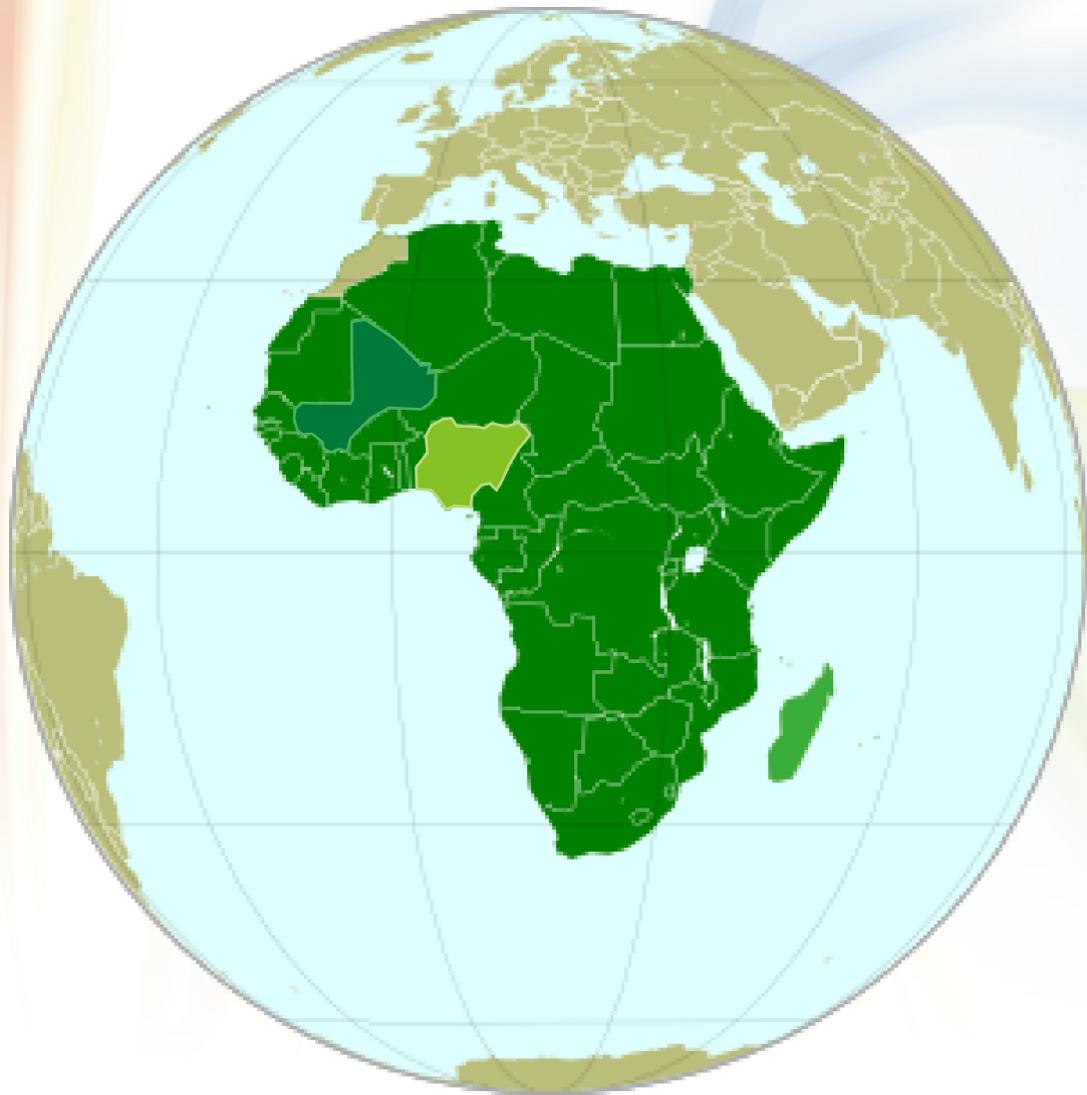


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**OCCUPATIONAL STRESS, TRANSFER AND AGE AS
PREDICTORS OF JOB SATISFACTION AMONG IMO
ANGLICAN CLERGYMEN**

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ABSTRACT: Job satisfaction is conceptualized in this study as the emotional, cognate or behavioural reactions a person expresses in relation to their occupation. It is reflected in an individual's level of commitment to work, the feelings of joy and comfort they attribute to the work they do amongst others. The priestly vocation is an occupation which is assumed to be ordinarily satisfying despite challenges like occupational stress and transfer of the priest. This study examined the impact of occupational stress and transfer on job satisfaction among Anglican clergymen. Five hypotheses were postulated and tested. 150 Clergymen were drawn from Anglican Communion in Imo State using purposive sampling method. Their ages ranged from 22 to 65 years, with a mean age of 43.67years. The participants were administered with the job – related tension scale and Minnesota satisfaction questionnaire, while transfer and age were measured as categorical variables. Cross sectional survey design was adopted, multiple regression analysis was used for data analyses with SPSS version 21. Occupational stress was found to have a significant moderate negative relationship with job satisfaction and a significant predictor of it; while transfer and age had insignificant low negative relationship that were not predictive of job satisfaction. The study recommends that the Anglican Communion in Imo State should incorporate ministerial strategies that would aim at reducing the stressors affecting the clergy, like increasing number of pastors in a parish and providing stress management programmes.

KEYWORDS: Anglican Clergymen, Job Satisfaction, Occupational Stress, Transfer

INTRODUCTION

Background to the Study

The concept of Job Satisfaction is an essential component for employee motivation and encouragement towards better job performance (Raziqa & Maulabakhsh, 2015). The concept has been defined in many ways by different researchers and practitioners. One of the most widely used definition in organizational research is that of (Robbins, Timothy & Judge, 2010), which defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience” (p.1304). Others have defined it as simply how content an individual is with his or her job; whether they like the job or not (Raziqa & Maulabakhsh, 2015). Job satisfaction has emotional, cognitive and behavioural components (Bernstein & Nash, 2008). The emotional component refers to job-related feelings such as

boredom, anxiety, acknowledgement and excitement. The cognitive component of job satisfaction pertains to beliefs regarding one's job whether it is respectable, mentally demanding or challenging and rewarding. Finally, the behavioural component includes people's actions in relation to their work such as tardiness, working late, and faking illness in order to avoid work, in the case of job dissatisfaction.

The overall job satisfaction depends on what one expects and what they receive. An employee will remain satisfied with fewer amenities, provided he or she expects less. However, dissatisfaction occurs when one gets less than what they expect (Azim, Haque & Chowdhury, 2013).

There are many probable influences that affect how favourable an individual appraises his or her job. Through years of extensive research, industrial psychologists have identified numerous variables that seem to contribute to either job satisfaction or organizational commitment. To explain the development of job satisfaction, researchers have taken three common approaches: job characterization, social information processing (organizational characterization), and dispositional (worker characteristics) (Glisson & Durick, 1988; Jex, 2002).

Job characteristics approach research opines that the nature of an individual's job or the characteristics of the organization predominantly determines job satisfaction (Jex, 2002). Accordingly, a job characterization is an aspect of a job that generates ideal conditions for high levels of motivation, satisfaction, and performance. As reported by Aamondt (2009), five job characterization that all jobs should have are skill variety, task identification, task significance, autonomy, and feedback. Also, identified are four personal and work outcomes: internal work motivation, growth satisfaction, general satisfaction, and work effectiveness which have been added to the more popular dimensions of job satisfaction assessment: the worker itself, pay, promotional opportunities, supervision, and co-worker relations.

Dispositional (worker characteristics) approach; internal disposition is the crux of the latest method of explaining job satisfaction which hints some people being inclined to be satisfied or dissatisfied with their work irrespective of the nature of the job or the organizational environment (Jex, 2002). More simply put, some people are genetically positive in disposition (the glass half full), whereas other are innately negative in disposition in (the glass half empty).

For Several years research have been conducted on the dispositional source of job satisfaction, and have presented strong evidence that job satisfaction, to some extent, is based on disposition (Judge, & Larsen, 2001). Dispositional affect is the predisposition to experience related emotional moods over time (Judge & Kammeyer-Mueller, 2008). Accordingly, this approach assumes that an employee's attitude about his or her job originates from an internal (mental) state.

Anglican clergymen are Christian individuals whose primary pastoral and leadership responsibilities are to the Anglican Communion and the society at large. They conduct religious worship; perform spiritual functions associated with their religious faith, aid in the spiritual, personal and moral guidance of church members, and offer encouragement and support to those facing hardship or illness. They are also known as Pastors, Ministers, Deacons, Priests, Canons, Archdeacons and Bishops in the Anglican Communion depending on hierarchy. Clergymen are humans despite their call and resolve to offer their lives for services to God and humanity. As such, it is likely that the clergy also expect to draw some level of satisfaction from their vocation or job. For the purpose of this work, occupational stress, transfer of clergymen and marital status will be explored, as factors that could contribute to a clergy man's job satisfaction.

Occupational stress is a stress related to one's job. Occupational stress often stems from unexpected responsibilities and pressures that do not align with a person's knowledge, skills, or expectations, inhibiting one's ability to cope. Occupational stress can increase when workers do not feel supported by supervisors or colleagues or feel as if they have little control over work processes. Occupational stress originates from a toxic work environment, negative workload isolation, types of hours worked, role conflict and role ambiguity, lack of autonomy, career development barriers, difficult relationship with administrators and/or coworkers, managerial bullying, (Colligan, & Higgins, 2006). Occupational stress is a prevalent and costly problem in today's workplace. About one-third of workers report high level of stress (Nioh, 1999), 20 to 30% of workers in different sectors of the European Union reported in 2007 that they believed work-related stress was potentially affecting their health. In Great Britain, one-sixth of the work force experience occupational stress every year, (Noghieh, Montgomery, Bonell, Thompson, & Aber, 2015). Increased levels of occupational stress are determined by the demands in the work area. Occupational stress and its consequences represent the majority of work-related illness causing missed work days, (Noghieh, Montgomery, Bonell, Thompson, & Aber, 2015). Occupational stress is also associated with biological reactions that may lead ultimately to compromised health, such as cardiovascular disorder or in extreme cases death (Niosh, 2007). Stressful working condition can lead to three types of strains: Behavioural (e.g. absenteeism or poor performance), physical (e.g. headaches or coronary heart disease), and physiological (e.g. anxiety or depressed mood). Occupational stress can reduce productivity, increase mistakes and accidents at work, encourage absenteeism, cover moral, increase conflict with others and cause physical and emotional problems (Pflanz & Ogle, 2006; Roberts, 2012) and finally poor life satisfaction (Pawar & Rathod, 2006). High levels of work stress are associated with low levels of job satisfaction. According to Fairbrother and Warn (2003), occupational stress can be negatively related to job satisfaction. Sanchez, Maria, Louis, and Alvarado (2004) found that job pressure was negatively associated and was the most important predictor of job satisfaction. Transfer is a horizontal or lateral movement of an employee from one job, section, department, shift, plant or position to another at the same or another location where his salary, status and responsibility are the same. According to Flippo (1984) a transfer is a change in the job (accompanied by a change in the place of the job) of an employee without a change in responsibilities or remuneration. Transfer refers to the shifting of employees from one job to another within the same organization where salary,

responsibilities and category of the new job and the previous job are almost same. Transfer of an employee can be done with other departments of the same plant, organization, institution or office or to the same department of an organization located in another state or city (Gopinath & Shibu, 2014). While some jobs do not have transfer as part of their mode of operation (e.g. Lecturing), transfer is the norm in pastoral jobs of the Anglican Communion. Transfer may be initiated either by the company or employee. Transfer is essential in organization (both secular and religious). Transfer of clergymen is a phenomenon found in Anglican Communion and according to the code of Canon law, it clearly seems to be the result of a deliberate policy adopted for various reasons by many Bishops. Among the reasons suggested are that such changes may prevent certain negative effects of long-term appointments such as the loss of zeal or personal stagnation, provide stimulation and greater satisfaction from new challenges or provide a graceful exit from difficult situations in a Parish.

Transfers could also be conducted to build up a more satisfactory work team and to achieve increase in the effectiveness of the organization, correct incompatibilities, correct erroneous placements, relieve monotony and to punish. Other reasons for transfer and those that would likely influence transfer decisions in pastoral jobs might include:

1. To avoid favouritism and nepotism between the clergy and their Bishop
2. To stop the clergy from taking advantage of their position or congregation
3. To avoid unnecessary influence on others for personal gain and advantage
4. To expose the clergy to different locations and sections of the Church
5. To maintain healthy relations among the clergy and to avoid unnecessary disputes.

Age is another construct of interest in this study; it can be analyzed and described in many ways. The aging process can be defined as a multidimensional process that encompasses changes in functioning over time; these changes can involve psychological, physiological or social process (Schalk, Van-Veldhoven, Lange, & De Witte, 2010).

Age can be defined objectively or subjectively. The objective definition of age refers to the chronological age. However, this definition limits the understanding of various subjective variables that might be related to age, bearing in mind that the aging process refers also to physical, biological and social changes that vary among individuals (Okunribido & Wynn, 2010). The subjective definition of age refers to the self-perception of age; "how old or young an individual perceives themselves to be" (Coldiron, 2016, p.11). Both the subjective and objective perceptions of age are related with the psychological and physical variables associated with stress experienced at work (Coldiron, 2016). Chronological age is not a determinant of illness and disease (Okunribido & Wynn, 2010), however, the constant renovation of organizations as a driver of organizational success (Gilley, Gilley, & McMillan, 2009) and the transformation of physical and mental abilities of older employees, can cause misalignment between the employees and their jobs (Kooiji, Tims, & Kanfer, 2015). Various studies have addressed the differences among younger and older employees in work settings. For instance, Charness and Czaja (2006) demonstrated that while older employees can learn new knowledge and skills of modern technology, their learning is

slower compared to younger employees, mainly because older employees prefer accuracy to speed. Also, older and younger employees vary in terms of health and well-being inside work scenarios. For instance, older workers are more severe (Coldiron, 2016). Moreover, studies had indicated that aging has an influence on the level of performance, for example, musculoskeletal changes when aging lead to a reduction of strength and slow reaction movements (Okunribido & Wynn, 2010). The benefits of a young age (such as physical agility, new knowledge and skills) and the challenges posed by old age (like age-related ailments like poor sight) are likely to have differential effects on the performance of clergymen.

Statement of the Problem

The duties of the clergymen are paramount to meeting the spiritual needs of the congregation, advancing and promoting the kingdom of God. As such, it is generally assumed that they are satisfied because they work for God. Recently, it has been observed that clergymen seem to be experiencing greater challenges in carrying out their duties which might affect the satisfaction they derive from their job. They are often expected to attend multiple meetings, visit countless congregants, prepare sermons with excellence, provide ongoing strategic leadership, conduct weddings and funerals, and be involved in the activities of their host communities. These duties when not well managed might contribute to the development of occupational stress. The vocation of the clergy also involves circular movement from one community to another which they undertake following transfers within a diocese. Experience has shown that transfer of the clergy generates emotional reactions like peace, happiness, sadness and/or anger. Also, differing ages-related expectations and roles of the clergy and in some cases their members might contribute to the level of satisfaction they get from their occupation. Since the expectations of the clergymen go beyond payment of salary to include attaining heaven on the last day, there is the possibility that the determinants of job satisfaction for the clergy may differ from that of workers in secular organizations. Also, the researchers found no existing study that investigated job satisfaction among Anglican clergymen in Imo State during the review of literature. There is need to close this gap in knowledge by providing empirical data on the level of job satisfaction and examine the impact of occupational stress, transfer and age on job satisfaction among Anglican clergymen in Imo State.

Purpose of the Study

The general purpose of this study is to explore occupational stress, transfer, and age as predictors of job satisfaction among Anglican clergymen in Imo State. Specifically, the study aims to:

1. Investigate if occupational stress will determine job satisfaction among Anglican clergymen in Imo state.
2. Examine transfer as a predictor of job satisfaction among Anglican clergymen in Imo state.

3. Investigate if age will determine job satisfaction among Anglican clergymen in Imo state.
4. Examine occupational stress, transfer, marital status and age will interact to predict job satisfaction among Anglican clergymen in Imo state.

Theoretical Review

Job Satisfaction and the Two-factor theory

Among the content theories of motivation, Herzberg, Mausner, and Snyderman (1959) explained that the factors that lead to satisfaction or to dissatisfaction are different. Accordingly, he states that “the opposite of job satisfaction is not job dissatisfaction but, rather, no satisfaction; and the opposite of job dissatisfaction is not job satisfaction but no satisfaction” (Herzberg, Mausner, and Snyderman 1959, 91). The two-factor theory explains that job satisfaction and dissatisfaction is a product of different factors – motivation and hygiene respectively. The proponents defined motivation as an inner force that drives individuals to attain personal and organizational goals. They are the aspects of a job that make people want to perform and provide people with satisfaction like recognition. While hygiene factors relate to the working environment like work conditions, interpersonal relationships in the workplace, organizational policies and so on (Hackman & Oldham, 1976).

In conclusion, motivators are part of the job content and relate to what people actually do in their workplace; hygiene or dissatisfiers are often associated with job context, relating more to the work setting than the nature of work itself. This theory relates very well to disposition of the clergy engagement. The clergy job involves a voluntary arrangement. It entails making or offering oneself for service to God and humanity; such that the first motivation lies on spiritual satisfaction. Therefore, the motivation upheld by this job type is more of self or internal motivation than any other form of motivation. So, job satisfaction from the clergy perceptive should boarder more on factors that bring about spiritual fulfilment and satisfaction. Therefore, this theory with its explanation of satisfaction as derivable from multiple motivation sources tend to give light to what drives the clergy in their vocation. The clergymen been spiritually persuaded to give themselves to the service of God and humanity, seem to be committed to their work not basically for materialistic or mundane benefits, but derive their satisfaction from God whose rewards of spiritual blessings far outweighs any other form or source of benefit or motivation.

In 1979, with his Job Demand Control Model (JDC model), US sociologist Robert Karasek presented an assessment of stress and stress factors in the work environment (labour intensity) and health promotion in the workplace.

It has become one of the best-known models about workload and work-related stress and emphasizes two important aspects: a) Height of strain (demands) – These are the requirements that are set at work, including work rate, availability, time pressure, effort and difficulty. Such requirements represent the psychological stressors in the work environment.

b) Decision latitude (control) – This concerns the freedom an employee has to control and organize his own work. This latitude refers to the control that employees have about their duties and how they want to perform these tasks. It consists of both competence and decision-making authority.

Both the job requirements and the management capabilities can be low or high. The Job Demand Control Model shows that the strain itself does not lead to high psychological stress. The level of stress experienced depends on the combination of the strain and the decision latitude that the job offers. If the latitude to organize your work according to your own ideas is limited, this can lead to symptoms of stress. If it is possible for worker to regulate the work, an employee can often handle the workload more adequately and is more motivated. The Job Demand Control Model is aimed at balancing requirements and autonomy- the decision latitude someone has. Robert Karasek posits that employees, who have demanding jobs, experience a lot of stress if they cannot decide when they do the work.

As soon as the (element of) control becomes less or is barely present at all, the workload will feel higher, leading to stress. Conversely it is also true that despite the high demands of the job, the personal control is actually a nice addition that leads to employees feeling far less stressed. In jobs where control is given to time and deadlines, employees experience a lot more stress than when they can decide and use their own time schedule. This form of autonomy is therefore much more important in stress development than the complexity and high demands of the tasks.

Empirical Review

Azman, Amy and Nek (2009) carried out a study in Malaysia. The study was conducted to measure the effect of occupational stress on job satisfaction using 80 questionnaires gathered from academic employees in private institutions of higher learning in Kuching City, Malaysia. The study reported that occupational stress does act as a partial determinant of job satisfaction in the stress models of the organizational sector sample. In terms of correlation, high level of physiological stress may lead to lower job satisfaction in the workplace.

Ling, Bahron, & Boroh, (2014) assessed the impact of role stress on job satisfaction. This study was an attempt to analyze various factors leading to role stress and their influence on the job satisfaction of employees in the banking sector. The result revealed a significant correlation between job stress and Job satisfaction.

Singh and Dubey (2011) conducted a study on 210 managers from different private sector organizations to examine the role of stress (role stress) and locus of control on job satisfaction, the study involved the use of comparative research design. The results of correlation indicated that role overload was significantly negatively correlated to satisfaction with management and total satisfaction; role ambiguity was significantly negatively correlated to satisfaction with management; and role conflict was significantly negatively

correlated to satisfaction with management and total satisfaction. Overall stress was significantly negatively correlated to satisfaction with management and total satisfaction.

According to Gopinath and Shibu (2014), in their study on promotion and transfer influence on job satisfaction with special reference to BSNL -Trichy SSA Plc. The study reported that, the level of job satisfaction among employees working in BSNL, Trichy SSA is improved by the transfer policy of the organization

Adeoye, Akoma and Binuyo (2014), in a research on Age, Marital Status and Educational Background as Determinants of Job Satisfaction: A Case Study of Nigeria Workers found that combined contribution of marital status, education background and age as predictors to job satisfaction. However, age as an independent variable was not a significant predictor of job satisfaction.

Hypotheses:

1. Occupational Stress will not significantly predict job satisfaction among Anglican clergymen in Imo state.
2. Transfer will not significantly predict job satisfaction among Anglican clergymen in Imo State.
3. Age will not predict job satisfaction among Anglican clergymen in Imo State.
4. Occupation Stress, Transfer, Marital status and Age will not significantly predict Job satisfaction among Anglican clergymen in Imo State.

METHOD

Participants

Participants were 150 clergymen drawn from the Anglican Communion in Imo State. Purposive and convenience sampling technique were used to select a representative sample of Anglican Clergymen from the three senatorial zones (Owerri, Orlu and Okigwe) in Imo state. Purposive Sampling was used to select the parishes while the respondents were selected through convenience sampling. The participants' age ranged from 22 to 65 years, with a mean age of 43.67 and standard deviation of 8.61. Only 8 were single, 142 were married at the time of this research and none was divorced.

Instrument

Two questionnaires Job – Related Tension Scale (JTS) and Minnesota Satisfaction Questionnaire (MSQ) were used to assess participants in this study. The first is Job – Related Tension Scale (JTS) developed by Kahn, Wolfe, Quinn, Snoek and Rosenthal (1964), to measure organizational stress. It is a 5-point Likert scale format ranging from never (1) to nearly all the time (5) response pattern. The 15-item scale was designed to assess the nature, causes and consequences of two aspects of organizational stress. The two components of organizational stress which the scale assesses are: (a) role conflict and (b)

Role ambiguity. It contains statements like ‘feeling that you have too little authority to carry out the responsibilities assigned to you’, ‘Being unclear on just what the scope and responsibilities of your job are’. The items are scored directly by adding together the values of the numbers shaded. The scale has a reliability coefficient alpha of .87 and a concurrent validity of .01 was obtained by correlating Job Tension with rated performance (Sheridan & Vredenburg, 1978) while Oseghare, (1988) obtained a reliability alpha of .39 and a concurrent validity of .46 by correlating Job Tension with Checklist symptom Stress. It has a norm of 2.84 for male and 2.81 for female. Scores higher than the norms indicate high levels of job tension and stress while scores lower than the norms indicate the absence of organization job stress.

The second instrument is the Minnesota Satisfaction Questionnaire (MSQ). This instrument is a 20-item questionnaire was developed by Weiss, Dawis, England, and Lofquist (1967), to measure job satisfaction. It is a 5-point Likert scale format ranging from very dissatisfied (1) to very satisfied (5) response. MSQ was designed to assess job satisfactoriness which is the fulfilment a worker derives from his/her input into the job environment and job satisfaction which is the fulfilment the job environment provides a worker. The three components of the inventory are (a) Intrinsic satisfaction (I), (b) Extrinsic satisfaction (E), (c) General satisfaction (G). It contains statements like “Being able to keep busy all the time”, “The competence of my supervisor in making decisions”. The items are scored directly by adding together the values of the numbers shaded in the relevant items that constitute each of the three components. I items: 1, 2, 3, 4, 7, 8, 9, 10, 11, 15; E items: 5, 6, 12, 13, 14, 19; G items: all the 20 items. The scale has a one-week interval test-retest reliability coefficient of .89 and a one year interval coefficient of .70. The 72-day interval test-retest reliability coefficients provided for Nigerian samples are; I 0.69, E 0.82 and G .94, with norms for both male and female as Intrinsic satisfaction 40.22, Extrinsic satisfaction 18.32 and General satisfaction 65.13. Scores higher than the norms indicate adequate satisfaction in the particular component of the measure while scores lower than the norms indicate dissatisfaction.

Transfer was measured with a structured questionnaire developed by the researchers. It uses a direct scoring format with three items such as age of priesthood, have you been transferred, and how many times have you been transferred. Chronological age was measured as an interval variable.

Procedure

Ethical approval for the study was gotten from the Department of Psychology, Imo State University, Owerri. Purposive sampling was used to select two Dioceses each of the senatorial zone in the State. After that, the Bishops of the Dioceses in Orlu, Owerri and Okigwe were written to through the Head of Department for permission to involve their priests in the research and the request was granted by the various Bishops. The study was conducted during the Synods and Men’s Conferences of the selected dioceses. The Clergymen were first addressed by the Clerical Synod Secretary (CSS) or a senior clergyman in the Diocese, who officially informed them about the research and the need for

their cooperation. The survey commenced after introduction of the researchers and debriefing, during which respondents were briefly informed of the purpose of the research. They were assured that information gathered during the research would not be shared with any third party and shall be used only for research purposes. Thereafter, questionnaires were distributed to those who orally consented to participate in the study. Adequate verbal and written instructions were provided to the respondents on how to fill the questionnaires and an interval of 30 minutes was allotted for the completion of the inventories. On completion, the researcher collected the questionnaires and thanked every one of the respondents for participating in the study. This happened in each of the dioceses sampled within a space of four months. Data collected were organized and presented for data analyses.

Design and Statistics

The design of the study was a descriptive design using Cross-Sectional Survey method because of the large population and the selection of participants across different locations, ages and marital status. The statistics used is Stepwise Multiple regression because it will allow the researcher to predict the criterion variable using the predictor variables.

RESULT

Table I: Summary of Inter-Correlations between occupational Stress, Transfer, Marital Status, Age and Job Satisfaction.

Predictors	N	Pearson r	Sig.
Occupational Stress	150	-.355	.001*
Transfer	150	-.022	.393 ^{NS}
Marital Status	150	-.022	.393 ^{NS}
Age	150	.027	.373 ^{NS}

*Note: * = Significant, NS = Not Significant*

The correlation result from Table I above revealed a significant moderate negative relationship between occupation stress and job satisfaction ($r = -.36$, $p < .001$), indicating that as scores on occupation stress increases, the scores on job satisfaction decreases. This means that higher occupational stress is related to lower job satisfaction among clergymen.

The correlation result from Table 1 on the second predictor variable revealed an insignificant low negative relationship between transfer and job satisfaction ($r = -.02$, $p > .05$), indicating that as scores on transfer increases, the scores on job satisfaction decreases. This means that the more transfer, the lower the level of job satisfaction among clergymen though this finding is not significant.

Similarly, the correlation result on the fourth predictor also revealed an insignificant low positive relationship between age and job satisfaction ($r = .03$, $p > .05$), indicating that as scores on age increases, the scores on job satisfaction also increases. This means that being

older is related to higher level of job satisfaction among clergymen though this finding is not significant.

Table II: Summary of Stepwise Multiple Regression Analyses with Job Satisfaction as the Criterion Variable.

Predictor Variable	B	SE	Beta	t	Sig.
Step 1					
Occupation Stress	-.483	.105	-.355	-4.620	.001*
Step 2					
Transfer			.032	.407	.684 ^{NS}
Marital Status			-.017	-.219	.827 ^{NS}
Age			.048	.625	.533 ^{NS}

Note: R = .355, R² = .126, Adjusted R² = .120, F (1,148) = 21.347, p = .001

According to Table II above, Step 1 of the regression indicated that occupational stress was a significant predictor of job satisfaction ($t=-4.26, p=.001$). In the first step, occupational stress accounted for a significant amount of variance (Adjusted $R^2 = .120, F(1, 148) = 21.35, p < .001$) in job satisfaction (12%). Therefore, the first null hypothesis that occupational stress would not predict job satisfaction was rejected. The addition of transfer in step 2 of the regression indicated that transfer did not add to the prediction of job satisfaction ($t = .41, p > .05$). Therefore, the second null hypothesis that transfer would not predict job satisfaction was accepted.

The addition of marital status in step 2 of the regression also indicated that marital status did not add to the prediction of job satisfaction ($t = .22, p > .05$). Therefore, the third null hypothesis that marital status would not predict job satisfaction was accepted.

Similarly, the fourth null hypothesis which states that age will not significantly predict job satisfaction was accepted owing to the fact that age did not add to the prediction of job satisfaction ($t = .63, p > .05$).

From the result, the variation in job satisfaction was accounted for by occupational stress, the model summary [$R = .355, F(1, 48) = 21.347, p < .001$], showed that the combination of the predictor variables significantly predicted job satisfaction. Therefore, the fifth null hypothesis that occupational stress, transfer, marital stress and age together will not predict job satisfaction was rejected.

DISCUSSION

The first result obtained showed that occupational stress significantly predicts job satisfaction. This finding supports the studies of Azman, Amy and Nek (2009) and Singh and Dubey (2011) who found that occupational stress is a significant predictor of Job satisfaction. However, the present finding is in contrast with that of Ling, Bahron and

Boroh,(2014), whose work found a significant correlation between role stress and Job satisfaction. The present finding can be explained by the fact that stress is generally aversive, as it affects not only the emotional aspect of an individual but the biological aspects also. These biological consequences of stress may lead ultimately to the development of poor health or chronic diseases such as cardiovascular disorders including high blood pressure, psychopathologies like depression and burnout, or in extreme cases death of the clergy (employee). A clergy suffering any stress-induced health challenge would inadvertently enjoy less job-related satisfaction as shown by this finding. This finding is also religio-culture relevant because both the Igbo culture and the Christian religion support the maxim that *'there is time for everything'*, as well as advocate for reduction of occupational stress through occupational practices that allow for a transition from work to leisure.

Result obtained also showed that transfer did not significantly add to the prediction of job satisfaction among clergymen. This finding is contrary to Gopinath and Shibu (2014) findings. The result of their study holds that promotion and transfer influence job satisfaction. The disparity between the researchers finding and that of Gopinath and Shibu (2014) can be explained by the homogeneity of the population used in the former study; the study centered around workers in a particular company, who have same work environment, while the current study sampled Anglican clergymen working at different parishes in Imo State.

The third result obtained showed that marital status did not significantly predict job satisfaction. This result is contrary to the findings of Knerr (2015), who found a conditional relationship between marital status and job satisfaction. The present finding can be explained by its peculiar sample. Participants were only clergymen. Again, majority of the sample were married thereby nullifying any effect the very few singles among the participants would have had on the research outcome.

The fourth finding that age is not a significant predictor of job satisfaction supports the finding of Adeboye, Akoma, and Bonuyo (2014) who reported that age did not predict job satisfaction. This finding can be appreciated further by the fact that job satisfaction is a consistent need of workers across every age. Everyone strives to achieve or attain satisfaction from every positive engagement of life, job involvement inclusive, so the matter of job satisfaction is not exclusive to people of any particular age bracket. For this reason, difference in age could not have influenced job satisfaction.

The fifth result obtained showed that the combination of these independent variables significantly predicted job satisfaction. This finding is peculiar to this study in the sense that none of the previous studies reviewed considered all variables here. This finding agrees with the gestalt theoretical underpinning that the whole is greater than the sum of the parts. None of the variables in this study should be overlooked or neglected when making decisions relating to the job satisfaction of Anglican Clergymen in Imo State.

Implications of the Study

The findings of the study have some implications for the clergy and the church.

First, occupational stress is a major determinant of job satisfaction among Anglican clergymen in Imo State. Therefore, it is important that the Anglican Communion in Imo State be made aware of the need to help their clergymen reduce occupational stress. The work load given to the clergy must be given a downward review.

Second, the findings of this study have implication for the research design. The multiple regression of job satisfaction with occupational stress, transfer and age indicated significant prediction and positive relationship too. This has serious implication for younger clergymen who bear the brunt of clergy work; Bishops and the Anglican Communion in general need to be made aware of the fact that their young priests are less satisfied.

Conclusion

Despite the religious perspective that Clergymen see everything they encounter in ministry as a way of proving their godliness and that ultimate satisfaction comes from God; this empirical work is an evidence of the fact that occupational stress is real among the clergy and has the capacity to weaken their job-related satisfaction. This study concludes that the church should improve the work conditions for the priests especially the younger ones as this will help enhance their feelings of job satisfaction.

Recommendations

Based on the findings of the study, the researcher hereby makes the following recommendations:

1. There is need for downward review of the workload allotted to Anglican clergymen in Imo State.
2. Anglican Communion in Imo State should consider given more decision-making room to their priest to enable them to be more flexible and autonomous in the running of their parishes.
3. There is need for the Anglican Communion in Imo State to organize regular stress management workshops for their clergy that would teach them basic time management and relaxation skills.
4. There is need to infuse structures in the church that could serve as enhancers to the job satisfaction level of younger priests, like increment in salary and better job conditions than what is currently obtainable at the time of this study

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