Organizational Transparency and Role Stress Among Maritime Company Employees in Rivers State

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Abstract: This study examined the relationship between organizational transparency and role stress of maritime firms in Rivers State, Nigeria. Cross sectional research design was adopted in studying the construct. Our respondents were employees constituting the population of the study. From the field survey, we retrieved and analysed one hundred and forty (140) copies of questionnaire from the participants; Spearman's rank correlation coefficient statistical tool was used to determine the relationship existing between the variables while the p-value obtained were used to test hypotheses developed for the study, partial correlation was adopted for the relationship between the predictor and criterion variables. Findings revealed the negative non-significant relationship between the dimensions of organizational transparency namely; disclosure and accuracy and the measures of role stress given as role ambiguity and role conflict does not significantly have relationship between the variables. It was then concluded that organizational transparency does not relate significantly to role stress. This gave rise to our recommendations that employees should be transparent with their project team members. The essence of promoting transparency is walking the walk. When co-workers are transparent with the each other on their team, they do not only model transparency but demonstrate its benefits too.

Keywords: Organizational Transparency, Role Stress, Disclosure, Accuracy, Ambiguity, Role Conflict

Introduction

Maritime industry is undeniably essential to the socio-economic growth and development of any nation and its role can affect the economy positively or adversely. Igbokwe (2001) reported that an estimated 10% of job opportunities are provided by the private and public sectors of the maritime industry in Nigeria. Likewise, according to Alari (2019), the history, growth and prosperity of nations is closely interwoven with the degree of development of the maritime industry which may or may already exist. The business is a sub-sector of the transport industry, including the stevedoring companies; chandlers; shipbuilding, handling and repairing. Across Nigeria, however, despite the vast opportunities and income from the maritime sector, the maritime companies face many problems. Ekpo (2012), for example, has described Nigeria's maritime sector as a crisis ridden, inefficient and ineffective. Such problems include: Insufficient funding, maritime infrastructure deficit, harsh practices and lack of transparency in day-to-day responsibilities and activities, community strife,

corruption, mismanagement and conflict in the worker's role. This has culminated in the maritime companies being listed as an "unstable" market.

The rapidly growing work place environment has raised the workforce's demands to maximize production and improve the company's competitiveness. It forces workers to perform specific tasks at the workstation, and employees are under constant pressure to keep up with ever-dynamic developments (Quick, 1997). The cumulative impact of these pressures has been shown to cause stress, and the stress in the form of depression can become more complicated if the condition is not handled properly. Robbins (2001) described stress as a complex situation in which the individual is confronted with an ability, constraint or demand that relates to what he or she wants and for which the outcome is regarded as both uncertain and important. According to Schermerhorn, Hunt and Osborn (2008), stress is a state of distress experienced by individuals who face extraordinary demands, constraints, or opportunities. This refers to situations in which human health is adversely affected by their inability to cope with the demands of their society (Erkutlu & Chafra, 2006). Function stress in organizational, sociological, and psychological studies has received significant research attention. Pareek (as stated in Bhattacharya & Basu, 2007) addressed this role stress in a broad sense and argued that role stress refers to conflict and tension at any time because of the position of an individual. Kahn and Quinn (1970) stressed that role stress is "Something about an organizational position which has an adverse effect on the individual." Girdhar (2016) indicated that position stress dimensions include: Self-role distance, inter-role distance, role stagnation, role separation, role uncertainty, role conflict, role overload, role depletion, resource insufficiency and inadequacy. On the other hand, Pareek (1983) identified the following stresses on role: role spatial conflicts (self-role distance, role stagnation, and inter-role distance) and role-set conflicts (role uncertainty, role expectation conflict, role overload, role erosion, role inadequacy, personal inadequacy, and role isolation).

It is not necessary to overemphasize the importance of managing role stress, because managing role stress decreases the expense of providing stress relief for the employer. Najmoddin and Selamawit (2013) further noted that adequate position stress management would result in: Situational awareness and a stress reduction action plan, positive coping mechanisms, understanding signs of stress, improving flexibility in behavioral behaviors, learning relaxation skills, promoting and growing self-confidence, minimizing tension and preventing tension from worsening. In addition, reducing task stress is crucial for maintaining optimal health, enhancing mood, boosting immune function, fostering longevity and efficiency, and preserving relationships to life (Jadoun, Kushwah, Barodiya & Holani, 2012).

There's a lot of research in academia around role stress. Lynn and Corbidge (2004), for example, found out that work stress costs employers about $7 billion annually worldwide, including sick-paying, missed deadlines and bad performance. In a comparable study, Michael and Petal (2009) found that job stress leads to low productivity, dissatisfaction, low commitment, absenteeism and an organizational turnover of employees. It was also shown that job tension has a negative impact on the company's commitment, the sales team's commitment to quality and, ultimately, perceived service quality (Goolsby, 1992). Rosse and Rosse (1981) indicated that role conflict (incompatible demands of supervisors or colleagues) and role ambiguity (lack of clarity of supervisors' or colleagues ' expectations) contribute significantly to the job stress and eventually the desire to leave work. Kahn and

Byosiere (1992) stated that work stress has to do with feelings of uncertainty, number of sick days, anxiety, depression, diversion, and lack of self-confidence, attention to job tiredness, concentration issues and job incoherence. Similarly, stress at work can have a negative effect on efficiency, performance, quality of service and increased turnover rates, leading to higher costs for both the employee and the company (Villanueva & Djurkovich, 2009).

Various variables found to be associated with job stress in the workplace can be classified as those related to job content and those related to the social and organizational nature of work (Michie, 2002). Long hours, work exhaustion, time pressure, difficult or complicated tasks, lack of breaks, lack of variety, and poor physical working conditions include room, temperature, and light. Michie, (2002) also noted that stress can be caused by unclear work or conflicting roles and limits. Although career development opportunities are useful buffers against current stress, job stress under promotion, lack of training and work insecurity are more antecedents. Additionally, there are two other sources of conflict, or defenses against stress: labor relations and organizational culture. According to Michie (2002), job stress is caused by managers who are hostile, offensive, unsupportive or intimidating, whereas a positive social aspect of work and good teamwork minimizes it. Similarly a corporate culture of unpaid overtime or presentism causes work tension. On the other hand, the author noted that a culture of involving people in making decisions, keeping them up-to-date with what is happening within the business, and providing good services and leisure facilities reduces stress. Organizational change is a huge source of stress particularly in cases where consultation was insufficient. Such changes include mergers, relocations, restructuring or "downsizing," and corporate redundancies (Michie, 2002).

Organizational transparency has been looked at by different scholars from several perspectives. For example, Walumbwa, Luthans, Avey, and Oke (2011), view organizational openness as the behaviour of a leader aimed at fostering trust through disclosures involving free sharing of knowledge and expressions of the leader's true thoughts and sentiments. Similarly, Potosky (2008) observed that organizational transparency is the degree to which a communication mechanism allows for direct or unhindered sharing of information, while Kaptein (2008) views organizational transparency as preserving accountability within the business to encourage employees to better alter or correct behaviour. Schnackenberg and Tomlinson (2014) have sized organizational transparency to include accountability, continuity and appropriateness, where responsibility is required to provide relevant information on a timely basis (Williams, 2008). Williams (2008) further proposed four different disclosure-related processes: study, interpretation, reporting, and communication. Conversely, Schnackenberg and Tomlinson (2014) claimed that Clarity is defined as the perceived degree of lucidity and understanding ability of the information of a sender. Similarly, Street and Meister (2004) argued that organizational information had to be understandable for it to be regarded as valid. Clarity differs from openness in that it deals largely with the smooth transfer of meaning from sender to recipient rather than with the number or value of the information shared between Schnackenberg and Tomlinson (2014). Although transparency is increased, according to Schnackenberg and Tomlinson, as stakeholders view knowledge as more relevant and timely; transparency is increased as stakeholders perceive information as more comprehensible; and accuracy is improved as the information is viewed by customers as more reliable. Each of these dimensions contributes significantly to overall transparency levels by increasing stakeholder trust in the quality of the information that the organization receives.

Nevertheless, given the abundance of studies on role stress, the relationship between organizational transparency and role stress in literature is inadequate. Additionally, there is a dearth of scholarship on moderating the role of technology in organizational accountability and stress of place. Consequently, this study aims to investigate the relationship between organizational transparency and position stress among maritime company employees in the state of Rivers by implementing technology as a moderating variable.

Statement of the Problem

Stress is considered a significant force for many businesses today, and has been a major threat to the physical and psychological well-being of the staff. Role stress has the ability to reduce the productivity of workers and thereby impede organizational performance. According to Rose (2003), increased work force stress decreases worker efficiency. Greenberg (2009) noted that the roles stress components roles pressure, role insufficiency, role ambiguity, and role conflict are the causes of job stress. Likewise, Latack (1981) recorded that a large body of empirical research has linked work stress to a number of dysfunctional outcomes such as job dissatisfaction, mistrust, anxiety, anger, high turnover, increased absenteeism and undesirable physiological symptoms such as high blood pressure.

Employees suffer and feel stressed for different causes (Fairbrother & Warn, 2003). Increasingly, the degree of job stress is increasing increasingly due to a number of reasons such as job exhaustion, overcrowding at the workplace, causing loud machine noises and stirring up conflicts between employees and employers due to bad or insufficient decisions (Nekzada & Tekeste, 2013). Cook and Hunsaker (2001) have found that the environmental, organizational, and individual variables can be responsible for the stress of the job. In a comparative study, Cooper and Marshal (1976) argued that the causes of role stress include environmental factors or stressors like work exhaustion, position confusion, position tension and inadequate working conditions associated with a particular job. Variables found to cause role stress can generally be categorized as those intrinsic to the task, and those related to the nature of social and organizational work. Long hours, work exhaustion, time pressure, difficult or complicated tasks, lack of breaks, lack of variety and poor physical conditions such as space, temperature, and light are all inherent in the job. On the other hand, vague jobs or conflicting roles and expectations are those connected with labor's social and organizational existence.

Furthermore, LaMontagne and Keegel (2010) suggested that implementing these three approaches included constructive involvement including in-job monitoring of staff and managers, organizational justice and mutual support. Similarly, Karimi and Alipour (2011) claimed that providing supervisors and managers with a common objective of responsibilities and duties would minimize the stress on employee positions. Moreso, Salami, Ojokuku and Ilesanmi (2010) suggested that a sense of control among employees could raise position stress through programs such as job creation and enrichment, decision-making, and delegation of authority. Karimi and Alipour (2011) also noted that the locus of control can be a significant factor in reducing stress in the workplace through job satisfaction, promotion, self-esteem, higher wages and quality of life.

However, despite the multitude of role stress research, only a few studies found organizational transparency to be a panacea for role stress. Therefore in literature the relationship between organizational transparency and stress of place is darted. Work on how technology strengthens the relationship between organizational transparency and work

stress is also inadequate. In view of these results, this study is designed to explore how organizational openness can be used as a moderating variable in maritime companies in the state of Rivers to reduce position stress by integrating technology.

Conceptual Framework
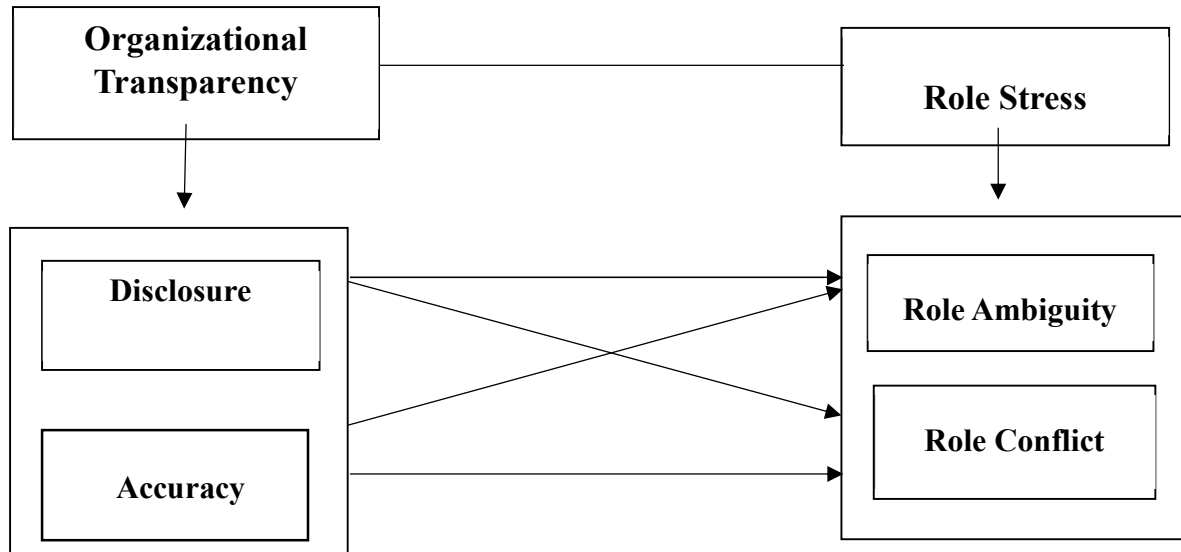
Figure 1.1: *Organizational Transparency (Disclosure and Accuracy) dimensions were adopted from the works of Schnackenberg and Tomlinson (2014), while Role Stress (Role Conflict and Role Ambiguity) indicators were adopted from Girdhar's works (2016); Duygulu, Ciraklar, Guripek and Bargiran, 2013).*

Objectives of the Study

The aim of the study is to examine the relationship between organizational openness and position stress in Rivers State Maritime firms.
The objectives are:
    i.   Evaluate the relationship between disclosure and role ambiguity.
    ii.   Ascertain the relationship between disclosure and role conflict.
    iii.   Investigate the relationship between accuracy and role ambiguity.
    iv.   Determine the relationship between accuracy and role conflict.

Research Questions

The following research questions should guide the investigation, in many ways to achieve the objectives of the above study:
    i.   What is the relationship between disclosure and role ambiguity?
    ii.   What is the relationship between disclosure and role conflict?
    iii.   What is the relationship between accuracy and role ambiguity?
    iv.   What is the relationship between accuracy and role conflict?

Research Hypotheses

For this study's end goal the following null hypotheses were formulated.
H_{01}:   There is no significant relationship between disclosure and role ambiguity.

H$_{02}$: There is no significant relationship between disclosure and role conflict.

H$_{03}$:   There is no significant relationship between accuracy and role ambiguity**.**

H$_{04}$:   There is no significant relationship between accuracy and role conflict.

Literature review

Theoretical Framework

Theories are used to fathom the underpinning challenges of a study, role stress theory underlies the study for comprehensive understanding.

Role Stress Theory

This hypothesis proposes that hierarchical variables produce job explicit desires among job senders who at that point transmit these as job weights to the individual. Henceforth experienced and delayed weight makes symptoms of sick wellbeing (Kahn, Wolfe, Quinn, Snoek and Rosenthal, 1964). For example, the chief of an association will convey the desires for each job to all workers dependent on the corporate objectives and dreams of the association. As expressed before the desires for every job additionally convey along its one of a kind weights which in numerous occurrences are detrimental to the prosperity of representatives just as hinder their ideal execution.

Concept of Organizational Transparency

Straightforwardness is a subject that penetrates numerous contemporary socio-political talks. In the light of corporate embarrassments, for example, the breakdown of Enron and Volkswagen's control of outflows tests, just as holes and whistleblowing episodes like the Snowden and WikiLeaks cases, basic partners progressively request receptiveness in corporate and legislative undertakings. Here and somewhere else, straightforwardness is viewed as a power that seems to be "in a general sense problematic to the old perceived leverage legislative issues" (Sifry, 2011, p. 167).

Dimensions of Organizational Transparency

The dimensions of Organizational Transparency (Disclosure and Accuracy) were adopted from the works of Schnackenberg and Tomlinson (2014).

Disclosure

Divulgence is characterized as the discernment that pertinent data is gotten in an auspicious way (e.g., Bloomfield and O'Hara, 1999; Williams, 2008). In the writing, an assortment of studies advocate for the utilization of divulgence as a focal component of straightforwardness (e.g., Bushman *et al.*, 2004; Finel & Lord, 1999; Madhavan *et al*., 2005; Nicolaou & McKnight, 2006; Pagano & Roell, 1996). Pirson and Malhotra (2011), for example, measure straightforwardness unequivocally as a partner's discernment that organizations transparently share all pertinent data. Perotti and von Thadden (2005) recommend that impression of straightforwardness are worked around a partner's capacity to accumulate required data about a firm. Such perspectives depend on the reason why data hard to access delimits the capacity of the partner to increase the association's full image (Zhu, 2004).

The premise of transparency means that for it to be regarded as transparent, data must be exchanged right away. But discovery is nothing than the free sharing of all available data. This also needs a careful consideration about the most appropriate data to report. To show, Williams (2008) has proposed four explicit procedures related with revelation: examination

(e.g., target crowd recognizable proof), translation (e.g., assurance of important data), documentation (e.g., encoding of data), and correspondence (e.g., appropriation of data to interior and outside crowds). Of these, lone documentation and correspondence are related with the open arrival of data. The other two procedures (examination and understanding) are expected to separate pertinent data from superfluous data.

Accuracy

Exactitude is defined as the finding that, given the relation between sender and receiver, the data is correct to the degree conceivable. The value of accuracy comes from the point of view that data cannot be interpreted as straightforward as it is unlikely to be purposely one-sided or baseless (Walumbwa *et al*., 2011). In any case, exactness doesn't suggest that data must be totally right ex present for it on be viewed as straightforward. Such a standard would be an incomprehensible end to apply to trades of essentially defective data (e.g., Taylor & Van Every, 2000). Rather, exactness proposes that material cases ought to reflect exact capabilities about their normal legitimacy for data to be viewed as straightforward. In the writing, Vorauer and Claude (1998) and others (e.g., Granados *et al*., 2006) contended that accuracy is an integral part of simplicity. According to the facts, Akhigbe and Martin (2006) have indicated that off-base disclosures assume a crucial job in reducing corporate simplicity and causing corporate embarrassment. Within assembly companies, Bernstein (2012) has discovered that accuracy in data is a pillar of simplicity in the working world.

Accuracy is exceptional to revelation and lucidity in that it involves data of unwavering consistency, rather than fulfilment or understand ability (e.g., Angulo, Nachtmann, & Waller, 2004). In light of this, various scholars have utilized related words to conceptualize exactness in their evaluations of straightforwardness. Philippe and Durand (2011) have proposed that an association's cases identified with its natural impression must be exact enough for outside partners to determine its genuine biological effect. Bushman *et al*. (2004) have recommended that information must be real for it to be seen as direct. Moreover, Williams (2005) and Nicolaou and McKnight (2006) have suggested that various levelled information must be seen as reliable for it to be seen as direct. These terms resemble our conceptualization of exactness.

In sum, straightforwardness has all the reserves of being a part of three theoretically down to earth and legitimately relevant components: disclosure, clearness, and precision. Disclosure is extended as accomplices consider information to be continuously relevant and timelier; clearness is extended as accomplices consider information to be progressively legitimate; and exactness is extended as accomplices consider information to be logically trustworthy. All of these estimations contributes amazingly to as a rule degrees of straightforwardness by growing accomplice trust in the idea of information got from the affiliation.

Role Stress

Role should be lucidly define to avoid complexity. Pareek (2002) characterize job worry as the contention and strain due to the jobs being ordered by an individual at a given time. This suggests certain one of a kind weights are related with different work jobs. Thus, the complexities of these potential weights related with different jobs and their latent capacity pressures related with different jobs and their result on representative exhibition is of most extreme importance to this investigation.

Measures of Role Stress

The measures of Role Stress (Role Conflict, Role Ambiguity and Role Stagnation) were adopted from the works of Girdhar, (2016); Duygulu, Ciraklar, Guripek and Bargiran, 2013).

Role Conflict

Job struggle is conceived from the synchronous event of at least two job prerequisites, so execution of one of them makes execution of the other progressively troublesome (Katz and Kahn, 1966). This thought is likewise utilized by Fisher (2001), who even anxieties the inconceivability of not satisfying one of the prerequisites. For King and King (1990), and Lee (2010), these necessities can likewise be seen as weights or requests on a position (Fisher, 2001; Lee, 2010; King and King, 1960). As indicated by Montgomery (2011), circumstances that make job strife happen when an official: (I) sees that his/her display will be evaluated in a substitute way between in any event one fighting occupation designators; (ii) appreciates that his/her introduction appraisal will be influenced by the point of view at work designator, concerning his/her ability to work with new advances; (iii) considers that his/her presentation appraisal will be affected by how much the essentials put by more than one different levelled superior to whom he/she reports are fulfilled. For the maker, these conditions are the delayed consequence of incapable interdependencies that breeze up affecting an executive's execution (Montgomery, 2011). For Tarrant and Sabo (2010) conflict can rise when: (I) new capacities are anticipated from an individual due to tolerating new openings, for example partaking in unique methodology, where he/she is required to keep up an individual profile inside a supervisory team; or (ii) when new aptitudes are anticipated from an authority in order to oversee new headways, strategies, or government rules; or (iii) in view of an executives lacking capable getting ready, which doesn't allow his/her to go with such changes satisfactorily (Tarrant & Sabo, 2010). For Rizzo, House, and Lirtzman (1970) operationally, work battle can be understood similar to: harmonizing/incongruence or similitude/irregularity between: (I) an executives standards or values and the lead portrayed for an occupation; (ii) an executives time, resources or limits and the direct described for playing out an occupation; (iii) the various employments that a singular authority should perform, and (iv) the diverse progressive data sources implanted into the methodologies, rules and recommendations of people associated with the officeholder employment of an official (Palomino & Frezatti, 2016; Rizzo, House and Lirtzman, 1970).

Role Ambiguity

Job equivocalness is vulnerability about what an individual answerable for a particular movement ought to do (Palomino & Frezatti, 2016). The build of job equivocalness, characterized as „‟ Employees ' sense of insecurity with respect to different parts of their work (Breaugh & Colihan, 1994), has created constant research intrigue (Li & Bagger, 2008) and furthermore is characterized as the degree of vulnerability about the desires for one's jobs (Humborstad & Kuvaas, 2013). Rizzo *et al*. (1970) Characterizes work insecurity as hazy work commitments, and job difficulty relates to contradictory employment commitments, or how many job demands from at least two individuals are opposite, as the task hypothesis suggests. Besides, job strife and equivocalness are significant wellsprings of employment stress, which is, thusly, identified with high turnover of the medical attendant workforce (Hingley & Cooper, 1986). Employment vulnerability would be the outcome of a nonappearance of information regarding work evaluation, about opportunities to propel, broadness of obligation, and superiors‟ suppositions about the activity of an individual in a

different levelled position (Katz & Kahn, 1966). Employment dubiousness is weakness about what an individual responsible for a specific activity should do. For Singh and Rhoads (1991 as referred to in Lee, 2010), nonappearance of definitions or foreseen rehearses for a position or regarding its expansion, can make work vulnerability. According to Fisher (2001), work dubiousness is brought into the world when an authority doesn't have supportive information that grants him/her to effectively play out his/her commitments. This information should give verification of: (I) relevant suppositions about the show of an occupation, similarly as its augmentation in term of rights commitments and commitments; (ii) indispensable activities for effectively fulfilling a positions commitments, similarly as the methods or the best way to deal with achieve this; (iii) the aftereffects of finishing and of not doing the commitments; (iv) lead that is changed or repelled, the nature of pay and trains, direct that is acceptable or unsatisfactory in playing out the activity; finally, (v) open entryways for progress. For the inspirations driving this examination, work vulnerability is appreciated by the conflicts by the makers (Singh and Rhoads, 1991; Lee, 2010; Fisher, 2001; Palomino & Frezatti, 2016). As one of the inside sorts of employment pressure, Kahn *et al*. (1964) describe work vulnerability as a "prompt limit of the dissimilarity between the information available to the individual and that which is required for adequate execution of his activity".

The relationship between Organizational Transparency and Role Stress of Maritime Firms in Rivers State
Conversations of straightforwardness in true authority have as of late developed in both the exploration and practice writing (Gardner, Avolio, Luthans, May, & Walumbwa, 2005; George, 2003; Ilies, Morgeson, & Nahrgang, 2005). At the present time, direct activity has been delineated as addressing how much an individual shows a case of responsiveness and clearness in his/her lead toward others by sharing the information expected to choose, enduring others' wellsprings of data, and uncovering his/her own characteristics, perspectives, and emotions such that engages supporters to even more exactly assess the capacity and significant nature of the pioneer's exercises. Such pioneers have been depicted as showing straightforwardness in zones/limits, for instance, dynamic (Avolio & Gardner, 2005). Webster's Dictionary portrays "straightforwardness" as something which is plainly obvious, quickly reasonable, clear, earnest just as clear. A broad significance of pioneer and aficionado straightforwardness proposed by (Vogelgesang, 2008) includes Correspondences depicted by sharing significant information, being accessible to giving and getting analysis, being drawing closer as for points of view and the intuition behind decisions, and indicating plan among words and exercises (p. 43). Straightforwardness has also been proposed as a particular build up that relates to whether relevant information is made known to each contributed individual (Vogelgesang & Crossley, 2006). Right when a pioneer is clear, supporters come to perceive what the pioneer regards and rely upon, and that the pioneer appreciates what their personality is too. Additionally, if such bits of information reveal raised degrees of consistency between the properties, characteristics, and wants of the two social affairs, the level of trust will create (Avolio, Gardner, Walumbwa, Luthans, & May, 2004, p. 811). This straightforwardness fragment of dependable activity has been delineated by Kernis (2003) as addressing the regarding and trying openness in one's relationship with others whereby the pioneers and disciples straightforwardly share information about each other's' genuine insights and feelings.

Methods

The study method for this analysis is cross-sectional survey, as the researcher aims to provide a snapshot overview of the selected analytical organizations rather than a detailed view of them all in order to generalize findings across all the institutions to be studied (Baridam, 2001). The data was obtained from primary sources for this study, using questionnaire copies on the research variables to generate the correct data. The sampling approach adopted requires that the open population of employee respondents have a homogeneous character. The sample is drawn proportionally from the existing population of potential field respondents of one hundred and forty (140). Thus, for internal accuracy, the alpha coefficient of the Cronbach was between 0.81 and 0.88 at the appropriate domain level (Nunnally & Berstein, 1994); for disclosure; reliability and convergent validity were measured using Cronbach's alpha. Average alpha to Cronbach was 0.846. Diclosure had a Cronbach alpha value of (0.815); Accuracy (0.912); Role Ambiguity (0.925); Role Conflict (0.823) respectively.

Results and Analysis

$H0_{1-2}$: There is no significant relationship between disclosure and measures of role stress of maritime firms in Rivers State.

Correlation between disclosure and role stress

			DE	RA	RC
Spearman's rho	DE	Correlation Coefficient	1.000	-.877**	-.798**
		Sig. (2-tailed)	.	.008	.007
		N	140	140	140
	RA	Correlation Coefficient	-.877**	-1.000	-.905**
		Sig. (2-tailed)	.008	.	.008
		N	140	140	140
		Correlation Coefficient	-.878**	-.991**	-.880**
			.006	.006	.006
			140	140	140
	RC	Correlation Coefficient	-.798**	-.905**	1.000
		Sig. (2-tailed)	.007	.007	.
		N	140	140	140

SPSS output, Version 25 – Field Survey, 2020

The findings presents Spearman's rank order correlation coefficient to find out the relationship between disclosure and measures of role stress as reported by one-hundred and forty (140) respondents. A strong negative no correlation coefficient value was reported between disclosure and role ambiguity which was statistically not significant (rho = -.877**, p = .008 > 0.05 (alpha value) this suggests that there is no significant relationship between the variables; similarly, disclosure and role conflict reported non-significant values correlation (rho = -.798**, p = .007 > 0.05).

Decision: The null hypotheses ($H0_{1-2}$) are not rejected and we state that there is no significant relationship between disclosure and the measures of role stress of maritime firms in Rivers State.

H0₃₋₄: There is no significant relationship between accuracy and measures of role stress of maritime firms in Rivers State.

Correlation between accuracy and role stress

		AY	RA	RC
Spearman's rho	AY Correlation Coefficient	1.000	-.942**	-.885**
	Sig. (2-tailed)	.	.110	.006
	N	140	140	140
	RA Correlation Coefficient	-.942**	-1.000	-.905**
	Sig. (2-tailed)	.110	.	.110
	N	140	140	140
	Correlation Coefficient	-.933**	-.991**	-.880**
		.009	.009	.009
		140	140	140
	RC Correlation Coefficient	-.885**	-.905**	-1.000
	Sig. (2-tailed)	.006	.006	.
	N	140	140	140

SPSS output, Version 25 – Field Survey, 2020

The result shows Spearman's rank order correlation coefficient to find out the relationship between accuracy and measures of role stress as reported by one hundred and forty (140) respondents. A strong negative no correlation coefficient value was reported between accuracy and role ambiguity which was statistically non-significant (rho = .942**, p = .110 > 0.05 (alpha value) this suggests that there is no significant relationship between the variables; accordingly, accuracy and role conflict reported negative non-significant values correlation (rho = .885**, p = .006 > 0.05).

Decision: The null hypotheses (H0₃₋₄) are not rejected and we state that there is no significant relationship between accuracy and the measures of role stress of maritime firms in Rivers State.

Discussion of Findings

This article examined the relationship between organizational transparency and role stress of maritime companies in Rivers State; four (4) hypotheses were formulated as preliminary answers to the research questions raised and were therefore tested to support the study;

i.   The findings of the H0₁₋₂ test showed a negative non-significant association between disclosure and role stress measurements; (rho= -.877 **, p=.008; rho= -.798**, p=.007); this ensures that managers / supervisors able to report the job schedule to subordinates / employees can reduce / remove the burden on their positions. Locke and Colligan quoted in Zhang, (2017) endorse this empirical stance by suggesting that people who are unable or unable to express their serious, negative feelings are more likely to encounter psychological and physical problems. According to the corresponding stress reduction theory (Cohen & McKay, 1984; Cutrona & Russell, 1990), the actual assistance provided by others appears to relieve tension by promoting coping strategies, as long as the form of assistance corresponds to the demands of the stressor.

ii.   The findings of the H0₃₋₄ test showed that precision and roll stress measurements had a substantial negative relationship with each other (rho= -.942 **, p=.110 > 0.05; rho= -.885 **, p=.006 > 0.05); It means that when decisions are made on employees ' jobs, they are involved in the process, allowing them to provide feedback that fits their work schedules and activities, thus minimizing job stress for employees. Flanagan & Flanagan (2002) supports this empirical stance and has found an inverse relationship between job stress and satisfaction among correctional nurses. Donovan (2003) received similar findings based on her study of nurses in hospitals. Bhatt & Saurashtra (1997) commended private and public school teachers for their strongly negative relationship between work tension and job satisfaction.

Conclusion

This study explored the relationship of maritime company employees in Rivers State, between organizational transparency and role stress. Specifically, the study relates the structure of organizational openness to place stress at its dimensional levels and thus contributes to the enhancement of relationships with variables. The study found no important association between organizational transparency and the stress on position. In particular, there was no significant connection between openness and accuracy with role stress measures (role ambiguity and role conflict). These results indicate that organizations trying to reduce / eliminate the burden of the role require individuals who can display work details in various skill sets and clarify the function of the task.

Recommendations

The following suggestions come about as a result of previous findings and assumptions made about the variables examined;

i.   The staff should be open with the representatives of their project team. Walking the Walk is the core of fostering openness. When colleagues on their team are honest with each other, they not only model honesty but also show their advantages.

ii.   Managers will inform subordinates about their decisions. We should be welcoming and listening to subordinate suggestions to make them more comfortable.

iii.   Subordinates will be made accessible to the managers. Address joint tasks by roaming together with staff to see how the job is performed.

iv.   Employees will take some time to work out. Organizations can have a wellness facility on-site for workers to work out during lunch hours. This is an energy suppressant and stress reliever.

v.   Workers should create a network of trustworthy friends, people who can quickly provide an impartial viewpoint on difficult situations.

<div align="center">Reference</div>

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