

**JOB- RELATED TENSION AND ORGANIZATIONAL FRUSTRATION  
AS PREDICTORS OF JOB INVOLVEMENT AMONG BANKERS IN  
MAKURDI METROPOLIS**

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**Abstract**

*This survey examined job-related tension and organizational frustration as predictors of job involvement among bankers in Makurdi metropolis. Using convenience sampling approach, data was collected from 112 bankers across commercial banks. Job-Related Tension Scale (JTS), Organizational Frustration Scale (OFS) and Job Involvement Scale (JIS) were used for data collection. Three hypotheses were tested and job-related tension was found to be a significant predictor of job involvement. Organizational frustration did not predict job involvement significantly. Thirdly, there was a significant interactive effect of job-related tension and organizational frustration on job involvement among bankers. Based on these findings, it was recommended that management of Nigeria commercial banks should create a tension free environment so as to enhance job involvement among their employees.*

**Keywords:** Job- related tension, organizational frustration, job involvement, Bankers, Makurdi.

## **INTRODUCTION**

The global work scene of late, has witnessed feisty efforts by managerial protagonists to revamp jobs with a view to have amplified job involvement. This is apparently based on the belief that job involvement is conducive not only to efficiency but also employee's self-fulfillment. In an era where organizations are facing inflationary pressures, dwindling budget and dearth of proficient work force, it assures greater importance to provide a positive work situation to ensure worker stability and better job involvement. Job involvement is defined as the degree to which a person identifies psychologically with his or her work and the importance of the work in their total self-image (Lodahl & Kejner, 1965). The authors also defined job involvement as the degree to which a person's work performance affects his self-esteem. Lawler and Hall (1970) built on Lodahl and Kejner's definition in formulating their definition of job involvement as the psychological identification with one's work or the degree to which the job situation is central to the person. According to them, job involvement did not include satisfaction or internal motivation, but was a measure of cognitive state.

Saleh and Hosek (1976) in their review of literature examined different interpretations of the concept of job involvement and clarified its dimensions through an analysis of measurements. They concluded that job involvement is the degree to which the person identifies with the job, actively participates in it and considers his performance important to his self-worth. Smith (1973) suggested that the essential components of job involvement are co-operation and commitment, finding significance and achievement at work and treating work as an outlet for one's energy and skill. A person is involved in a job when (a) Work to him is central to life interest; (b) When he actively participates in his job; (c) When he perceives performance as central to his self-esteem; and (d) When he perceives performance as consistent with his self-concept (Saleh & Hosek, 1976).

According to Corsini Dictionary of Psychology and Behavioural Science (2004), frustration is generally the thwarting of impulses or actions by external and internal forces, where the typical internal forces are intra-psychic conflicts and inhibitions while the typical external forces are the admonitions of the rules of the society. In an organization, the internal sources of frustration involve personal deficiencies such as lack of confidence or fear of social situations that prevent him or her from reaching the set goal(s), while external causes of frustration involve conditions outside of the person such as conditions linked to the person's actions but not directly such as lack of career progression and support from the management of the organization.

Spector (1978), in a similar fashion, defined organizational frustration as an interference with goal attainment or maintenance that is caused by some stimulus condition within the organization. Frustration has been further narrowed to be defined as the interference with an individual ability to carry out their day to day duties effectively (Keenan & Newton, 1984). The frustration that characterized banking job in Nigeria 'today' may not be unconnected with what may be referred to as 'bank enslavement'- working from 6am to 7pm in the bank every work-day without proper recognition and compensation.

In an organizational context, job related tension is also known as job stress and/or work stress. These terms are often used interchangeably in organizations and it is a dynamic condition in which an individual is confronted with an opportunity, constraints, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important (Robins & Sanghi, 2006). Job related tension is an increasing problem in the banking sector in Nigeria and is likely to cause adverse effects on job involvement.

Previous investigations have been done in the relationship between job-related tension, organizational frustration and job involvement. However, many of these studies were conducted in developed countries like the UK and United States leaving a scanty literature on this variables especially in the banking sector in developing countries like Nigeria. This position therefore calls for attention.

### **Job-related tension and job involvement**

An investigation into the relationship between job-related tension and job involvement reveals negative correlations between the variables (Zagenczyk & Murrell, 2009). Individuals may become involved in their jobs in response to specific attributes of the work situation (Mudrack, 2004). If workers have positive feelings towards their work, they will also view the goals and stipulations that the organization has established more positively. Highly job-involved employees will put forth substantial efforts toward the achievement of organizational objectives and less likely to leave their employers (Benson, Young, Lawler, 2006, Kahn, 1990; Kanungo, 1979; Lawler, 1986; Pfeffer, 1994).

The good virtue of job involvement may be disrupted in the face of job-related tension. For instance, in a study, work place tension has significant effects over the employee's job involvement, and the organizations in the United Kingdom are trying to cope with this scenario (Anderson, 2003). Velnampy and Aravinthan (2013) conducted an empirical study to measure the impact of occupational stress

on job involvement using 291 questionnaires gathered from employees in private banks at Northern Province in Sri Lanka. Correlation analysis indicated that job involvement is negatively correlated with occupational stress.

In a study, Chen (2011) found that role stress significantly reduced organizational commitment and job involvement of staff. Similarly, Ouyang (2009) in his study among banking employees in Taiwan reported that job stress has a positive influence on job involvement and job performance. Muthuvelayutham and Mohanasundaram (2012), also concluded that there is a considerable level of impact of stress on job involvement among teachers.

Mase and Ucho (2014), in their study titled job related tension, interactional justice and job involvement among workers of Dangote Cement Company Gboko found that job related tension has significant influence on job involvement.

Furthermore, job involvement reflects the extent to which individuals are preoccupied with and immersed in their present jobs (Diefendorff, Brown, Kamin, & Lord, 2002). It is therefore expected that employees' job related tension levels will affect the extent to which they are preoccupied with and immersed in their jobs. On the basis of activation theory, it is assumed that as bankers experience increased levels of job tension, they may see that greater job involvement could lead to better control of their job tension/stress. Bankers would be involved in their jobs in order to cope with and accomplish their responsibilities. However, it is unlikely that they would continue to increase their levels of job involvement regardless of the amount and intensity of job related tension they experience in that context. Intolerable amounts of tension would affect employees' capabilities to cope with the demands of the job. Therefore, it is argued that there is an optimum level beyond which job tension would lead to decreased job involvement.

### **Organizational frustration and job-related tension**

Frustration is a psychological trauma that is fast becoming a common feature in the professional lives of individuals in all spheres including the banking sector. Spector (1978) in his presentation on "Organizational frustration: A model and review of the literature" developed a model of organizational frustration. Spector showed behavioral effects of frustration, which included decreased job performance. It may be argued that job performance is different from job involvement but research (Chughtai, 2008; Poongavanam, 2014) has shown that the two have positive correlation, therefore, frustration is also likely to predict job

involvement.

The research work by Mohsan, Nawaz, Khan, Shaukat and Anslam (2011) attempts to find the association among three important job related behaviour of employees; that is organizational frustration, commitment, and job involvement. The study was conducted in the banking sector of Pakistan. Four hundred banking personnel were randomly selected for the study. It was found that organizational frustration is negatively related to job commitment and involvement. From the above review therefore, it is hypothesized that:

Job related tension and organizational frustration will independently and jointly predict job involvement of bankers in Makurdi metropolis.

## **METHOD**

### **Design**

The study employed a cross sectional survey approach. Responses were collected from bankers across commercial banks in Makurdi metropolis using questionnaires in order to assess job-related tension and organizational frustration as predictors of job involvement.

### **Participants**

A total number of 112 bankers were selected across commercial banks in Makurdi metropolis for this study. Out of this number, 63 (56.2%) were males, 44 (39.3%) were females and 5 (4.5%) did not indicate their sex. The ages of participants ranged from 19-51 years with half of the respondents not indicating their ages. 50 (44.6%) respondents were single while 50 (44.6%) were married, 3 (2.7%) of the respondents separated from their partners and 9 (8.0%) were silent over their marital status. Data showed that 36 (32.1%) were OND/NCE holders, 61 (54.5%) were employees with First Degrees, 3 (2.7%) had Master Degrees and 11 (10.7%) of the respondents had lower qualification without specifications. Data also indicated that 30 (26.8%) were tellers, 15 (13.4%) were security personnel 35 (31.2%) of the respondents were Marketers, 32 (28.6%) however did not disclose their job titles. Results further showed that the average job tenure of the employees was 7 years. And on the average, respondents spend 9 hours daily on the job.

### **Instruments**

Data for the study were collected using three instruments. They included Organizational Frustration Scale (OFS), Job Related Tension Scale (JTS) and Job Involvement Scale (JIS). Organizational Frustration Scale (OFS) was developed by Spector (1975); it is a 29-item inventory designed to assess frustration level of individuals in organization as manifested by acts of aggression, time-wasting, sabotage and unreasonable demands to the self. The test items are scored based on 6-point likert scale starting from completely disagree = 1, disagree pretty much = 2, disagree slightly = 3, agree slightly = 4, agree pretty much = 5, agree completely = 6. All the items are directly scored except items 7,8,9,10 and 12 which are scored in a reverse order. Spector (1975) provided the psychometric properties for American sample while the properties for Nigerian samples were extrapolated from a frustration test developed by Dieke (1997) which is equivalent to OFS in content and number of items. The reliability coefficient of 0.88 was reported and Dieke (1997) correlated the OFS with frustration anxiety inventory by Girdano and Everly (1979) and obtained a concurrent validity of 0.98.

Job-Related Tension Scale (JTS) is a 15 item inventory and it was developed by Kahn, Wolfe, Quinn, Snoek, and Rosenthal (1964) to assess the nature, causes and consequences of organizational stress which is defined as the feelings of tension, discomfort, uncertainty, indecisiveness and distress as worker experience as a result of the social and physical circumstances of work setting. The instrument is scored on a 5-point Likert response scale starting from never = 1, rarely = 2, sometimes = 3, rather often = 4, to nearly all the time = 5. The items are scored directly by adding together the values of the numbers shaded. The Nigerian sample was provided by Oseghare (1988) and the coefficient alpha reliability is 0.39. Osagbare also obtained a coefficient of .46 when he correlated JTS with checklist symptoms stress by Kyriacou and Sutcliffe (1978).

Job Involvement Scale (JIS) is a 20- item inventory developed by Lodahl and Kejner (1965) to measure job involvement. The test items are scored based on 4-point Likert Scale starting from strongly disagree = 1, disagree = 2, agree = 3, to strongly Agree = 4. Items 1,2,3,4,5,6,7,8,9,11,12,15 and 20 are scored in a reverse order. Lodahl and Kejner (1965) obtained Spearman Brown internal reliability coefficient of 0.72 and 0.80 for females and males respectively. The coefficient of test-retest reliability obtained in an interval of 72 days is 0.90.

### **Procedure for Data Collection**

The researchers personally administered the questionnaires to the respondents at

the various commercial banks in Makurdi after taking official permission from the bank managers. A convenience sampling method was used to sample participants for the study. This means that only bankers who were available and accepted to participate in the study were given the questionnaires to respond to.

### Data Analysis

Data collected for this study were analyzed using Statistical Package for Social Sciences, (SPSS) Version 16. Regression analysis was used to test the research hypotheses. Also, descriptive statistics such as percentages, mean and standard deviation were used in analyzing demographic data of participants.

## RESULTS

**Table 1:** Intercorrelations among study variables

Variable	1	2	3
1 Job-related tension	1		
2 Organizational Frustration	.27**	1	
3 Job involvement	.26**	.12	1

\*\**: Correlation is significant at 0.01 level*

Table one shows that there is a significant relationship between organizational frustration and job-related tension. Also, there is a significant relationship between job-related tension and job involvement. On the other hand, organizational frustration has no significant relationship with job involvement.

**Table 2.** Summary of multiple regression showing job-related tension and organizational frustration as independent and joint predictors of job involvement.

Variables	R	R <sup>2</sup>	F	Beta	t	P
Constant	0.27	0.07	4.22	36.91	13.68	<0.05
Job-related tension				2.48	2.62	<0.05
Organizational frustration				0.01	0.55	>0.05



The result in table two indicates that job related tension is significantly related to job involvement among bankers ( $\beta = 2.48$ ;  $P < .05$ ). Therefore, the hypothesis that job-related tension will independently predict job involvement is accepted. On the contrary, organizational frustration did not independently predict job involvement significantly ( $\beta = 0.01$ ;  $P > 0.05$ ). Finally, the table shows that job related tension and organizational frustration jointly predict job involvement significantly ( $F(2, 108) = 4.22$ ;  $P < 0.05$ ).

## **DISCUSSION**

This study was designed to assess the independent and joint prediction of job-related tension and organizational frustration on job involvement of bankers in Makurdi metropolis. Result of analysis shows that job-related tension has independent and significant effect on job involvement. This result implies that the higher employees experience stress that is related to the job, the higher they get involved in their jobs. This result may be surprising to many, however, it could be understood in the context of the banking job. The tension associated with the banking job is mostly associated with pressure and management of customers. Therefore, commercial banks been profit oriented organizations put pressure (job tension) on their employees and this makes them get more involved in their jobs. Moreover, some level of stress is necessary to spur workers for high performance.

This result however disagrees with some previous findings. For instance, Anderson, (2003) reported that workplace tension has significant negative effects over the employee's job involvement. Velnampy and Aravinthan (2013) also concluded that job involvement of bankers is negatively correlated with occupational stress. This sharp disagreement may be explained based on the various levels of stress reported by these samples. Since these studies were conducted using different samples, it is most likely that levels of stress also will be different.

Result of the study also show that organizational frustration has no significant effect on job involvement of bankers. The result disagrees with researchers who reported that organizational frustration has significant effect on job involvement (Mohsan, Nawaz, Khan, Shaukat & Anslam, 2011; Spector, 1978). The contradiction between the result of this study and that of other researchers could be discussed in-line with job opportunities in Nigeria. Frustration could be caused by many factors in the workplace that can affect job involvement and probably turnover. However, due to lack of job opportunities in Nigeria, even if one is frustrated in an organization, such a worker may not even think of quitting the



organization, rather he may try to adopt positive behaviours such as getting involved in the job.

It was also postulated that there will be a significant interactive effect of job-related tension and organizational frustration on job involvement. This hypothesis was confirmed. This implies that the interaction of job-related tension and organizational frustration can cause a change in the level of job involvement among bankers. It further means that even though, organizational frustration does not independently predict job involvement, when combined with another harsh organizational climatic factor such as job-related tension, both can stir up a change in the level of job involvement of employees. This finding further demonstrates that when several negative factors characterize organizational climate, workers can no longer resist the negative impact. It means that an employee can withstand organizational frustration as a single ugly factor, but when he/she is faced with other related factors like job tension simultaneously, he/she will be forced to give up and reduce considerably his/her level of involvement on the job. This finding is closely related to the findings of Balogun, Adetula and Olowodunoye (2013) who found a significant joint influence of job demands, job control, psychological climate and affective commitment on job involvement of bank employees. The researchers argued that when an employee is faced with heavy work load, this situation can generate tension. They posited that when such employees lack control or coping, they become frustrated and decline in their involvement on the job.

## **CONCLUSION**

This study examined the independent and joint influence of job-related tension and organizational frustration on job involvement of bankers in Makurdi metropolis. It was discovered that job-related tension has independent effect on job involvement, organizational frustration has no independent effect on job involvement. Finally, it is also concluded that job-related tension and organizational frustration have combined effects on job involvement.

## **RECOMMENDATIONS**

Based on the findings of the study, the following recommendations were made:

- i. Commercial banks in Nigeria should try as much as possible to reduce job-related tension experienced by their employees. If this is done, it will ensure job involvement among their employees.
- ii. Even though organizational frustration is not a significant predictor of job involvement among bankers, conscious steps should be taken to eradicate

it. This is because when it is combined with other factors like job-related tension, it can have effect on work behavior.

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