CHAPTER ONE

INTRODUCTION

Background to the Study

University education is designed to create and inculcate knowledge in order to solve societal problems and engender development. The vision of many Federal Universities in Nigeria like that of Nnamdi Azikiwe University is to use teaching, research and public service to solve societal problems. University education is therefore a crucial level of education needed to actualize national development; as it may be difficult for any nation to develop without University education. Actualizing the goals of University education is largely dependent on her academic workforce who is the indefatigable part of knowledge creation and transmission. The academic staff of universities consequently shoulders the burden of this responsibility than any other staff of the University.

Based on these critical roles, the lofty ideals of University education may be difficult to actualize except the academic staff are properly motivated and provided with enablers; considering that University education in Nigeria is one hunted by lecturers' low morale and many unresolved distress. The unresolved distress and poor motivation of staff in significant ways may precipitate workers' frustration and work-family conflict. Employees' unresolved distress and poor motivation may have a way of impeding workers' personal growth or organizational efficiency. It may also create unpalatable discomfort to the

workers' family. Uzoh (2017), Maleke (2017), Eteng, Agba and Enang (2016) exemplified some of the unresolved distress among the academic staff of public universities as: inadequate funding, lack of total autonomy and inconsistency in University policy administration respectively. Considering the dangers of workers' frustration and work-family conflict, understanding the sources and causes of workers' distress represent a significant management step towards proffering solutions to its management. This is important as regards areas where literature has shown less attention; hence, the choice of the current study on organizational cynicism, work-overload and pay satisfaction as predictors of workers' frustration and work-family conflict among the Nigerian University academic staff.

Basically, employee attitudes emanate from many organizational outcomes; and many factors may be responsible for low morale and distress among the academic staff of Nigerian Federal Universities. However, the researcher considers job-related factors as obstacles which may be inhibiting the delivery of qualitative education in Nigerian Federal universities. To the extent that they exist, these obstacles may affect the academic staff negatively and if not mitigated, may become impediments to their career aspirations (Ololubei, 2016; Pindek & Spector, 2016). These impediments may equally precipitate unpalatable job and non job outcomes such as workers' frustration and work-family conflict respectively.

Kimotho (2016) contended that for organizations whose workforce suffers such impediments, the chances of being competitive among peers in same industry may be greatly reduced. For Kimotho, unless, a synergy between the organizational goals and that of the individual is forged, employees will always perform below their peers. Kimotho's (2016) contention was also supported by Pindek and Spector's (2016) assertion that these impediments which are organization's as well as employees' constraints inhibit the progress of the organization and the members of such organizations.

Collective goals of the employees and the organization (the organization and her workforce) may not be achieved unless these constraints are ameliorated. For instance, Nigerian Federal Universities may not be said to be competing at the top level in comparison with her peers in other countries. The Webometric Ranking of the performance of universities in the world evidenced this with the best ranked Federal University in Nigeria (University of Ibadan) at 1076th in the world (RWU, 2017).

The above instance is an indication that Nigerian federal universities in general are not competitive enough among her peers and this could be as a resulted of worker related constraints which frustrate her workforce. Without spirited effort for improvement on this regard, the academic staff of Nigerian Federal Universities may become vulnerable to frustration and work-family conflict at the detriment of Nigeria's national development. Uzoh (2017) confirmed the above and asserted that without sincere efforts from the organizational owners (in this

case, the federal government of Nigeria) in finding lasting solutions to the problems which may threaten the efficiency of her workforce (the academic staff); varying threats to the organization's future emerge. Harold, Oh, Holtz, Han and Giacalone (2016) contended that if such threats ensue without mitigation, they may become detrimental to all members of the organization with workers' frustration and work-family conflict as possible job and non outcomes respectively.

Workers' frustration refers to perceived inhibitions or constraints which a worker experiences in the job or which is caused by the working conditions and environment which may physically, psychologically and/or otherwise threaten or block the path of the worker towards fulfilling his or her obligations to the organization and/or attaining the stated goals of an organization and their personal goals (Spector, 1975). Generally, frustration results from lack of fit or coping ability in the presence of stressors or in response to them; which are present in any given work environment precipitating a kind of imbalance (Hobfoll, 1989). Hobfoll (1989) asserted that the inability to cope with the demands of any work environment is what brings stress and consequently, frustration. According to Pindek and Spector (2016), workers' frustration could also be referred to as both organizational and employee constraint; something which inhibits the progress of organizational members and cause their objectives not to be achieved. In the researcher's opinion, workers' frustration is perceived obstacles to individual employee's organizational goals, such as: goals associated with task execution in

the organization, career fulfillment and general wellbeing of the employee. Workers' frustration may also be seen in the researcher's perspective as any organizational antecedent which is capable of blocking the paths of the workers from attaining optimum productivity in their organizations.

Workers' frustration is not all about work; it may be caused also by prevailing organizational climate which may cause the employee to lose trust and confidence in the organization. The circumstances may become inimical to the welfare of the employees and their personal progress in the organization (Eissa and Lester, 2017). Workers' frustration comes at a heavy cost to the organizations for example; Eissa and Lester (2017) contended that a frustrated workforce is capable of ruining the organization given that various forms of deviant behaviours which can ensue during a frustration state. The dangers it poses against the goal achievement of organizations and employees have prompted its evaluations in many studies especially on its causes and consequences as job attitudes/outcomes among employees in Nigeria including the current study. For example, on workers' frustration, Salau, Adeniji and Oyewunmi (2014) contended that the extent to which frustration persists in an organization is the extent of the prevalence of employees' negative affects towards the organizations. This was also supported by Adisa, Osabutey, and Gbadamosi's (2016) studies which emphasized that workers' frustration are antecedents to work-family conflict, workplace deviance and other unpalatable non job outcomes. Thus, the dangers it poses as a job outcome have made stakeholders to be interested in finding out the

factors which could predict it with the aim of mitigating it.

Furthermore, literature has established that what happens in the work setting may also influence and affect other aspects of workers' life other than the work environment (Mansour, & Tremblay, 2016). This kind of influence is a non job outcome caused by a job outcome. For example Giorgi, Arcangeli, Mucci and Cupelli (2015) contended that economic stress in the workplace could impact fear of the crisis on mental health of workers as a non job outcome. Also, Mansour and Tremblay (2016) asserted that generic and work–family specific social support could mediate workload and job stress especially in the context of work–family conflict. These instances suggest that predictors of workers' frustration as a job outcome could also have non job outcome such as work-family conflict.

Given that there is a relationship between workers' frustration and non job outcome such as work-family conflict (Winefield, Boyd & Winefield, 2014); this study is interested in finding out if the predictors of workers' frustration will also predict work-family conflict as a non job outcome. Ajala (2016) provided an understanding that such relationship was possible considering the interdependence of workplace and family. Winefield, Boyd and Winefield (2014) also suggested that antecedents to worker's frustration may also precipitate non-work effect for example work-family conflict. Based on the possibility of this relationship as established by Winefield, Boyd and Winefield (2014) and later by Ajala (2016), this study extended its scope on the influence of the predictor variables on non job

outcomes particularly work-family conflict.

Work-family conflict also known as work interference with family (WIF) (Greenhaus & Beutell, 1985) occurs when the pressures from the work and family domains are mutually incompatible; and as a result, participation in the family role is made more difficult by virtue of participation in the work role (Weer & Greenhaus, 2014). Michel, Mitchelson, Kotrba, LeBreton, and Baltes, (2009) conceptualized work-family conflict as placing family demands secondary to those of work. This makes family obligations to be neglected and they suffer less attention which is primarily given to work. In the views of the researcher, work-family conflict occurs when engagements and situations at work are brought into the family life to the extent that the displace or threaten the stability of family as a result of pressures they exert on the members in terms of resources and time shared between family obligations and work obligations with the later having an upper hand. It is also an unhealthy competition between the demands of work and that of the family for the employee's resources (usually time, energy, intellect and availability or presence). Work-family conflict may also be regarded as any circumstance which results from the workplace and affects family stability or puts pressures on the family wellbeing of the employee and his/her family members. For instance, the academic staff of federal university usually takes home quizzes, tests, assignments and examination scripts where they are marked as a result of lack of time to mark those scripts in their offices in the school. The practice may sometimes usurp the time and resources meant for the

family thereby creating a conflict between work and family obligations.

The kind of situation mentioned above in the case the academic staff of federal universities in the views of Greenhaus and Beutell (1985) are specific forms of inter-role conflicts between work demands and family demands. The authors described this as work-family conflict as work interference with family (WIF). Consequently, Greenhause et al concluded that when the pressures from work and family domains are mutually incompatible especially when the participation in one role (in this study identified as family role) is made difficult by virtue of participation in another (in this study the work role); work-family conflict occurs. This is the basic foundation for studying and understanding work-family conflicts and vice-versa. Central to the study of work-family conflict is that family roles are distinct as well as the work roles and cannot be mutually executed as a result of limited resources which Goode (1960) conceptualized using the Scarcity theory.

In consideration of Goode's (1960) assumption, the instances are obvious that among the academic staff of Nigeria federal universities, that the struggle to maintain work-family balance might remain both management and a personal challenge owing to the already existing unfavourable climate which falls short from the global standard. Such climates are threats to fulfilling family obligation due to inadequate resources which are often in favour of work than family. The latter have suffered neglect leading in some cases to irreconcilable family differences and conflicts. For instance, Adisa, Osabutey and Gbadamosi (2016)

and Oredein and Alao (2010), contended that the academic staff of Nigerian universities unlike other public servants spend more uncompensated time in their workplace far beyond the official work closing hour (usually 4pm in Nigeria). This can be blamed on inadequate resources in the universities to finish job tasks at the close of stipulated time. The uncompensated resources by the academic staff of Nigerian universities as described above is at the expense of family roles the real basis for work-family conflict and by extension, family instability.

Consequently, in view of the calamitous organizational outcomes such as: low commitment, inefficiency, ineffectiveness, and job outcomes e.g. employee sabotage, and non job outcomes e.g. family instability which might ensue from workers' frustration and work-family conflict respectively, this study considers it expedient to establish empirical bases for the predictive influence in order to be able to proffer management solutions on how to mitigate them more effectively in the workplace. This study therefore considers organizational cynicism (as in lack of trust in owners to fulfill the part of the contract), work overload (in terms of inadequate manpower and material resources) and pay dissatisfaction (justifiable pay in terms of labour input and in comparison with peers) as the probable predictors of workers' frustration and work-family conflict among the academic staff of Nigerian federal universities.

Organizational cynicism is an individual's negative feelings, such as: anger, disappointment, distrust and hopelessness about unresolved problems either facing the staff and/or the organization itself (Ozler and Atalay, 2011). Generally,

there are various forms of cynicism or cynical behaviour found in the organization which include: organizational cynicism (directed towards the owners of the organization), management cynicism (directed towards the organizational management) employee cynicism (directed towards fellow workers) and personal cynicism (emanating as a result of personal doubts, idiosyncrasies and dispositions). However, all forms cynicism are employee's evaluative judgment which stems from employee's experiences regarding: treatment of organizational issues, processes of conflict resolution, procedure of job tasks, level of authority and general wellbeing of the employees (Dean, Brandes, and Dharwadkar, 1998). When these experiences are not positive, there is doubt in the employees that their organization will improve on the antecedents in the future given previous unresolved circumstances. Thus, this doubt in the mind of the employee is the major cause of cynical behaviour and attitude towards the organization (Ozler and Atalay, 2011). In the views of the researcher, cynical behaviours directed towards the organizations ara consequence of organizational climate (since organizational policies and owner's behaviour influence how employees feels) as well as faith regarding individual and collective employee(s)' psychological contract. The differences between the expectations and what is actually obtainable is the major cause of organizational cynicism. This is because employees have both overt and covert expectations from their work, environment, co-workers and management.

Cole, Bruch and Vogel (2006) emphasized that irrespective of the accuracy or validity of the individual's perceptions on which the organizational cynicism

construct is based; cynical behaviours in the workplace are real in their consequences. Dean, Brandes and Dharwadkar's (1998) studies on cynicism equally supported the assertion that cynical behaviours towards the organization can be expressed both overtly, such as through direct statements questioning the integrity of the organization, and covertly through the use of sarcastic humour and non verbal behaviours, such as: "knowing looks," "rolling eyes," and "smirks".

Similarly, Nair and Kamalanabhan (2010) opined that the sensitivity and negative attitudes associated with cynical behaviours such as: embarrassment, hatred, disloyalty and even dishonor hinder workers from fulfilling their obligations to their organizations. This type of hindrance whether physical or psychological, may precipitate a form of frustration to those employees relentlessly. In the case of the academic staff of federal universities, the series of contract breaches (Uzoh, 2017), failed negotiations (Maleke, 2017), and insincerity and non-implementation of peaceful resolutions emanating from industrial bargaining of academic staff union of universities (Eteng, Agba & Enang, 2016), the hope of maintaining a vibrant, dedicated competitive workforce may have diminished. This is because these unresolved issues which affect the academic staff of federal universities prevent them physically and psychologically from carrying out the duties unsparingly. This may be shown in form of absenteeism, tardiness, and unethical workplace behaviours.

In support of the above, Ikechukwu-Ifudui and Myers (2015) expressed that lack of trust by the employees which is patterned through unfavourable and repeated

failed work agreements is the leading cause of distrust among employees regarding the future of the organization. This in part fuels cynical behaviours directed towards the organization. Ikechukwu-Ifudui et al contended that people are not just cynical; there are resolved experiences which influence their physical and psychological wellbeing as well as their thought patterns, their conducts and overall behaviour in the workplace.

In line with Ikechukwu-Ifudui and Myers' (2015) contention, feelings are rife among the academic staff of Nigerian federal universities regarding poor management policies of federal universities in Nigeria which many have described as below par. These feelings emanate from lack of government's genuine interest towards the upgrading of the standard of federal university education in Nigeria especially regarding the welfare of teachers and students and general conducive atmosphere for teaching and learning. This among other contentious issues has led to several industrial actions at the expiration of several ultimatum issued to federal government to address the consistency in policy issues. Fatunde (2009) and Babasola (2002) opined that there is feeling of distrust that the formulated government white paper on continuous improvement on the standard of public university education especially the federal universities which serve as models is not implemented. This behaviour has become a continuum (one of the causes of ASUU strike 2018, 2017, 2013, and 2009) signifying federal government's insensitivity towards the plights of university education in general. Such situations which have led to many unfruitful industrial actions by academic

staff union of universities have more often than not fuelled cynical behaviour among the academic staff of Nigerian federal universities.

With the least consequences of these industrial actions being the disruption of the university academic calendar and perpetual fall in the standard of university education in Nigerian federal universities, Uzoh (2017) and Maleke (2017) blamed the scenario on government's ineptitude which aggravates organizational cynicism. Uzo (2017) and Maleke (2017) further asserted that this feeling is even more active in the event that the academic staff is overloaded with roles beyond what they are compensated for. This assumption makes work overload another critical factor of consideration as one of the causes of workers' frustration and work-family conflict among the academic staff of Nigerian federal universities.

Work overload refers to too many responsibilities given to individuals in an organizational setting (Kuschel, 2015). It is also the situation whereby the organizational resources are inadequate to execute organizational tasks in order to actualize organizational set goals which therefore task the individual resources of the employee (Eissa & Lester, 2017). The study of overload in the federal government established universities is usually motivated by astronomical increase in the population of admitted students in federal universities which do not match the increasing in the teaching staff or proper compensation for labour. Aremu, Salako, Lawrence and Ayelotan (2015) asserted that over the years, the inability of government to review the university pay structure not only creates doubt

(cynicism) in the minds of the workers but, also, it leaves academic staff feeling unjustly rewarded considering work load required to carter for all time rising population of federal university students.

In the views of the researcher, work overload emanates when organizational tasks are executed without commensurate time, human and material resources which are required to actualize them. It also involves various organizational circumstances in which employees constantly dissipate more resources (time, energy) beyond what is compensated for. In most federal universities, work overload may be witnessed in varying degrees by the academic staff for example, in almost all federal universities in Nigeria, admission into graduate programmes (called post graduate programmes in some universities) for programmes such as: Post graduate diploma, Master's or Doctorate degree are not done based on the availability of Supervisors in the required disciplines. This leaves a supervisor with more students than he can supervise at a time and beyond their coping ability. In other circumstances, many lecturers in federal universities also double as administrative staff in processing students' results albeit other faculty or university duties which may have also been assigned to them. Unlike other sectors, academic staff in federal universities spends more time beyond the official closing hours in order to enable them finish the duties which they have for the day. All these contribute to work overload among the academic staff of Nigerian federal universities and may in the light of frustration provoke various forms of organizational deviance which may be targeted at the co-workers (in

form of incivility), the students (in form of unethical behaviours), the organization (in form of sabotage behaviour) and to the society at large in terms of loss of values.

There are concerns considering the academic work load of lecturers in Nigerian federal universities practically because, the workforce and reward system have not matched the ever increasing workload necessitated by the upsurge in number of students seeking university education especially at the federal universities. On the account of the reward system, the academic staff of Nigerian federal universities may be experiencing pay dissatisfaction in consideration to their work over load (Uzoh, 2017; Maleke, 2017; Aremu, Salako, Lawrence and Ayelotan, 2015). Without reducing the work load or increasing the pay structure, Eissa and Lester (2017) and Weinberg (2010) contended that workers might in addition to feeling of overload evaluate their reward system especially the components of the pay structure as dissatisfactory.

Pay satisfaction is the amount of overall positive affect (feelings), pay or any monetized value which individuals (employees) perceive as rewards for their efforts in the organization (Miceli and Lane, 1996). Carraher and Hart (2003) and Carraher (2011) emphasized that pay satisfaction may also be seen as assertions of favourable perceptions of the pay and associated incentives. Wang (2006) identified pay satisfaction as key predictor variable that has the capacity of independent or joint effects on employees' job and organizational outcomes. For the researcher, pay satisfaction is the sum worker's feeling that his or her inputs in

the organization have adequately been compensated for in the light of the energy, time and resources he/she spends to execute the tasks of his or her work. It is also disparity which emanate from comparison between rewards given to workers on similar roles and circumstances but at difference organizations.

Judging from the above, it is truism that agitations are felt among the academic staff of Nigerian federal universities to increase both basic salary and the academic allowances in line with the increasing academic load and the economic realities of Nigeria especially regarding high cost of living. In the views of the workers, the current pay structure no longer justifies workers' inputs. For instance, Maleke (2017) identified fund related problems (commensurate and improved pay structure) as one of the causes of union restiveness of the academic staff union of universities. This situation has epitomized the initiation and sustenance of several industrial actions especially in demand for equitable reward system to commensurate with their (lecturers) efforts. Based on the foregoing, pay satisfaction may be regarded as the fulcrum of employee-management relation in any formal organization which defines the usefulness and value of all other efforts of the employee in the organization.

In the realities of Nigerian federal universities, Adisa, Osabutey and Gbadamosi, (2016) and Ojo, Salau and Falola (2014) opined that the above circumstances are real and may be capable of precipitating workers' frustration and work-family conflict among academic staff of Nigerian federal universities. The situation has

therefore necessitated an empirical search into the employee and job factors which could predict workers' frustration and work family conflict. Consequently, considering goal-frustration dyad, organizational cynicism, work overload and pay satisfaction having been conceptualized above is presented in this study as constraints or impediments capable of predicting workers' frustration and work-family conflict among academic staff of Nigerian Federal Universities.

Statement of the Problem

Critically, going by the gaps in studies carried out on the protracted problems of the academic staff of Nigerian federal universities, and its impacts on the stakeholders and national development, both academic and pragmatic problems arise. There are existing gaps in previous studies in Nigeria which attempted to establish the influence of the predictor variable(s) on job outcomes which this study intends to fill. For instance a study by Ugwu, Onyishi and Sanchez (2014) linked organizational trust (a component of organizational cynicism) with employee engagement (a job outcome) among the private sector using mediating effects of psychological empowerment. There are gaps in the design and population as the current study seeks predictive influence among public sector employees as most previous studies did not consider the non-job effects of employees factors (e.g. organizational cynicism, work-overload and pay satisfaction) or unbundle the population into federal or state universities since they management is different.

There are existing gaps from previous studies carried out in Nigeria regarding the causes or predictors of negative job outcomes. Studies which have evaluated simultaneously the predictors of job outcomes (e.g. workers' frustration) and non-job outcomes (e.g. work-family conflict) in Nigerian organizational environment as explored in this study seem to be few and yet to be ascertained. The current study is an effort to establish that certain job variables and organizational climate could predict job outcomes as well as non job outcomes.

There is also the problem of the type of study sample and influence of the study sample as adopted in previous studies which affects the generalization of findings. Many studies which evaluated related problems in university education usually get their sample from the public universities (Federal and State academic staff) in Nigeria without taking into account that the administration and funding capacity of Federal Universities characteristically differs from those in the State. This gap presents an opportunity to study them individually.

Also, the problem of not using independent but linked models to ascertain whether independent predictive effects of the predictors do have multiple outcomes as in job outcomes and non-job outcomes created gaps in previous studies. This study provided a better model for studying job outcomes and non-job outcomes simultaneously.

Furthermore, typical studies on the problems associated with the academic staff of Nigerian Universities focus on the secondary consequences of poor management

and motivation without much focus on the primary consequences such as workers' frustration and work-family conflict. This is an obvious gap as seen in studies such as Uzoh's (2017) and Maleke's (2017) study on fund-related problems and Ololubei's (2016) study on lack of total autonomy.

Based on the identified gaps, this study has identified organizational cynicism, work overload and pay dissatisfaction as primary causes of negative job outcomes such as workers' frustration among academic staff of Federal Universities. The study also expected that the predictors will orchestrate a negative non job outcome - work-family conflict as a secondary consequence; while workers' frustration as the primary consequence of these predictive factors (organizational cynicism, work overload and pay dissatisfaction) will be expected to influence the work-family conflict as a secondary consequence.

Research Questions

Against the background of the problems stated above, the present study attempted to provide answers to the following research questions:

1. Would organizational cynicism predict workers' frustration among the academic staff of Nigerian Federal Universities?

2. Would organizational cynicism predict work-family conflict among the academic staff of Nigerian Federal Universities?

3. Would work overload predict workers' frustration among the academic staff of Nigerian Federal Universities?

4. Would work overload predict work-family conflict among the academic staff of Nigerian Federal Universities?

5. Would pay satisfaction predict workers' frustration among the academic staff of Nigerian Federal Universities?

6. Would pay satisfaction predict work-family conflict among the academic staff of Nigerian Federal Universities?

7. Would workers' frustration correlate with work-family conflict among the academic staff of Nigerian Federal Universities?

Purpose of the Study

The purpose of this study is to determine the predictive influence of organizational cynicism, work overload and pay satisfaction on workers frustration and work-family conflict. Specifically, the study objectives were to ascertain whether:

1. Organizational cynicism would predict workers' frustration among the academic staff of Nigerian Federal Universities.

2. Organizational cynicism would predict work-family conflict among the academic staff of Nigerian Federal Universities.

3. Work overload would predict workers' frustration among the academic staff of Nigerian Federal Universities.

4. Work overload would predict work-family conflict among the academic staff of Nigerian Federal Universities.

5. Pay satisfaction would predict workers' frustration among the academic

staff of Nigerian Federal Universities.

6. Pay satisfaction would predict work-family conflict among the academic staff of Nigerian Federal Universities.

7. Workers' frustration would correlate with work-family conflict among the academic staff of Nigerian Federal Universities.

Relevance of the Study

Frustration preempts lots of negative antecedents in the workplace. The academic environment is not immune to its destabilizing consequences. Considering the length and breadth of the consequences of frustration, in the workplace, frustration is precedent to negative employee outcome which can lead to organizational anticlimax. This study has thus created awareness on the dangers of unfavourable organizational climate which create policies which may become impediments on the career paths of workers. This is an important aspect of management since the management style in line with the intention of the owners create a unique climate in which workers thrive. Such policies may overlook increasing workload without matching it with commensurate workforce or lose the trust and confidence of their workforce and reward them unjustly. These may precipitate workers frustration with varying negative outcomes.

The study also made effort to address the gaps in literature with emphasis on creating a model for the evaluation of intrinsic and extrinsic factors of workers frustration in one model study and also using same to establish independent and

joint predictive effects of the predictors both in the primary (workers frustration) and secondary (work-family conflict) causes of the negative job outcomes in the organization. Not many studies have specially considered the effects of intrinsic factors of motivation whose absence in the organizations leads to such as distrust or disappointments, anger and rage which makes workers cynical of their organizations.

The model of the study also contributes to existing knowledge in showing that the consequences of workers' frustration may not be limited only to job and organizational outcomes but could also have a far reaching non work effect such as work-family conflict. Apart from the values which this study could gift the organizational management; it will actually benefit workers outside the work premises which portends the understanding of how work situations could hamper family style. This will be beneficial for personal living and may provide a holistic evaluation into the relationship of work and family attitudes. This is what the current study attempted to evaluate by looking at the conflict work situation might create for the workers.

The outcome of this study will be relevant to policy makers in public tertiary institution administrators in Nigeria as it offers insights into management shortcomings and the type of organizational climate they create at the expense of organizational effectiveness and workers welfare. Again this study will motivate policy review and path the way for the engagement of academic staff union of universities and the federal government on purposeful dialogue and solution to the

problems in the university education

Operational Definition of Key Study Variables

In order to aid the understanding of the relationships among variables of the study, an operational definition has been given for each of the variable explaining the contextual usage in relation to the measurement.

Organizational Cynicism

Organizational cynicism in this study is employees' lack of trust on the policies of the organization or disaffection regarding unfulfilled promises. It may manifest in forms of: distrust, anger, disappointment, hopelessness, about many unresolved problems of the organization. It is also employees' loss of faith regarding the integrity of the organization. In this study, organizational cynicism was measured using Dean, Brandes, and Dharwadkar's (1998) scale of organizational cynicism.

Work overload

Work Overload is used in this study as lack of adequate resources to perform one duties which cause the employee to utilize his or her personal resources in coping with the lack. It could be inadequate time for job tasks, manpower shortage and lack of funds. Work overload was measured in this study using Kaplan's (2006) work overload scale.

Pay Satisfaction

Pay satisfaction is this study denotes how employees feel that their monetary rewards as "pay" is commensurate to their inputs in the organization. It is also

regards as the amount of the overall positive affects or feelings which individual employees have towards their pay or organizational benefits as measured using pay satisfaction questionnaire developed by White and Ruh (1973).

Workers' Frustration

Workers' frustration also known as organizational frustration is an inhibitor or impediment which prevents employees from attaining either personal goals or the goals of their organization as measured by Spector's (1975) Organizational frustration scale.

Work-Family Conflict

Work-to-family conflict refers to work pressures which interfere with family obligations of employees and work obligations which compete for employee's resources (time, energy, availability) with family obligations as measured by work-family conflict scale developed by Carlson, Kacmar and Wilson (2000).

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter focused on conceptual, theoretical and empirical review of the related literature of the study as well as theoretical framework, conceptual model and hypotheses that guided the study.

Conceptual Review of all Variables

The variables of the study have been conceptualized in order to understand the context of their usage and application in the current study. The conceptualization of each of the variables is presented as follows.

The Concept of Organizational Cynicism

Organizational Cynicism arises when employees believe that their organizations are deficient in honesty either in goals or in their interaction with the employees or members of the public. This may especially result from the perceptions when the expectations related to morality, justice and honesty are despoiled. Organizational cynicism is also an outcome of employees' thought that their organizations are lacking in integrity. Johnson and O'Leary-Kelly (2003) contended that organizational cynicism is not simply the feelings that 'negative' people bring into the organization, but attitudes shaped by experiences in the work context".

Brockway (2012) asserts that organizational cynicism is an attitude, characterized by frustration and negative beliefs, resulting primarily from unmet expectations, which is capable of being directed towards an organization in general and/or more specific facets of the organizational environment. Abraham (2000) emphasized that it also the lack,

among workers, of the feelings of righteousness, confidence, fairness and sincerity towards the organization where they work. Wanous, Reicher and Austin (2000) concluded that organizational cynicism is a learned response rather than a personality-based predisposition. Organizational cynicism is a general and specific attitude characterized with anger, hopelessness, disappointment and a tendency to distrust individuals, groups, ideologies, social abilities or institutions (Anderson, 1996).

The perception of distrust (being cynical of one's organization) in any organization is also a form of cognitive stress which exacts its pressures on the coping capacity and resources of the employee. Such stressors no doubt may have other non-work effects such affecting the family wellbeing of the employees at as a result of work-family conflict.

Organizations should plan for interventions that could reduce work-family conflict and enhance work-family facilitation. In future, there is a need for researchers to give more attention to work-family benefits in psychological contract research.

Dimensions of Organizational Cynicism

Critically, Kutanis and Çetinel (2009) identified basic dimensions to the prevalence of organizational cynicism as follows: (i) a belief that the organization lacks integrity; (ii) negative affect toward the organization; and (iii) tendencies to disparaging and critical behaviors toward the organization. Dean, Brandes and Dharwadkar (1998) emphasized that organizational cynicism is a complex process which culminates in a belief that the

organization is not fair. There are other critical areas which need to be highlight to aid the understanding of organizational cynicism.

Cognitive dimension - The first dimension is the belief in the organization's lack of honesty which can be termed cognitive in nature. Urbany (2005) emphasized that cognitive dimension refers to employees' disbelief in their organizations. The cognitive (belief) dimension of organizational cynicism consists of the belief that the organization's practices are deficient in justice, honesty and sincerity (Dean, Brandes, & Dharwadkar, 1998). Due to these beliefs, they think that the organizational practices betray them (Dean, Brandes, & Dharwadkar, 1998).

Emotional dimension - Emotional /sentimental reactions to the organization are the second dimension of organizational cynicism. The sensitive/emotional dimension of organizational cynicism consists of strong emotional reactions towards the organization (Dean, Brandes, & Dharwadkar, 1998). Emotional dimension consists of emotional reactions such as anxiety, shame, anger, disappointment (O'Leary, 2003) or rage/pessimism (Brandes, 1999). Organizational cynicism of emotional dimension contain some powerful emotional reactions like disrespect, anger, boredom and shame (Abraham, 2000).

Behavioral dimension - The last dimension refers to negative tendencies and mainly humiliating attitudes. Behavioral dimension, the last dimension of organizational cynicism, consists of negative and frequently critical attitudes. The most prominent of behavioral tendencies is strong critical expressions towards the organization (Dean, Brandes, & Dharwadkar, 1998). Behavioral dimension covers employees' fierce criticisms of the organization such as condescension, denigration and belittlement

(Turner & Valentine, 2001). In this dimension, the employee may get alienated from or sever her ties with the organization (O'Brien, 2004).

Concept of Work Overload

Thiagarajan, Chakrabarty, and Taylor (2006) described work overload as a role stressor perceived by an individual who does not have adequate time or energy to meet incompatible role expectations. According to Nwankwo, Kanu, Obi, Agbor, Agu and Aboh (2013) work overload refers to a situation where multiple work demands exceed available resources. Similarly, Leung and Chang (2002) added that work overload situation arises when tasks exceed the amount of time and resources available for their accomplishment. In view of the dangers of work overload, Kaplan (2006) asserted work overload in the wake of retaliatory behaviour may precipitate organizational deviance for instance, there is tendency for academic staff of public federal universities to impose levies on the students at any given opportunity to make up for the unpaid number of hours they spend in the universities every day. Such kind of imposed levies are rampant among weekend program students or distant program students in Nigeria federal universities.

Furthermore, Ololubei (2016), Amadi and Precious (2015), Weinberg (2010), Buchanan and Huczynski (2004) emphasized that increasing work load in any organization ought to correspond with an increasing workforce. However, in the case of the Nigerian federal universities whose population of students has more

tripled; it cannot be said that the Nigerian federal university workforce has also tripled in comparison to the flourishing university students' population. Royal and Agnew (2011) contended that work overload are not just issues that concern: manpower, time, and organizational resources alone, physical working environment, inappropriate job design, poor management style, poor relationships and uncertain future, feelings reward discontentment and divided loyalties also trail employees' feelings of work overload. Several industrial actions of the academic staff of Nigerian public universities are indicative that distribution of organizational rewards among the academic staff of Nigerian public universities is not yet satisfactory considering their workload when compare with other public servants.

Reactions to workload include negative emotions and other feelings such as anger and frustration (Miles, 2002). Other psychological strains are depression, perceptions of stress, work anxiety, job dissatisfaction, and intent to quit (Fortunato, Jex, & Heinish, 1999). Workload also has been related to physical strains such as physical symptoms and doctor visits (Chen & Spector, 1991). Regarding work-related strains, supervisors' ratings of incumbents' workload have been shown to be associated with their ratings of the incumbents' job performance (Spector, 1988). Going by the above work overload has both organizational and personal consequences such as frustration and health concerns respectively.

Concept of Pay Satisfaction

The concept of pay satisfaction is not same with total or complete satisfaction regarding employee's rewards as there are no absolutes; rather it offers insight into the acceptable level at which employees feel that the rewards they have been offered is commensurate to the work they have done especially in consideration to other employees on the similar jobs. Pay satisfaction is viewed as the amount of the overall positive affects or feelings which individual employees have towards their pay or organizational benefits (White & Ruh, 1973). Therefore, it can be argued that pay satisfaction represents favourable and positive aspects of employee' reward rather than the total satisfaction regard employees' rewards or benefits. However, to fully understand the conceptualization of pay satisfaction, it will be pertinent to understand what pay satisfactions is all about in order to appreciate when it is unfavourable.

Locke (1979) asserted that pay satisfaction may be viewed as the pleasurable emotional state resulting in either gratification or satisfaction about one's pay. This emotional state is usually influenced fundamentally by the 'interaction of one's values and one's perception of the pay and as well as its components' (Locke, 1969). This state can be described as the state where one's needs and one's outcomes match well. Equally, Baron (1997) perceive pay satisfaction as an individual's cognitive, affective and evaluative reactions towards his pay and or job. In the same vein, employee satisfaction with pay by Cranny, Smith and Stone (1992) is viewed as a combination of cognitive and affective actions to the

differential perceptions of what an employee wants to receive compared to what he actually receives. In other words, employees pay satisfaction encompasses employee's satisfaction with their salaries, wages, bonuses, financial entitlements and other socio-economic benefits which they enjoy or benefit as members of their work organizations.

Several classical theorists (e.g. Herzberg, Mausner & Synderman, 1959; Adams, 1964; Herzberg, 1968; & Hobfall, 1989) have demonstrated that a lot is dependent on the reward system as primary source of employees' motivation in any organization; how employees are motivated has enamours implications on job, organizational and employee outcomes for example, job performance, organizational effectiveness and dedication respectively.

Lawler (1995) posits that pay satisfaction is a function of two major perceptions of the individual employee. First is what amount an individual employee perceives that he should receive. Secondly, it is also the amount of pay an employee perceives to have actually received. Lawler argues that pay satisfaction or dissatisfaction is based on what an individual should receive and what he actually receives. According to him, the perceived amount one should receive is influenced by:

    i.   Perceived job inputs of the individual;

    ii. Perceived job characteristics;

    iii. Perceived non monetary reward,

    iv. Wage history of the organization; and

v. Perceived inputs and outcomes of referent others.

In his further explanation, Lawler (1995) contends that the first perception depends on such things as how much the person believes to have contributed to the job, the nature of the job and the organization, and to a lesser degree, the non monetary outcomes from work and the person's own pay history. To him, the second component indicates that perceived amount of pay received is a function of the perceived amount of compensation received by the relevant pay referents. The perceived amount of pay received by an individual is a function of actual pay rate, wage history and perceived pay when compared to that of others in an organization. If an individual has always experienced pay satisfaction and the organization has a history of employee pay satisfaction for his referent others, his perception of pay received could be satisfactory.

On the other hand, Lawler opines that an employee will expect to experience pay satisfaction if his job inputs such as education, skill, experience, training, age, company loyalty, past performance, current performance etc are high. In addition, an employee will be satisfied if the job is complex, difficult, tasking or hazardous and if the perceived non-monetary rewards such as status and security are attractive, if the wage history is satisfactory, and if he has a better input –output ratio than his referent others. To Lawler, it is only when the two perceptions: the perceived amount that should be received is equal to the perceived amount of pay received that pay satisfaction occurs.

Pay satisfaction is essential to employees in the organization because it makes them to be economically sound and balanced in life which enables them to meet up with the necessities of life. Katz (1987) believes that pay satisfaction enhances employee effort on the job due to the greater cost to employees of losing the job. Thus, satisfaction with pay enhances an employee to work by putting in his best on the job and thereby reduces turnover intentions and actual turnover. However, controlling for the effects of the Big Five personality traits indicates the possible over-estimation for the functions of the needs while clarifying these roles.

Moreover, Akerlof (1984) opines that pay satisfaction increases employee efforts to be loyal to his organization because it will not be easy for pay satisfied employees to turnover their job or sabotage their jobs since they derive pay satisfaction in the job. Employees' satisfaction with their pay reduces the organization's labour turnover, deviance, recruitment costs and other forms of negative employee work attitudes and behaviours (Miceli, Near & Schwanck, 1991; Doconnick, Stilwell & Brock, 1996). In other words, when employees are pay satisfied, there is likelihood that such employee will remain in the organization for a long time and the organization will save cost of recruiting capable hands to handle tasks in the organization.

Pay satisfaction influences the overall job satisfaction, motivation and performance, organizational citizenship behaviour, and improved work attitudes (William, Carraher, Brower & Mc Manna, 1999). Conversely, when employees are not satisfied with their pay it results to pay dissatisfaction. According to

Banjoko (1996) such situation could lead to many dysfunctional behaviours such as decreased job satisfaction, lower morale, poor performance, high rate of absenteeism, high rate of labor turnover, theft, incivility (Cascio, 1998, Scott &Judge, 2009; Bolton, Becker & Barker, 2010). Also, Kumar, Ramendran & Yacob (2012) observe that when employees perceive, or have sufficient basis to conclude that there is pay injustice (inequity), in their workplace, they feel dissatisfied and thus, may begin to nurse the intention to search for more rewarding jobs.

Additionally, Ogbeide (2012) holds that in many instances, feelings of frustrations arising from stipendiary emoluments drive workers towards tardiness, unproductivity, incivility, absenteeism, production deviance, sabotage, turnover intentions and other forms of counterproductive work behaviours. These instances are true of the academic staff of federal universities and may form the fulcrum motivating union restiveness against government over series of neglect.

Concept of Workers Frustration

The basic idea of organizational frustration is of two fold; one is that there are organizational or situational factors associated with constraint that contribute to individual frustration with the organization and two; that the individual reaction to frustration can take the form of withdrawal behaviour, task performance and abandonment of good goal (Heacox & Sorenson, 2004). Besides task performance, the work on frustration has been concerned with aggression (Spector, 1978; Storms & Spector, 1987). In an organizational setting, an

employee may not show outward aggression in response to frustration, but rather might display it privately in acts of sabotage (Spector, 1975).

Organizational or situational factors associated with constraint that contribute to individual frustration with the organization may include; unfavourable working environment, poor quality of work life, lack of opportunities for growth, partisanship and organizational politics, management/owners exploitation of the circumstances of the employees to their advantage e.g. the prevalence of high rate unemployment. Other factors include; poor organizational democracy, poor human relation, safety and security concerns, non-availability of health and medical services to staff, excessive overload and poor reward system among many others. These organizational and situational factors are known to precipitate varying job (under performance, low quality/quantity of output), employee (tardiness, absenteeism, corruption and sabotage) and organizational outcomes such as inefficiency and ineffectiveness.

Critically, Heacox and Sorenson (2004) contended that the individual reaction to frustration can take the form of withdrawal behaviour, task performance and abandonment of good goal. In the views of the situation and circumstance of the plight of academic staff union of university (ASUU) a lot is astake as their jobs are part and parcel of National objectives on development and nation-building which deals more with the education of the citizenry and it may not be affordable if there are impediments on the path to success. In the presence of frustration,

many lecturers may be found to abscond from their duty post or attend so periodically. There is higher expectation of employees' tardiness in the face of frustration of employees as a form of withdrawal behaviour. As regards task performance which has to do with impacting knowledge and moral on the students; there may be an expected nonchalant attitude on the part of the lecturers, critically the moral aspect may suffer greatly. Also, with inherent frustration in any organization, it is not difficult for the employees to final abandon the goals of their organization because without employees' welfare assured, it is almost difficult to keep the employees focused and motivated on the organizational goals.

Concept of Work-to-Family Conflict

Work-family conflict also known and referred to as work interfering with family (WIF) occurs when an unhealthy balance exists which forces a person to place work demands above and beyond the demands and needs of family, or alternatively place family demands above those of work (Weer & Greenhaus, 2014). Work-family conflict can also occur when situations at work are brought into family life or situations in someone's family life start affecting work performance. The Nigerian organizational culture and climate encourages strong work ethics as well as robust family life which have made it possible for work-family conflict to become topical issue in industrial/organizational management practice because of the nature of overlapping roles of work and family.

Rooted in Role theory (Frone, 2003), work-family conflict is predicated on the theory of scarcity of time, human energy (and other personal resources), and has become a dominant approach to studying the consequences of active engagement in work and family roles (Demerout, Corts, & Boz, 2013). It is argued that those who engage in multiple roles (e.g. work and family roles) ultimately experience conflict and stress because individuals are subject to time constraints and exhaustible human energy (Greehaus & Parasuraman, 1999). For example, Kalayanee and Busaya's (2007) study on Ethics, quality of work life, and employee job related outcomes: a survey of human resource and marketing managers in Thai business found that QWL is a significant determinant of Organizational Commitment and QWL affects job related outcomes i.e. job satisfaction, Organizational Commitment and team spirit.

Furthermore, Michel, Mitchelson, Kotrba, LeBreton & Baltes (2009) asserted that work-family conflict has been described as a form of friction in which role pressures from work and family domains are mutually incompatible in some respects, resulting in difficulties or inability to satisfactorily perform affected role (Greenhaus & Beutell, 1985). Also, resource constraint limits the capability of individuals to engage in many roles and still find enough psychological, physical, and temporal resources to cope with the demands and expectations of all the roles they actively engage in, resulting in role strain and conflict (Goode, 1960). In order words, the roles compete for the resources of the individual involved, implying that increase in the allocation of resources to a particular role (say work

role) implies reduction in the allocation of resources to other roles (say family role). This is especially the case when the boundary between work and family roles is less permeable.

Work-family conflict was earlier thought of as a unidirectional concept until Greenhaus & Beutell (1985) pointed to its bi-directionality, which was later tested and confirmed. Work-to-family (WTF) conflict (i.e. responsibilities from work role interfering with family role) and family-to-work (FTW) conflict (i.e. responsibilities from family role interfering with work role) became recognized as distinct but related concepts with separate antecedents and outcomes, which should be so studied for better understanding of the nature and implications of work-family interferences (Grant-Vallone & Ensher, 2001). This study focuses on FTW conflict because, according to cross-domain approach, it is the direction of work-family conflict that predominantly affects work-related outcomes (Amstad, 2011).

Without doubt there are work situation which promote the prevalence of work interfering with family otherwise known as work-family conflict although, virtually, all employees in one way or another experience work interference with family obligations with devastating consequences for example Adebayo (2016) confirmed in his empirical study that workload and social support affected work-school conflict among Nigerian nontraditional students. This could be likened to the effects of work-family conflict on organizational outcomes.

Causes of Work-Family Conflict

Work-family conflict exists in all segments of society. Only the very wealthy don't report it as having a real impact on their lives. There are many possible causes behind work-family conflict including:

- Changes in the structure of the family - 70 percent of children live in households where both parents work compared to only 20 percent in the 1960's.
- Many families have extended family care responsibilities- on a daily basis, 1 in 4 employees is caring for an elderly family member or someone who is ill.
- The current economy is requiring organizations to do more with less - this translates into workers becoming multifaceted and taking on more roles and responsibilities than ever before. In turn, people are working more days and longer hours at the expense of their family obligations.
- Career advancement requires a proven work ethic - professionals who want to advance their career are required to show their loyalty to employers by going above and beyond the call of duty, often at the expense of their personal family lives.

Work-family conflict refers to a situation where the demands and responsibilities from work roles and family roles are mutually incompatible in some respect. In other words, participation in the work role is made more difficult by virtue of participation in the family role, and participation in the family role is made more difficult by virtue of participation in the work role.

According to this definition, work-family conflict can occur in two directions: family life can interfere with work life (family-to-work conflict) and work life can

interfere with family life (work-to-family conflict). For example, parents might experience family-to-work conflict when a deadline is missed because they need to take time off from work to stay home with a sick child. Alternately, a spouse or parent might experience work-to-family conflict when his or her work schedule makes it impossible to attend a family function or complete household chores. Work-family conflict also has been referred to as work-family interference, work-family tension, and negative work-family spillover.

Although the result of these societal changes is that many working adults have more to do, does this mean that they actually experience conflict between their work and family lives? Results from several national studies conducted in the United States during the 1990s suggest that they do. Among adults between the ages of 25 and 54 who work at least 20 hours per week and have some form of immediate family (i.e., a spouse, live-in partner, or at least one child under 18 years old), roughly 40 percent report experiencing work-to-family conflict, and about 12 percent report experiencing family-to-work-conflict. A consistent finding is that work-to-family conflict is more prevalent than family-to-work conflict. Said differently, family roles appear to encounter higher levels of cross-role interference than work roles.

However, the predictors of work-family conflict can be grouped into three general categories: work environment, family environment, and person characteristics. Research shows that the two categories of environmental predictors have differential relations to the two types of work-family conflict. In other words,

characteristics of the work environment are causes of work-to-family conflict, whereas characteristics of the family environment are causes of family-to-work conflict. For example, higher levels of time devoted to family responsibilities, higher levels of psychological importance attributed to family, and the experience of family stressors (e.g., parental demands, marital problems) are associated with higher levels of family-to-work conflict. Also, higher levels of family-related social support are related to lower levels of family-to-work conflict.

In contrast, higher levels of time devoted to work responsibilities, higher levels of psychological importance attributed to work, and the experience of work stressors (e.g., work overload, conflicting demands at work) are associated with higher levels of work-to-family conflict. Also, higher levels of work-related social support are related to lower levels of work-to-family conflict. Person characteristics are generally related to both types of work-family conflict. For example, negative affectivity, which represents a general predisposition to experience negative moods, is positively related to both work-to-family conflict and family-to-work conflict. Time-management preferences, such as the tendency to set priorities and be organized, are negatively related to both types of work-family conflict. The fact that person characteristics are common predictors of both types of work-family conflict is not surprising when one considers that they represent intrinsic characteristics that are brought with the person into both work and family settings.

The outcomes of work-family conflict can be grouped into three general categories: work outcomes, family outcomes, and personal outcomes. Research shows that work and family outcomes have differential relations with the two types of work-family conflict. In other words, work-to-family conflict is predictive of adverse family outcomes, such as lower levels of family satisfaction, family work performance, and family participation. Finally, because both types of work-family conflict represent stressors, they each have been predictive of adverse personal outcomes, such as poor psychological health (e.g., depression), poor physical health (e.g., somatic symptoms), and poor behavioral health (e.g., heavy alcohol use, smoking).

The management of work-family conflict can be approached through personal initiatives and organizational initiatives. The personal initiatives that individuals can invoke to manage work-family conflict include seeking out and developing appropriate social support at work and at home, reducing or reorganizing the time devoted to work or family demands, reducing the psychological importance of work or family roles, and developing strategies to reduce or better cope with the sources of stress at work and at home. However, work organizations also can help. As many as 30 to 40 organizational initiatives have been discussed in the literature, which can be classified into several general groups: flexible work arrangements, paid and unpaid leaves, dependent-care assistance, and general resource services. Although many personal and organizational initiatives can be identified, little evaluation research has attempted to determine which personal

and organizational initiatives, and which combinations of them, actually reduce conflict between work and family life.

It is useful to point out that work-family conflict is a source of stress that affects more people than implied by overall prevalence rates. In other words, work-family conflict affects more than just the individuals experiencing it. It also may directly or indirectly affect family members, coworkers, supervisors, organizations, and communities. Work-family conflict often has been viewed as a problem to be resolved by the affected employees. However, given the potentially severe consequences and the broad impact of work-family conflict, it represents a social issue best tackled with collaboration from employers, employees, and governments.

Theoretical Review

A number of theories which will help link the influence of the predictor variables on the dependent variables have been reviewed. They are:

Theories of Organizational Cynicism

Based on the conceptualization of organizational cynicism, motivational theory by Kanugo (1982) was reviewed.

Motivational Theory (Kanugo, 1979)

Kanugo (1979) propounded that employees' perceptions concerning a job's potential to satisfy their needs represents an influence on involvement in work place activities. Kanugo (1979) contends that individuals develop beliefs that a job's context potentially

provides an opportunity for them to satisfy their most important future needs. From this perspective, Kanugo's assumptions emphasized workers' beliefs on the potentiality of the job which have to do with trust without which workers may become cynical (distrusting, disappointed, lacking in faith and having doubts) as regards the potentially of the job. This motivational approach of Kanugo (1979) integrates the different approaches to job involvement, including both psychological and sociological factors, using the basic concept that job involvement is affected by the potential for personal socialization experience and the likelihood that the work environment satisfies personal demand.

The goals of employees which ought to be satisfied by the motivation constructs depend on employees' needs (both extrinsic and intrinsic), as well as their perceptions on the job's potential (trust) to satisfy those needs. As its strength, motivation has greatest single influence on workers' behaviour without which the initiation, direction and sustenance of goal directed behaviour will be elusive. It is hardly possible to see any goal directed behaviour which is not motivated. Hence, this strength credits the theory universal acceptance which is applicable in the current study and basic foundation igniting both positive like commitment and negative organizational behaviour such as cynicism. Although the strength of theory was supported by Shahzad and Mahmood's (2012) study which showed that there is a significant positive association among employee job outcome, organizational cynicism, workplace deviant behaviour, commitment behaviour and performance; the weakness of the theory is that there are instances when external factors other than the internal provisions of the

organizational climate influence behaviour which may not be explained by the motivational construct. Such external circumstances may be influenced by the environment rather than the internal workings of the organizations and can also create doubts or cynical thoughts on the workers regarding their future. Further support was equally found in Akhigbe, and Oyam-Jajaboma's (2017) study on burnout and organizational cynicism among employees in Nigerian Banks which revealed that there is a significant relationship between the two dimensions of job burnout used in this study and organizational cynicism.

Considering the abundance of theoretical and empirical evidence which abounds in the Nigerian federal universities as a focus workplace, the above empirical findings have further provided an understanding of how organizational cynicism (workplace social factors) may influence other organizational variables such as organizational frustration and work-family conflict. There is therefore an expectation that the current model of the study will be confirmed as workplace attitude among the academic staff of Nigerian federal universities.

Theories of Work Overload

Job demand control model by Karaseke (1979), have been reviewed to provide insights into the concept of role overload, causes and consequences (how it affects workers in any workplace environment).

Job Demand Control Model

Karasek (1979) in his job demand control model proposed that although excessive

job demands and pressures (both physical and psychological) can have an impact on stress levels (especially psychological strain), these demands are not the most important contributors to strain experiences. Rather, the amount of strain people experience in their work will be determined by whether or not they have any control over the demands they have to deal with. That is to say, according to Karasek (1979), there will be interactive effects of Demands x Control (or discretion) on stress levels. This implies that control will moderate the impact of demands and pressures on strain. The conceptualization of work overload as used in the current study is explained by Karasek's model because it is the lack of control on the overload rather than the presence of the overload that leads to frustration and other employee and job outcomes

Based on the lack of control, Johnson and Hall (1988) and Karasek and Theorell (1990) revised formulation of this perspective and proposed by adding social support to the mix of factors which will influence a person's level of psychological strain. The new model then became known as Job Demands – Control Support (JDCS) model which suggested that the beneficial effects of control will be further enhanced when the individual receives social support (either practical or emotional) from his /her work colleagues and supervisor. The shortcoming with Karasek's Job Demand Control theory in explaining the behaviour associated with work overload is that it conceptualizes overload as when there is lack of control on the factors that cause it rather than as inequality of resources to task demands. Consequently, like Leung and Chang (2002)

posited, the model is not entirely adequate to explain the relationship between resource availability and the demand for them in the course of executing a task or performing a duty as the later (inadequate or non availability of resources) may be the case for academic staff of federal universities. Also, even if there is control, the effect of overload (inefficiency and stress) helps to understand that having control over the causes of overload do not necessarily annihilate the stressors that come with it. For example having money to buy diesel for power generating set in an organization when there is power outage is having control on source of power but it does not necessarily remove the stress associated with buying the diesel, running the generator set, the noise pollution and other hazards associated with it. These factors are stressors to workers in one way or another and therefore constitute overload. However, this theory is accepted because having control on job demands reduces the effects of overload although it does not annihilate the stressors that cause them.

Theories of Pay Satisfaction

Discrepancy and expectant models here provide insights into the concept of pay satisfaction or employee reward in an expected situation of "give and take" in understanding the consequences of pay especially in employee outcomes (how it affects workers' future behaviour in any working environment).

Discrepancy theory (Lawler, 1971)

The discrepancy theory contends that if the outcome has a low valence, the individual will not react strongly to the discrepancy. If pay is assessed or

evaluated as important, for example, a discrepancy will significantly impact on the individual's behaviour, but if it is not adjudged as important, the individual will not be motivated to change his or her behaviour. In the light of the above theoretical reviews of unidimensional nature of pay satisfaction, two major concepts in equity and discrepancy theories are left unexplored if pay satisfaction is perceived as a uni-dimensional construct. According to the discrepancy theory, the motivation to engage in a given behaviour so as to reduce tension is excessively determined by a disparity between expected and actual receipts.

The discrepancy theory further enhances and expands equity theory's explanation of relationship between pay satisfaction and behaviour by incorporating the valence dimension of Vroom's (1964) expectancy theory. The integration of valence dimension is necessary because it explains why two individuals in the same situation react differently. The discrepancy theory extends the thrust of the equity theory by integrating inputs and outputs to form fairness perceptions and utilizes a referent other in the assessment. Also, the discrepancy theory incorporates vital variables, redesigns the mechanisms by which individuals determine their degree of satisfaction, and integrates expectancy theory (Vroom, 1964).

The focal individual evaluates his or her level of inputs and utilizes a referent other's inputs and outcomes to partially determine the amount of pay that should be received. The difference between this theory and equity model is that the individual also takes into consideration perceived job features including job level,

perceived difficulty of the task and perceived responsibility when considering the perceived amount that should be paid. This set of perceptions forms a half of the major comparison in the discrepancy theory that determines pay satisfaction. The other half of the comparison is the perceived amount of pay received that is determined by the actual pay received as compared to the perceived pay of a referent other. If there is a discrepancy between an individual's perceptions of how much he or she receives and how much he or she feels should be received, the individual will be motivated to reduce the dissonance in the same manner explained by equity theory.

First, equity theory allows the comparison of other factors such as recognition, time-off, and benefits when determining if or not the individual is fairly tread as uni-dimensional conceptualization of pay satisfaction focuses mainly on pay or pay level, (Heneman, 1995). Second discrepancy theory borrows the concept of valence from expectancy theory (Vroom, 1964) to explain reaction variations to the same inequitable situation. To determine pay satisfaction's domain and nature, researchers have to explore the chances that pay satisfaction may include other dimensions (components) that will impact different outcomes. This need led to the emergence of a multidimensional approach of pay satisfaction.

Locke (1969) conceptualized that pay was an aspect of job satisfaction that needed distinct attention, he posited that pay satisfaction might be a multidimensional construct (Locke, 1979). Heneman and Schwab (1999) who were pioneers in this area explicitly explored this possibility. They opined that

pay satisfaction is made up of four related, but distinct dimensions or components, and developed the pay satisfaction Questionnaire (PSQ) to test the hypothesis (Heneman and Schwab, 1985). Their theoretical model has received important attention but is not universally accepted. Miceli and Lane (1996) also proposed multidimensional models of pay satisfaction.

Although the theory is gifted for making improvement on equity and expectancy theories by directly linking motivational constructs to reward systems as the drive for employees sustained efforts on the job. However, unlike the modified version, the theory falls short in conceptualizing aspects and dimensionality of reward systems in order to help understand aspects that are affected and areas of satisfaction interests. This gap makes it difficult to understand the link and association of the various dimensionality in determining pay satisfaction and how it related with human motivation (or frustration) and effort.

Expectancy Theory (Vroom, 1964)

Based on the rudimentary concept, an individual's action is determined by possible expected results and the relationship between the results and the action adopted. In the concept of the current study on job dedication, there is an expectation that good working environment will improve the quality of work life of the employees in federal universities in Nigeria which will in turn elicit their dedication to duty. This is so because job dedication for an employee is determined by his/her expectancy level which results in incentives for action. The

results of this interaction are displayed as thus; if expectations are lower than the inducement provided by the organization, job dedication will increase, while on the on the other hand, when expectations are higher than the inducement provided by the organization then job dedication will decrease.

The adoption of expectancy theory as conceptualized by Vroom (1964) is based on the fact that the relationship between the employees and the organizations is an expectation of "give and take" relationship whereby positive employees outcomes is expected to increase if the employees visualize that their expected personal goals are being met by the organization. These goals include good working environment which will improve the quality of work life and provision for family which involves good rewards and family wellbeing. It is expected that without expectation no employee contract may ever take place because it is expectation that drives the dreams of both the employees and organization to come together for a common purpose. Therefore, the submissions of Vroom (1964) that meeting the expectations of the employees may likely elicit higher involvement, dedication and commitment to duty otherwise there is an inherent expectation of frustration.

The strength of Vroom's classical theory is that it established that most human organizational behaviours are baits used in expectation for organizational reward mostly in form of pay. This expectation in the marriage between employers and their employees is the central drive for the both team's commitment to the contract with each having expectation that the other will fulfill their part of the

obligation in the contract. However, this theory is blind of the parts to this expectancy and how these parts may be quantified as a parameter. The theory however did not categorize the expectation as a multi-dimensional construct with various facets, hence, its weakness.

Theories of Organizational Frustration

Based on the above conceptualization of organizational frustration, Frustration Theory (Amsel, 1994), Conservation of Resources Theory (Hobfoll, 1989) and Reactance Theory (Brehm, 1966) have been used to explain organizational frustration in terms of its proximal causes and possible effects in relation with the antecedent outcomes of academic staff union of federal universities. The theories are reviewed as follows:

Frustration Theory (Amsel, 1994)

Amsel's (1994) theory of frustration assumed that frustration is a consequence of frustrative-motivational state which bears a regular relationship to reinforcement. The theory maintains that frustration at first state is aversive and impedes progress; but it is also energizing, and this invigorates responses in general where they are not being inhibited by closer contiguity with the goal; eventually, as discriminative stimuli for eventual reward, they serve to mediate extended responding in extinction. It is as though learning is state dependent; finding oneself in a frustrated state becomes predictive of eventual reward for partially reinforced subjects, but not for continuously reinforced subjects. This is not generic Pavlovian conditioning, but a species of it that Amsel characterizes as

dispositional learning. There is a wealth of data here, taken from classics deep in the archives as well as from contemporary research on the ontogeny of dispositional learning and its utility as a marker of brain development.

Amsel's compass of this large range of results within traditional neo-behaviorist theory does credit both to him and to the framework as it supports that frustration prone circumstance may reduce employees engagement on the work. Thus, the value of this theory in exploring the link between gender and organizational frustration as factors that may limit employees' involvement in an organization seems obvious. Employees strive to achieve basic necessities of and rise in society in line with Maslow's hierarchy of needs in any organization they are, and when the organization cannot provide it to, frustration inevitably set in.

Although, Amsel's frustration theory linked the major cause of frustration as low ebbs of motivation (Bidee, Vantilborgh, Pepermans, Griep and Hofmans, 2016), however, it did not foresee that there are other workplace paradigms which do not relate to motivation directly but yet leads to organization frustration. Also, the theory did not explain the reason for instance while employees on similar circumstances may not feel the pangs of frustration; something which could be attributed to their coping capacity and resources to withstand the circumstances. These inadequacies of the theory in offering broad perspective is the reason the theory is considered weak considering Hobfall's (1989) conservation of resources theory provided theoretical underpinnings for understanding this.

Conservation of Resources Theory (Hobfoll, 1989)

Conservation of Resources (COR) postulates that people strive to acquire and maintain resources that could help to achieve their goals, and stress results from loss (actual or threatened) of resources (Hobfoll, 1989). Resources include conditions, personal characteristics, objects as well as energies. When there is a loss or threat of a loss, individuals are inclined to engage in efforts to prevent further loss. The sense of having control over one's life, for example, is a resource which an individual may seek to protect (Hobfoll, 2001).

Based on the conservation of resources theory, it is expected that frustrated individuals at work will also experience work-family conflict. Positive interpersonal relationship is a resource that individuals may need to cope with difficulties arising from conflict between work and family roles. Loss of this resource among abused individuals may result in the experience of stress namely work-family conflict. Similarly, based on this theory, it is expected that individuals who experience work-family conflict will engage in deviant behavior. When individuals are confronted with high intensities of work-family conflict, they encounter stress which fosters pressure for corrective action and deviant behavior could be a response mechanism used to maintain work-family balance. When an individual is unable to fulfill family responsibilities due to time pressure, the individual may leave work early to accomplish such responsibilities. The involvement in family matters tends to result in production deviance at the workplace such as producing low quality work. In other words, it is theorized that

when demands of work interfere with family responsibilities, employees lack the resources (e.g., energy, time, commitment) to manage family life and subsequently engage in deviant behavior to conserve and replenish resources.

In terms of strength, conservation of resource theory (COR) gifts this study with a conceptual explanation that depletion of human resources necessarily frustrates. However, there are other factors which may inhibit frustration despite the depletion of resource such as personal goals and levels of individual motivation and differences.

Reactance Theory (Brehm, 1966)

This theory was proposed by Brehm (1966) who contended that when employees experience a loss of autonomy such that their freedom to make choices is interrupted, the feelings of frustration being experienced will make them engage in "reactance" by becoming motivated to restore their perception of control. Additionally, reactance theory suggests that employees who feel restricted and unable to ameliorate their situation may become frustrated and are more likely to engage in negative e.g. not being involved in their jobs and perhaps destructive forms of reactance, "such as workplace deviance, to compensate for the loss of autonomy and control (Demir, 2011); Prior research supports that this view of work place deviance is more likely to occur in situations where employees perceived themselves to be powerless (Fox & Spector, 1999).

Mankelow (2002) empirical work provided support for reactance theory by

emphasizing that individual employees who are better qualified both in education and years of experiences enjoy high remuneration and as a result are likely to be involved in their respective jobs. They also tend to be happier and/or more satisfied with their jobs. In a similar vein, Rainey and Bozeman (2000) asserted that employees' wages seem to correspond with their academic qualification in various vocations, with employees who are highly educated enjoying higher pay than their counterparts who are less educated. Rainey and Bozeman (2000) equally opined that workers who receive higher pay tend to be strongly involved in their jobs. Thus, according to them, the fear of a probable loss of a lucrative job enkindle in employees more commitment to their jobs. Kawaguchi (2006), recently observed that academic qualification cannot be clearly separated from wages. Kawaguchi (2006) cited the case of skilled labourers who expended energy and other resources cannot be rewarded the same way with unskilled workers.

The strength of the above theory lies in its recognition that withdrawal of freedom which good pay, fair work load and trust offer, determines how frustrating job tasks and performance may be. This kind of frustration necessarily influences employee's outcome. Although the weakness of the theory is that frustration is in human nature which may not necessarily be permanently removed in the workplace, there has been theoretical importance of the theory which has helped understand that proper motivation enhances employees' autonomy and freedom which may be reduced in the presence of frustration.

Theories of Work-to-Family Conflict

Work-family conflict better understood as work interfering with family main border on the problem of limited resources to attend to work and family obligations simultaneously. Theories which link causes and consequences drive their foundation from the concept that resource are usually limited to shoulder work and family responsibilities simultaneously which causes conflict. Some of the theories are:

Scarcity theory (Goode, 1960)

Scarcity theory was propounded by Goode (1960) to conceptualize the problem of limited resources in executing conflicting tasks which require mutually exclusive resources such as time and energy such that the performance one task mutually excludes the other or threatens its efficiency. The scarcity theory assumes that personal resources, such as time and energy are finite and that the devotion of greater resources to one role necessitates the devotion of lesser resources to other roles. Thus, individuals who participate in multiple life roles (for example: work and family) may become vulnerable to sharing their personal resources in accordance to their priority: socially, emotionally, and psychologically in line with the tenets of scarcity theory by Goode (1960) which explain the underlying factors preceding mutually exclusive choices. Goode's (1960) Scarcity theory in the light of the academic staff of Nigerian federal universities explains the problems associated with sharing work time with family time such that resources meant for the family are expended on the work.

These instances can be ascertained in the current nature of organizational climate perceived in the Nigerian federal universities. This climate is consequential to overloaded academic duties, extra-curriculum responsibilities, poor rewards system and general lack of trust on the policy which should govern the progress of Nigerian federal universities.

Multiple Tasks Theory of Overload (Kahneman, 1973)

Multiple tasks theory of overload propounded by Kahneman (1973) has been used to provide insights into how work-family conflict can represent a significant employee concern especially at the wake of its causative factors. Multi-tasking is prevalent in most organizational environments. Issues such as performing two or more roles or tasks, call for the understanding of the extent to which such dual-tasks will lead to decrease of employee capacity to attend to other personal problems such as attending to the family and fulfilling other social obligations. The existing conflict comes as a result of multiple tasks competing for the employee's limited resources.

Multiple tasks theory is one approach towards understanding this phenomenon as this fulfillment of the tasks may rub off on employee's dedication to duty or to the family. In addition, where it is manageable, there is also a case for quality and employees' capability and competence to execute organizational tasks at the level required which also increase the resources (time, energy and materials) spent in delivery as well as reduces the quality the performance of academic. Either way,

there are real consequences for the employee, or this may ultimately influence his or her involvement and dedication to his family over his duty.

Kahneman's model emphasized that the demand for task fulfillment with these limited resources (time, energy and availability) and the lack of availability of adequate resources to perform these concurrent tasks brings the suffering of employee performance as a consequence. In work-family conflict, there is deficit in available resources to cope for the demands of work and family and consequently, it is either the work or the family that suffers it. Therefore, the theory emphasize that although there is limited employee resources, there are however multiple tasks competing for the employees limited resources. Such multiple tasks in the context of the current study may be the need to satisfy the demands of work and that of the family at the same time.

The concept of multiple tasks in work overload was spawned from two seeds. First, Kahneman's (1973) concise theory-based writing and model in which human performance is supported by a general pool of mental "effort" or undifferentiated resources (although this model has actually been proposed earlier by Moray, (1967). The concept of graduated effort stood in marked contrast to the then existing all-or-none single channel bottleneck view of role making (Broadbent, 1971; Welford, 1967). However, Kahneman makes note of the other sources of "structural interference," which could not be accounted for by a pure resource demand or "undifferentiated capacity" model.

In this analysis, account for the variance in time-sharing efficiency revealed across over 50 different studies by two characteristics was attempted: (a) the extent to which time-shared tasks used the same versus different processing structures and (b) the extent to which "difficulty insensitivity" was expressed when the two tasks used different structures. Difficulty insensitivity occurs when an increase in the difficulty of one task fails to degrade the performance of a concurrent one. Out of these two analyses emerged a fairly coherent picture that "defined" separate tasks in terms of availability of resources, capacity and time factor of the employee and thus the work obligations stood distinct to the family obligations.

Although, the theory laid insight into the struggle of attention which influences which tasks are to be executed when there is limitation in time, the theory foretold about the ability and availability of resources to accomplish the tasks. This is an obvious limitation of the theory because not all tasks can be fulfilled by the employee depending upon circumstances.

Theoretical Framework

This study was anchored on the Conservation of resource theory of stress (COR) by Hobfoll (1989) which propounded that stress occurs primarily because of loss of resources or when the coping resources are limited at the time the host is threatened. Hobfoll (1989) emphasized that when there is inadequate or loss of coping resources, the host may be unable to withstand the threats of job stressors.

The theory further highlighted that the inability of the host to cope with the stressors when it is threatened has certain effects and consequences. In the workplace, one of the effects and consequences of not being able to cope with stressors due to limited or lack of resources leads to goal inhibition or hindrance. For the workers, when their personal and organizational goals are hindered due to limited or lack of resources, they experience frustration depending on the nature and persistence of demand on the worker.

Hobfoll (1989) Conservation of resource theory of stress (COR) is based not on the internal system that receives any form of stress but on how that system responds to the threats posed by the stress through the available coping resources of the system. For a system to mobilize and cope optimally with stressors and stressful conditions, four categories of coping resources were proposed namely; object resources (i.e., physical objects such as home, clothing, or access to transportation), condition resources (e.g., employment, personal relationships), personal resources (e.g., skills or self-efficacy), and energy resources (means that facilitate the attainment of other resources, for example, money, credit, or knowledge).

COR theory provided this study the needed foundation towards understanding that the underlying factors which precipitate workers' frustration in the workplace is not necessarily the conditions of work; but, the inability of the workers to cope with the limited or lack of resources in their workplace. This may be inform of limited or lack of intrinsic resource such as trust in organizational integrity which

orchestrates organizational cynicism among workers or limited or lack of time, manpower and infrastructure which precipitate work overload on the workers. Equally, limited and lack of funds for fair rewards may also inhibit the workers' goals in numbers of ways thereby affecting the satisfaction which workers have towards their pay, take home benefits or other forms of reward.

Again, the consequences or outcomes of strain-coping paradigm may not be felt entirely in the workplace; some of the outcomes may extend their effect outside the workplace such as in the family. Thus, the inability to cope with stressors in the workplace which threaten the host may invariably affect worker's coping resources for his or her family wellbeing. In this situation, work stressors usurp the resources meant for the family and displace the worker from discharging his or her family obligations well. The persistence of this kind of scenario invariably precipitates work-to-family conflict; a situation known as work obligations interfering with family obligations. The current study has identified organizational cynicism, work-overload and pay satisfaction as stressors whose lack of fit may interfere with family obligations.

Thus, in the light of Hobfoll, Freedy, Green and Solomon (1996), Conservation of resources (COR) theory explains the work-strain-coping paradigm which every employee face in the course of their organizational life with their unavoidable consequences which can hinder employee or organizational goal attainment and also conflict with family roles. The adoption of Conservation of resources (COR)

theory of Hobfoll (1989) is based on the fact when the academic staff of Federal Universities are threatened by loss of organizational integrity leading cynical tendencies; the inadequate availability of resource such as such, materials and manpower and the feelings that their benefits are not generally fair, they may breakdown due to inhibition to their personal goals and that of the organization which might be experienced as a result of inherent stressors. Such experience may equally extend its impact to the workers' family depleting the family coping resources. The theory is accepted for the current framework as it helps in understanding the relationship between the predictor variables of workers' frustration and work-family conflict. Therefore, the theory is adopted as the framework for the current study.

Empirical Review

Some empirical studies have provided insights and basis for the current study. They are reviewed as follows:

Organizational cynicism and Workers frustration

Karapina & Camgoz's (2016) study on the mediating effect of organizational trust (a form of cynical behaviour) on the link between the areas of work life and emotional exhaustion was supportive of this theoretical view. In their study which tested integrative model that considers the plausible effects of different areas of work life on emotional exhaustion. It also tested the mediating effect of organizational trust on this relationship. Data from 201 academicians working in

public universities in Turkey analyzed using a structural equation model provided partial support for the proposed conceptual model. Specifically, organizational trust mediated the link between four areas of work life (i.e., workload, fairness, reward, and value) and emotional exhaustion. Contrary to our expectations, the mediating effect of organizational trust was found to be insignificant for community and control. Findings suggest the importance of building organizational trust (reducing organizational cynicism) by focusing on six areas of work life in order to prevent burnout among academicians.

Consider also that Mukanzi and Senaji's (2017) study on work–family conflict and employee commitment: the moderating effect of perceived managerial support (PMS) which aimed at investigating the relationship between work–family conflict (work-to-family conflict [WFC] and family-to-work conflict [FWC]) and employee commitment (EC) in banking institution in Kenya found that WFC had a positive relationship with affective commitment (AC), continuance commitment (CC), and normative commitment (NC); and that perceived managerial support and gender significantly moderated the relationship between WFC and FWC and construct of EC. Mukanzi and Senaji's (2017) study focused on exploring the moderating effect of perceived managerial support (PMS) on the relationship between work–family conflict and EC. Their study was a cross-sectional survey of 334 employees working in banking institutions where data were collected using self-reported questionnaires. The moderating effect of PMS is explored to further elaborate on the relationship between work–family

conflict and EC. This study provided valuable insights into the work–family conflict among employees with family responsibility in the banking institution. Applied implications for managers are suggested to minimize the WFC and FWC to ensure better work–life balance among employees.

Hobfoll's (1989) assertion is remarkably supported in Nigerian workplace by Olu-Daniels, and Nwibere's (2014) study on trust and organizational resilience in the Nigerian oil and gas industry using two hundred and ten (210) randomly selected managers from thirty seven (37) companies in the upstream sector of the oil and gas industry in South-South geopolitical region of Nigeria as sample. Their study adopted a triangulation of methodology (utilized both quantitative data from questionnaire and qualitative data from interviews). The Spearman rank order correlation coefficient and multiple regression model were used as statistical tools for analysis and the result revealed a positive and significant relationship between trust and organizational resilience within the upstream sector of the oil and gas industry in the South-South region of Nigeria.

From the result all dimensions of trust (competence, openness, and reliability) revealed positive and significant relationships organizational resilience (vulnerability and adaptive capacity). The finding support that despite the unfavourable organizational climate, workers were able to cope and show resilience to the circumstances. Where resilience is not possible due to lack of coping resources, engaging in production deviance may be adopted by individuals to gain control of his or her life and escape to replace the depleted resources

(Krischer, 2010).

Among Nigerian population Ugwu, Onyishi and Sanchez (2014) linked organizational trust with employee engagement: exploring the role of psychological empowerment between trust and employee outcomes. Ugwu, Onyishi and Sanchez's (2014) study linking organizational trust with employee engagement: the role of psychological empowerment. Their study investigated the relationship between organizational trust, psychological empowerment, and employee engagement. In addition, the study seeks to test the moderating role of psychological empowerment on the relationship between trust and engagement. Using hierarchical regression analyses on a sample of 715 employees from seven commercial banks and four pharmaceutical companies in south-eastern Nigeria; the findings indicated that organizational trust and psychological empowerment were predictors of work engagement. There was also a moderating effect of empowerment on the relationship between trust and engagement. The findings show that organizational trust and psychological empowerment which predicted positive job behaviour in Western cultures are also critical in understanding Nigerian workers' positive organizational behaviour such as work engagement. Relating it to the current study, without trust cynical behaviour could possibly usher in frustration at the same reduce productivity and effectiveness of the academic staff of Nigerian public universities. There the empirical evidence is suggestive that results suggest that organizational cynicism may be a significant component of organizational interventions especially among university

employees. Given that psychological empowerment is strongly related to work engagement, psychological empowerment which is possible only with reduced organizational cynicism is therefore important in building employees that would be engaged in their work happily and productively.

Further support was equally found in Akhigbe, and Oyam-Jajaboma's (2017) study on burnout and organizational cynicism among Employees in Nigerian Banks. The study explored job burnout and organizational cynicism as two intertwined phenomena which have adverse effects on organizations. The study therefore sought to examine the relationship between job burnout and organizational cynicism of employees in Nigerian Banks. Being a cross-sectional survey, the authors adopted a form of the quasi-experimental research design with a sample size of 214 employees drawn out from an accessible population of 499 bank employees in Port Harcourt. The Spearman rank correlation coefficient was used in testing the study hypotheses. The study findings revealed that there is a significant relationship between the two dimensions of job burnout used in this study and organizational cynicism. The study recommended among other things that banks should give their employees breaks and time off from duty as this would give employees the opportunity to balance their work-life and family life. Also, this will help guard against emotional exhaustion since it has a significant relationship with organizational cynicism,

Also, Ogungbamila's (2013) study which investigated the extent to which

perception of organizational politics and employee job-related outcomes predicted negative emotions in the workplace such is found on the principles of trust because politics is an anti-trust paradigm. Participants of the study were 248 employees (121 males; 127 females) of distressed commercial banks, whose ages averaged 27.43 years (SD = 9.58). The result indicated that employees who perceived organizational politics (belief) are easily associated with negative job related outcomes such as turnover and workplace incivility. These job-related negative emotions significantly influenced employee effectiveness and organizational productivity. There is evidence from Ogungbamila's (2013) study that workplaces behaviour such as; indocility, tardiness and incivility correlated with organizational cynicism which is a form of distrust and counterproductive workplace behaviour.

Organizational cynicism and Work-family conflict

The findings of Muasya's (2015) study on the relationship between stressors, work-family conflict, and burnout among female teachers in kenyan urban schools explains the above better. Muasya's study (2015) investigated work-family conflict and related phenomena reported by female teachers in primary and secondary schools in Kenya. Specifically, it sought to first identify general work and family stressors and profession specific stressors, and how these stressors influenced teachers' work-family conflict (WFC) and burnout. Second, it investigated whether support from home and work reduced these teachers' perceived work-family conflict and burnout. Third, it investigated the impact of

marital status, number and ages of children, length of teaching experience, and school location (city vs town) on perceived work-family conflict (WFC).

In this study, 375 female teachers from Nairobi and three towns completed a survey questionnaire with both closed- and open-ended questions. Data analysis was conducted through descriptive and inferential statistics, and content analyses of qualitative data. There were five primary findings. (1) Teachers clearly identified and described stressors that led to work-family conflict: inability to get reliable support from domestic workers, a sick child, high expectations of a wife at home, high workloads at school and home, low schedule flexibility, and number of days teachers spend at school beyond normal working hours, etc. (2) Work-family conflict experienced was cyclical in nature. Stressors influenced WFC, which led to adverse outcomes. These outcomes later acted as secondary stressors. (3) The culture of the school and school's resources influenced the level of support that teachers received. The level of WFC support that teachers received depended on the goodwill of supervisors and colleagues. (4) Work-family conflict contributed to emotional exhaustion, cynicism, and professional efficacy. Time and emotional investment in students' parents was related to emotional exhaustion; time and emotional investment in students' behavior, the number of years teaching experience, and number of children was related to professional efficacy. Support from teachers' spouses enabled teachers to cope with cynicism. (5) While marital status did not influence WFC, school location did; teachers in Nairobi experienced more WFC than those in small towns.

Further evidence on the relation between employee's outcome and work-family conflict can be found in the work of Ajala (2017) on work-family-conflict and family-work-conflict as correlates of job performance among working mothers: implications for industrial social workers. The study looked at the correlation between work-family-conflict, family-work-conflict and job performance of working mothers. The descriptive survey research design was used for the study. The population of the study comprised all working mothers in public hospital (nurses) and Local Government (clerical staff) in Ekiti State of Nigeria. Purposive and random sampling techniques were used to select three hundred respondents. The major instrument used for this study was a questionnaire tagged "Work-Family Conflict, Family-Work Conflict and Job Performance Questionnaire - WFCFWCAJPQ" adopted from Netemeyer et al. (1996) with 0.85 reliability coefficient. Data collected was analyzed with the of mean, standard deviation and Pearson Product Moment Correlation tools. The findings showed that work-family-conflict was more predominant with working mother than the family-work-conflict. There was positive significant relationship between work-family-conflict; family-work-conflict and job performance of working mothers.

Arisi-Nwugballa (2016) conducted a field survey of 345 working women in 87 government-owned health centres and health posts on the influence of work-family conflict on organizational commitment. Quantitative data was collected via questionnaire, and analyzed using Pearson Product Moment Correlation. The results revealed statistically significant negative correlation between time-based

family-to work conflict and organizational commitment, and between strain-based family-to-work conflict and organizational commitment. The results also showed insignificant negative correlation between behaviors based family-to-work conflict and organizational commitment. The implication of these results is that working women's organizational commitment does not depend on work-related issues only but also on their family experiences; requiring organizations to introduce more environment-relevant family-friendly policies, and for their spouses to concede greater support (involvement) in women's domestic obligations. These measures would alleviate working women's family-to-work conflict and improve their commitment and performances at work. The study highlighted the importance of culture in studies of work-family conflict, as some of the stressors and WFC experiences identified seemed unique to the Kenyan context. This Kenyan finding may be applicable to Nigerian workplace also.

The strength of Motivation theory was also buttressed by Shahzad and Mahmood's (2012) study which investigated the mediating-moderating model of organizational cynicism on employee outcome about the staff, organization and workplace deviant behaviour using 380 bank employees including branch managers and operatives of domestic private banks in Rawalpindi/Islamaba, Pakistan. The result from the survey showed that there is a significant positive association among employee job outcome, organizational cynicism, workplace deviant behaviour, commitment behaviour and performance.

Work overload and Workers frustration

Among Nigerian population, there are instances which have shown relationship between work overload and employee outcomes. Ali and Farooqi's (2014) study on effect of work overload on job satisfaction, effect of job satisfaction on employee performance and employee engagement (a case of public sector university of Abuja) aimed to identify the effect of work overload on job satisfaction and effect of job satisfaction on employee performance and employee engagement. This study revealed the relationship of work overload on job satisfaction of the employee which is most important thing of any organization. This study provided further guidance to organization for making strategies to cope with these prevailing. So this study is important to overcome the problem of work overload which affects the job satisfaction which ultimately affects employee performance and employee engagement.

In consideration of these criticisms, the study by Nwankwor, Kanu, Obi, Agbor, Agu, & Aboh (2013) has helped in understanding that having control over sources of over load does not necessarily annihilate the stressors. Nwankwor, Kanu, Obi, Agbor, Agu, & Aboh (2013) found that psychological contract breach and work overload were the main predictors of emotional exhaustion (such as trust against cynicism) and counterproductive behaviours among Bank employees. Their respondents were 421 public servants drawn from six states in Nigeria one from each geo-political zone. The participants' age was between 24 and 59 years with a mean age of 40.77 years and standard deviation of 1.03. Their findings showed

that incivility is most common counterproductive workplace behavior among workers. The respondents opined that the stress associated with workplace overload trigger several uncivil behaviours. Despite having control, these stressors remain in the banking industry as a result of overload.

Work overload and Work-family conflict

Considering its effects on organizational outcomes, Karatepe (2014) studied the effects of work overload and work-family conflict on job embeddedness and job performance using the mediation of emotional exhaustion. The present study sought to test a research model that investigates emotional exhaustion as a mediator of the effects of work overload, work-family conflict, and family-work conflict on job embeddedness and job performance. The study evaluated the aforementioned relationships using structural equation modeling (SEM) based on data collected from 110 full-time frontline hotel employees and their managers in Romania. The results of SEM suggest that emotional exhaustion functions as a full mediator of the effects of work overload, work-family conflict, and family-work conflict on job embeddedness and job performance. Specifically, employees who have heavy workloads and are unable to establish a balance between work (family) and family (work) roles are emotionally exhausted. Such employees in turn are less embedded in their jobs and display poor performance in the service delivery process. From the finding, in order to reduce the consequences of overload, management should take decisive steps to establish and maintain a supportive work environment because such an environment would help

employees to balance their work (family) and family (work) roles and lead to reduced emotional exhaustion for maximum productivity else it would be very difficult to retain high performing employees in the workplace.

Azim, Ahmad, Omar, & Silong, (2015) examined the role of work-family psychological contract fulfillment as a mechanism through which work-family factors affect employees' organizational commitment. The data for this study were collected from media organization employees in Malaysia using self-administered questionnaires. The results indicate that work-family psychological contract fulfillment correlates significantly with work-family conflict, work-family facilitation and organizational commitment. Work-family psychological contract fulfillment has a mediating effect on the relationships between the work-family factors (work-family facilitation and work-family conflict) and organizational commitment. The results underscore the important role of work-family psychological contract fulfillment in improving organizational commitment. The findings point to the importance of organizations investing in work-family benefits since this investment has the potential of improving organizational commitment of employees.

The dangers of overload are many especially emphasizing the non work effects such as family impacts as found by Bozkurt, Aytaç, Bondy and Emirgil's (2011) study on Job satisfaction, role overload and gender implication in Turkey. Bozkurt, Aytaç, Bondy and Emirgil's (2011) study investigated the levels of job satisfaction and role overload among professional women in Turkey because of

gender role stereotyping women have less job satisfaction and more role overload than men have. Their data was drawn from the "University Education and Employment Survey"; their result established a correlation between job satisfaction, work overload and gender. In Nigeria, with more women being career minded as much as men, domestic roles have suffered terrible and this applicable to the academic staff of public university especially where more women are in the classroom.

Pay satisfaction and Workers frustration

Also, the empirical evidence Nishimura and Suzuki, (2016) on the basic psychological need satisfaction and frustration support the model that pay satisfaction will predict job satisfaction or lead to organizational frustration. Nishimura and Suzuki's (2016) study investigated the function of satisfaction and frustration of the basic psychological needs – autonomy, competence, and relatedness – that contribute to subjective well-being (life-satisfaction, vitality, and depression) through a back-translation procedure of the Basic Psychological Need Satisfaction and Frustration Scale (BPNSFS). A total of 564 Japanese undergraduates (356 males, 205 females, three unknown; $M_{age} = 18.61$ years, $SD = 1.48$) participated in a questionnaire survey. Confirmatory factor analysis showed that the BPNSFS had the same six-factor structure as that found in the original version. Structural equation modeling showed that satisfaction of each of the three needs contributed to the prediction of subjective well-being (life satisfaction and vitality), whereas frustration of each need uniquely contributed to

the prediction of ill-being (depressed affect). These results support previous findings found in Belgium, China, the USA, and Peru, confirming that satisfaction of basic psychological needs represents a critical element for healthy functioning across cultures.

Also, Bidee, Vantilborgh, Pepermans, Griep and Hofmans (2016) found that need satisfaction and frustration are two sides of the same coin. Their study focused on the dynamics of need satisfaction and need frustration by examining how need satisfaction and need frustration change over time and how these changes relate to changes in motivation. Participants were volunteers who assessed daily during a delineated activity, resulting in a total sample of 77 volunteers and 467 completed daily diaries. Bayesian confirmatory factor analysis on the within-person level confirmed a bifactor solution: autonomy, competence, and relatedness were distinguished by three specific factors, but the majority of variance was explained by two strongly correlated (need satisfaction and need frustration) factors. The resulted indicated strong correlation between need satisfaction and need frustration in the development of their relationship over time. That is, Bayesian latent growth curve modeling revealed a simultaneous, yet opposite, growth curve. These results imply that, at the within-person level, momentary need satisfaction and frustration are difficult to distinguish, and affecting one may automatically affect the other. Also, the relationships within the self-determination framework, such as the proposed link between need satisfaction and behavioural internalization may be better reframed with attention to the time-

frame in which they occur.

Osibanjo, Adeniji, Falola, and Heirsmac (2014) on compensation packages as a strategic tool for employees' performance and retention as valence effects of expectancy. Osibanjo, Adeniji, Falola, and Heirsmac's (2014) study found that the rate at which employees in private universities in Nigeria jump from one university to the other is becoming more disturbing and this could be as a result of compensation packages of different universities to attract competent employees. The aim of this study was to examine the effect of compensation packages on employees' job performance and retention in a selected private University in Ogun State, South-West Nigeria. A model was developed and tested using one hundred and eleven valid questionnaires which were completed by academics and non-academic staff of the university. The collected data were carefully analyzed using simple percentage supported by structural equation modeling to test the hypotheses and relationships that may exist among the variables under consideration. The results showed strong relationship between compensation packages and employees' performance and retention.

Furthermore, Sule, Amuni, Obasan and Banjo's (2015) study on wages and salaries as a motivational tool for enhancing organizational performance has come as a confirmation to the earlier assertion of Osibanjo, Adeniji, Falola, and Heirsmac's (2014). Their study examined how the organization's human capital was compensated and see whether the compensation even serves as a motivational tool to enhance organizational performance. Seven research questions and two

hypotheses were postulated to find solutions to the problems of the study. One hundred and twenty personnel formed the sample size from six organizations. A self-designed instrument labeled Wages and Salaries as a Motivational Tool Questionnaire 2 (WASAMOTOQ2) containing seven sections were used in the collection of data. The findings of the study revealed those factors that militate against adequate compensation to include labour market conditions, the ability of the organization to pay adequate compensation and the existing country/nation's present cost of living; what makes up good and adequate compensation include recognition of individual performance and taking care of individual incentives and it shows the relationship between compensation and motivation. It further established the consequential effect of inadequate compensation and motivation on the organizational development.

Lewandowski (2015) examined the organizational factors which contribute to workers' frustration with their work situation. The sample included 141 service professionals who attended workshops on burnout and the purpose of the workshops was to increase awareness regarding the organizational factors that could contribute to organizational frustration and burnout. Findings indicate that factors most directly affecting clients were predictive of frustration, rather than factors that may indirectly support service quality or factors impacting workers' professional autonomy. A sense of powerlessness which links up lack of coping reosurces (Hobfoll, 1989) and isolation was also predictive of frustration, suggesting that participants viewed workplace problems as a private rather than

an organizational concern.

Pay satisfaction and Work-family conflict

The influence of work-family conflict on organizational or employees' outcome can further be seen in Zhao, Qu and Ghiselli's (2011) study which examined the relationship of work–family conflict to job and life satisfaction using hotel sales managers as case study. Zhao, Qu and Ghiselli's (2011) study was designed to clarify the ambivalent relationships between work–family conflict (WFC) and measures of satisfaction. Both the direct and indirect effects of WFC on job and life satisfaction were investigated. Job satisfaction was also separated into two components: affective reaction and cognitive appraisal. Data were collected by a field survey of 121 sales managers from 26 hotels in China. Structural Equation Modeling (SEM) indicated a critical role of one's affective reaction to his/her job in the relationship between WFC and life satisfaction. The result confirmed that both work interfering with family (WIF) and family interfering with work (FIW) have significant negative association with an individual's affective reaction to his/her job, while only FIW reduced the cognitive appraisal of a job. Further, affective reaction, rather than cognitive appraisal, had a significant positive correlation with life satisfaction. Finally, FIW was negatively associated with life satisfaction. The results of their study suggest the strategic role of family friendly human resource polices in hotels. This could be applicable in organizational setting with work obligations affecting family roles.

Going by the above, Malik and Awan's (2015) findings on the role of work family conflict on organizational commitment and organizational effectiveness found that work family conflict is negatively related with organizational effectiveness and same was found true for organizational commitment so work family conflict is a significant predictor for organizational commitment and organizational effectiveness, this finding is similar to the findings of Ajala (2017). Their study explored the relationship of work family conflicts with organizational commitment and organizational effectiveness in service sector of two cities of Pakistan including Khan and Multan. Sample included University teachers and personnel of banking institutions within these two cities. For the purpose of data collection a structured questionnaire was used and seven point Likert scale was applied to measure the response of 306 respondents. The questionnaire was consisting of a total of 46 questions. Total 400 questionnaires were distributed among different respondents of these two cities out of which 306 were returned from respondents those were useable for data analysis. Descriptive statistics (To check the central tendency), Correlation analysis (To check the relationship among variables) and regression analysis including model summary and ANOVA were statistical tools employed to analyze data.

Study by Adepoju (2017) on exploring the role of work–family conflict on job and life satisfaction for salaried and self-employed males and females: a social role approach. The study looks into the relationship that exists between job satisfaction, life satisfaction, and work–family conflict among salaried and self-

employed male and female employees. It adds to existing literature by using Social role theory as a basis for explaining the variation in these relationships among males and females, and also makes the argument that gender is a propelling force in explaining the perceived conflict and its effect on life and job satisfaction. The study made use of data from the International Social Survey Program. Analyzing this data has led to a better understanding of the role of gender as a significant factor related to variations in work–family conflict. Also, this study revealed that the effect of work-family conflict is considerably lesser for self-employed individuals when compared to their salaried counterparts for both men and women. Other key findings include; the changing role of women in the society and the effect of children in a working household on work-family conflict, job and life satisfaction.

Considering non-work effects, Muasya's (2015) study on the relationship between stressors, work-family conflict, and burnout among female teachers in Kenyan Urban Schools comes to mind. The study investigated work-family conflict and related phenomena reported by female teachers in primary and secondary schools in Kenya. Specifically, it sought to identify general work and family stressors and profession specific stressors, and how these stressors influenced teachers' work-family conflict (WFC and burnout). Second, it investigated whether support from home and work reduced these teachers' perceived work-family conflict and burnout. Third, it investigated the impact of marital status, number and ages of children, length of teaching experience, and school location (city vs town) on

perceived work-family conflict (WFC). In this study, 375 female teachers from Nairobi and three towns completed a survey questionnaire with both closed- and open-ended questions. Data analysis was conducted through descriptive and inferential statistics, and content analyses of qualitative data. There were five primary findings. (1) Teachers clearly identified and described stressors that led to work-family conflict: inability to get reliable support from domestic workers, a sick child, high expectations of a wife at home, high workloads at school and home, low schedule flexibility, and number of days teachers spend at school beyond normal working hours, etc. (2) Work-family conflict experienced was cyclical in nature. Stressors influenced WFC, which led to adverse outcomes. These outcomes later acted as secondary stressors. (3) The culture of the school and school's resources influenced the level of support that teachers received. The level of WFC support that teachers received depended on the goodwill of supervisors and colleagues. (4) Work-family conflict contributed to emotional exhaustion, cynicism, and professional efficacy. Time and emotional investment in students' parents was related to emotional exhaustion; time and emotional investment in students' behavior, the number of years teaching experience, and number of children was related to professional efficacy. Support from teachers' spouses enabled teachers to cope with cynicism. (5) While marital status did not influence WFC, school location did; teachers in Nairobi experienced more WFC than those in small towns. The study highlighted the importance of culture in studies of work-family conflict, as some of the stressors and WFC experiences identified seemed unique to the Kenyan context. Other empirical studies which

supported the mode could also be found in Azim, Ahmad, Omar, & Silong, (2015) on the influence of psychological contract on Work-family: Benefits can improve on employee commitment.

Workers' frustration and Work-family conflict

Rabenu, Tziner and Sharoni (2017) did a study to ascertain the relationship between work-family conflict, stress, and work attitudes. Their study was conceptualized on the backdrop that work-family conflict is a rapidly developing field of research, considering the changes that have occurred in the structure of the family and of work in recent years. The purpose of this paper is to put forward a wide theoretical framework that encompasses the relationships between organizational justice, organizational citizenship behavior (OCB), job stress, and the work-family conflict. The authors suggested an explanatory model that associates those variables. The explanatory model was empirically examined by means of structural equation modeling. In all, 120 Israeli-Arab employees responded to the research questionnaires. The findings as hypothesized indicated that organizational justice was found to relate positively to OCB, and stress was found to relate positively to the work-family conflict. However, contrary to the hypotheses, OCB was found to relate negatively to job stress and work-family conflict. Thus the higher the OCB, the lower the job stress of the workers.

In another study linking the concept of workers' frustration and that of work-family conflict or family stress, Jamadin, Mohamad, Syarkawi and Noordin

(2015) did a study on work-family conflict and stress: evidence from Malaysia. The objective of this study is to investigate the influence of work family conflict among the employs of a semi-government organization in East Malaysia. The study adopted the workplace scale that was developed by Tate, Whatley, and Clugston (1997) scale in order to measure the effect of work family conflict and the stress level among the employees. The results indicate that the employees appear to have lower level of work – family conflict and lower level of job stress. It is recommended that future research should focus on employees in other organizations both in public and private organizations. The findings of such studies would aid management of these organizations to further understand the effect of work-family conflict and stress among their employees.

Furthermore, Armstrong, Atkin-Plunk and Wells (2015) assessed the relationship tetween work–family-conflict, correctional officer job stress, and job Satisfaction among correctional officers. Their study was developed on the need for the balancing demands between work and family domains which strain even the most resourceful employee. The authors contended that when the tipping point of conflict between the two is reached, a negative impact on employee well-being can result. This study examines work–family conflict as it relates to job stress and job satisfaction within a diverse sample of correctional officers ($N = 441$) employed at 13 public, adult correctional facilities in a Southern state. Findings indicate strain and behavior-based work–family conflict and family–work conflict were significantly related to both job stress and job satisfaction. Family and

supervisory support were uniquely related to job stress, whereas supervisory support, education, and ethnicity were uniquely related to job satisfaction. Implications for correctional organizations are discussed.

Conceptual Model of the Study

The current study used two model relationships for understanding the relationship interaction of the predictor variables of the study namely: organizational cynicism (OC), work overload (WO) and pay dissatisfaction (PD) on the criterion variables namely workers' frustration (WF) and work-family conflict (WFC). The conceptual model is presented below:

Figure 1: Conceptual model highlighting two model predictor-effects of organizational cynicism (OC), work overload (WO) and pay dissatisfaction (PD) on both criterion variables; workers' frustration (WF) and work-family conflict (WFC) among the academic staff of Nigerian federal universities.
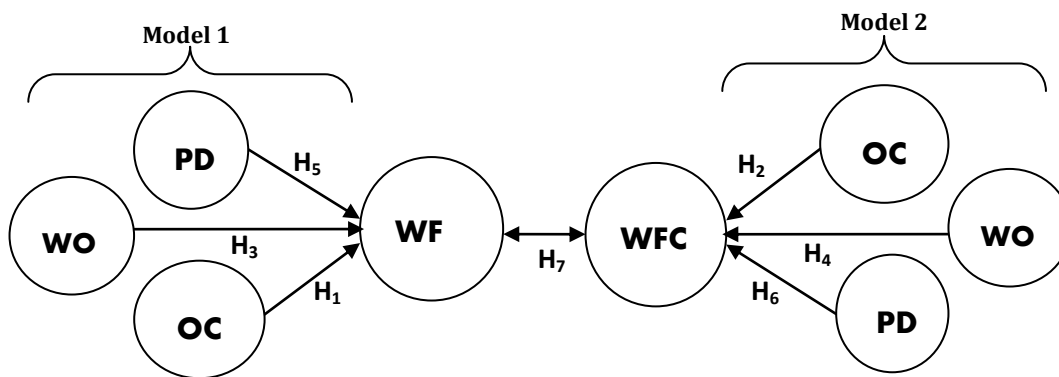
KEY: Clockwise **OC** = Organizational cynicism, **WO** = Work overload, **PD** = Pay Dissatisfaction, **WF** = Workers' frustration and **WFC** = Work-family conflict.

In Model 1, organizational cynicism (OC), work overload (WO) and pay dissatisfaction (PD) which are the independent variables of the study are expected to predict workers'

frustration (WF). In Model 2, same independent variables viz organizational cynicism (OC), work overload (WO) and pay dissatisfaction (PD) are equally expected to predict work-family conflict (WFC). It is also expected that there is a relationship between workers' frustration and work-family conflict because both are job outcomes; while workers' frustration is a job outcome, work-family outcome is a non job outcome.

Given the conceptual model as depicted in Figure 1, the model can be summarized as thus: the independent variables of the study organizational cynicism (OC), work overload (WO) and pay dissatisfaction (PD) are expected to significantly predict both dependent variables: workers' frustration (WF) and work-family conflict (WFC) among the academic staff of Nigerian federal universities because both dependent variables belong to a genre of job outcomes.

The above conceptual model is important in understanding that the presence of organizational cynicism (OC), work overload (WO) and pay dissatisfaction (PD) in the Nigerian federal universities may have direct and significant impacts on academic staff's frustration (WF) and work-family conflict (WFC). Hence, there is need to study its prevalence, predictability and impacts as workplace attitudes and organizational and management problem in Nigeria.

Summary of Reviewed Literature

The review in this study spanned through conceptual, theoretical and empirical underpinnings to aid the understanding of the current model of which proposes the predictive effects of organizational cynicism, work overload and pay

satisfaction on organizational frustration and work-family conflict.

Organizational cynicism was conceptualized as negative feelings such as doubt, distrust, anger and disappointment which trail workers' experiences with their employers especially regarding their future in the organization in terms of favourable policies and fair organizational climate. Kanugo's (1979) Motivational theory was used to establish organizational cynicism as workplace attitude which emanate from poor or absence of intrinsic motivation

The motivational approach of Kanugo (1979, 1982) integrates the different approaches to job involvement; Kanugo (1979, 1982) hypothesizes that employees' perceptions concerning a job's potential to satisfy their needs represents a more proximal influence on involvement in work place activities with possibility of non-work effects such work interfering with family. Support for this claim was equally found in Muasya's (2015) study on the relationship between stressors, work-family conflict, and burnout among female teachers in Kenyan urban schools.

The Concept of Work Overload as defined by Thiagarajan, Chakrabarty, and Taylor (2006) as a role stressor perceived by an individual who does not have adequate time or energy to meet incompatible role expectations. Nwankwo, Kanu, Obi, Agbor, Agu and Aboh (2013) on work overload referred it to as a situation where multiple work demands exceed available resources. Job Demand Control Model Karasek (1979) provided insights in understanding work overload.

Pay Satisfaction according to Lawler (1995 is a function of two major perceptions of the individual employee. First is what amount an individual employee perceives that he should receive. Secondly, it is also the amount of pay an employee perceives to have actually received. Both Discrepancy theory by Lawler (1971) and Expectancy theory by Vroom (1964) were useful in liking pay or reward to job outcomes such as frustration and work-family conflict.

Organizational frustration is organizational or situational factors associated with constraints that contribute to individual frustration with the organization or the inhibition to the attainment of personal or organizational goal/s (Spector, 1978; Storms & Spector, 1987). These include; unfavourable working environment, poor quality of work life, lack of opportunities for growth, partisanship and organizational politics, management/owners exploitation of the circumstances of the employees to their advantage e.g. the prevalence of high rate unemployment. Other factors include; poor organizational democracy, poor human relation, safety and security concerns, non-availability of health and medical services to staff, excessive overload and poor reward system among many others.

Amsel's (1994) theory of frustration which assumed that frustration is a consequence of frustrative-motivational state which bears a regular relationship to reinforcement help to connect the relationship between different motivational paradigms and frustration. The theory maintains that frustration at first state is aversive and impedes progress; but it is also energizing, and this invigorates responses in general.

Also, Conservation of Resources (COR) theory which postulates that people strive to acquire and maintain resources that could help to achieve their goals, and stress results from loss (actual or threatened) of resources (Hobfoll, 1989) helped to understand the why frustration occurs as a lack of coping resources and capacity. Hobfoll's (1989) assertion was remarkably supported in Nigerian workplace by Olu-Daniels, and Nwibere's (2014) study on trust and organizational resilience in the Nigerian oil and gas industry using two hundred and ten (210) randomly selected managers from thirty seven (37) companies in the upstream sector of the oil and gas industry in South-South region of Nigeria.

Reactance Theory by Brehm (1966) argued that when employees experience a loss of autonomy such that their freedom to make choices is interrupted, the feelings of frustration being experienced will make them engage in "reactance" by becoming motivated to restore their perception of control. The strength of the above theory lies in its recognition that withdrawal of freedom which good pay, fair work load and trust offer.

Work-family conflict also known and referred to as work interfering with family (WIF) occurs when an unhealthy balance exists which forces a person to place work demands above and beyond the demands and needs of family, or alternatively place family demands above those of work (Weer & Greenhaus, 2014). Its effects to the organization was highlighted by Okurame (2012) who linked work–family conflict to career commitment while moderating effects of

gender and mentoring among Nigerian civil servants.

Multiple Tasks Theory of Overload (Kahneman, 1973) was used to illustrate that multi-tasking is prevalent in most organizational environments and has consequences for family balance and wellbeing. Mukanzi and Senaji's (2017) study on work–family conflict and employee commitment: the moderating effect of perceived managerial support (PMS) which aimed at investigating the relationship between work–family conflict (work-to-family conflict [WFC] and family-to-work conflict [FWC]) and employee commitment (EC) in banking institution in Kenya reveal empirical evidence for these consequences; so, also, Ajala (2017) across the dimensions of WFC.

After conceptual and theoretical appraisal, Conservation of Resource (COR) Theory of Stress by Hobfoll (1989) was consequently adopted as the theoretical framework for the study owing to its ability to explain the interrelatedness among the constructs of the study leading to the cause and sustenance of frustration and work-family conflict especially in the circumstances of the Academic staff of Nigerian public universities.

Hypotheses

The following hypotheses were proposed and tested in this study:

1. Organizational cynicism will significantly predict workers' frustration among the academic staff of Nigerian Federal Universities.

2. Organizational cynicism will significantly predict work-family conflict among the academic staff of Nigerian Federal Universities.

3. Work overload will significantly predict workers' frustration among the academic staff of Nigerian Federal Universities.

4. Work overload will significantly predict work-family conflict among the academic staff of Nigerian Federal Universities.

5. Pay dissatisfaction will significantly predict workers' frustration among the academic staff of Nigerian Federal Universities.

6. Pay dissatisfaction will significantly predict work-family conflict among the academic staff of Nigerian Federal Universities.

7. Workers' frustration will significantly correlate with work-family conflict among the academic staff of Nigerian Federal Universities.

CHAPTER THREE

METHOD

This chapter encompassed participants of the study, research instruments, study procedure, study design and statistics of the study.

Participants

The study participants were 769 lecturers with age range from 27 to 69 years with a mean age of 49.46 years and standard deviation of 8.6 drawn from five (5) federal universities in the five States (Anambra, Abia, Enugu, Ebonyi and Imo State) of South-East geopolitical zone of Nigeria. The participants of the study were selected with multi-stage sampling technique; the participants' faculties were selected using systematic sampling. The Federal Universities are: Nnamdi Azikiwe University Awka - NAU (Anambra), Michael Okpara Federal University of Agriculture Umudike – (Abia), University of Nigeria Nsukka – UNN (Enugu), Alex Ekwueme Federal University Ndufu-Alaike Ikwo – AE-FUNAI (Ebonyi) and Federal University of Technology Owerri – FUTO (Imo). From the five Universities, two (Michael Okpara Federal University of Agriculture Umudike and Alex Ekwueme Federal University Ndufu-Alaike Ikwo) were sampled for the pilot test in order to enhance the validity and reliability of the instruments whereas the remaining three were sampled for the main study. Other participants' demographic characteristics were also provided in the appendix section.

Instruments

The study made use of 5 (five) research instruments for data collection. The instruments' original validation and reliability coefficient were reported whereas pilot study was carried out to ascertain their suitability in the current study. The instruments are: Organizational cynicism scale developed by Dean, Brandes, and Dharwadkar (1998); Work overload scale developed by Kaplan (2006); Pay satisfaction scale developed by White & Ruh (1973); Workers' frustration scale developed by Spector, (1975); and Work-family scale developed by Carlson, Kacmar and Williams (2000).

Organizational cynicism scale

Organizational cynicism was measured using a scale developed by Dean, Brandes, and Dharwadkar (1998). It is a 14-item scale designed by the authors to measure cynical behaviours of the employees regarding their organizations. The authors obtained a coefficient alpha .94 for the scale. This scale consists of fourteen items which utilized a five-point response format with *strongly disagree* (1) and *strongly agree* (5) as endpoints. Sample items include: "*I believe my organization says one thing and does another*", "*I often experience anxiety when I think about my organization*" and "*I complain about how things happen in my organization to friends outside the organization.* The scoring of the instrument is direct score without reverse. The mean score is basis for interpreting the intensity of cynical behaviour; scores above the norm score are regarded as intense cynical behaviours whereas those below the norm score are mild cynical behaviours. For

the validity and reliability of the scale; the original authors Dean, Brandes, and Dharwadkar (1998) reported an internal consistence of .94 for the scale. However, Kalagan (2009) revalidated the instrument with the health workers population and reported three dimensions of the scale as Cognitive Dimension .64, Affective Dimension .93 and Behavioral Dimension .62. Kalagan and Aksu's (2010) revalidation using factor analysis reduced the scale to 12 items which were only the loaded items from the original 14 items by Dean et al (1998) and reported validity measure of the new scale at .82. The current researcher further enhanced the validity of the instrument during the pilot study with 63 participants through concurrent validity by correlating Dean, Brandes, and Dharwadkar's (1998) instrument with Kalagan and Aksu's (2010) instrument to determine if the instrument is still relevant in measuring organizational cynicism. The result indicated a Pearson correlation coefficient of .79 and hence an indication that the instrument still measures organizational cynicism. Also, the reliability of the instrument was carried out using Cronbach's alpha coefficient statistics which reported an alpha coefficient of $\alpha = .74$.

Work overload scale

This instrument is an 11-item work overload scale designed by Kaplan (2006) to measure work overload. The items of the scale are divided into two groups: the first four (4) items and the other seven (7) items. Responses to the first four items are scored as: *1= rarely, 2 = occasionally, 3 = sometimes, 4 = often, and 5 = very often* (Kaplan, 2006). While responses to the other seven items were anchored on

a 5-point Likert scale as *1= hardly any, 2= a little, 3= some, 4= a lot, and 5= a great deal* (Kaplan, 2006). Sample items from the questionnaire include: *"Your job require you to work very fast than you should", "Often, there is a great deal of work to be done".* The Cronbach's alpha values of the instrument as reported by Kaplan (2006) range from .72 to .81. The scoring of the scale is direct scores with indication of overloaded workers over the norm of the group. The scale was adopted in Nigeria through a pilot study by Ugwumgbor (2014). The result of her pilot study using eighty (80) teachers as participants showed a Cronbach's alpha that ranges from .50 to .67. However, for its use in this study, the validity and reliability have been enhanced during the pilot study using 63 participants. The validity of the scale was ascertained through concurrent validity by correlating the scale with 10-item Work overload scale by Reilly (1982) which yielded high correlation co-efficient of .76 which is indicative that the scale measures work overload. Cronbach's alpha reliability coefficient analysis was also carried out by the researcher which revealed the internal consistence of $\alpha = .80$.

Pay Satisfaction Questionnaire (PSQ)

Pay satisfaction was measured using 5-item pay satisfaction scale developed by White & Ruh (1973) to collect data about employees' perceptions of fairness of their rewards in the organization. Also, this research instrument is measured on a five point Liker-type format ranging from (1) strongly disagree to (5) strongly agree (5). The word "my organization" was change to "my university" in order to make the scale peculiar to the study sample. A sample item from the scale states

thus: *'I am paid fairly to what I contribute to my university'; 'I am generally satisfied with the pay and fringe benefits I receive in my university'.* The authors (White & Ruh, 1973) reported a Cronbach alpha of r = .89. For Nigerian use, Obikeze & Olukoye (2004) obtained reliability coefficient of .78 for general scale while Ndukaihe (2013) reported a reliability coefficient of .71. For its use in this study, the validity of the scale was enhanced through concurrent validity by correlating it with Pay satisfaction scale by Heneman and Schwab (1985) using 63 participants and correlation coefficient of .78 was obtained. Also, the reliability was also enhanced and Cronbach's alpha reliability coefficient of .73 was obtained during the reliability analysis. The instrument was valid and reliable and thus was accepted for use in the current study.

Organization Frustration Scale (Spector, 1975)

This scale was developed by Spector (1975) to workers' organization frustration. It is a 29-item questionnaire structured in the Likert format. It is designed to assess the individual worker's perception of inhibitions to personal and organizational goals which caused by the organization. Spector, (1975) reported a reliability alpha of .88, and a construct validity coefficient of 0.69. Sample items include: "say something derogatory about your boss to other people". Spector (1975) reported validity of .98 for the scale. The scoring are direct and reveres score. Items, 7, 8,9,10 and 12 were reverse (score) items, while the rest items were directly scored. The highest score is 6, that is, *agree completely* coded (6), *agree pretty much* is coded (5), *agree slightly* coded (4), *disagree slightly* coded

(3), *disagree pretty much* coded (2) and *disagree completely* coded (1). Sample items from the scale include: *"I often feel frustrated at work", "I am given entirely too much task to do", "I find that every time I try to do something at work, I run into obstacles".* The scale has been validated in Nigeria by Dieke (1997); the Nigerian norms or mean scores are the basis for interpreting the scores of the subjects. Scores higher than the norms indicate high levels of organizational frustration while scores lower than the norms indicate the absence of frustration. However, for its use in this study, the validity and reliability have been enhanced during the pilot study using 63 participants. The validity of the scale was ascertained through concurrent validity by correlating the scale with Frustration anxiety inventory by Girdano and Everly (1979) and concurrent validity of .75 was obtained. The scale's validity was thus confirmed. Also, Cronbach's alpha reliability coefficient analysis was carried out by the researcher which revealed the internal consistence of the instrument at .82.

Work-Family Conflict Scale (WFCS)

Work-family conflict scale was developed by Carlson, Kacmar and Wilson (2000). It is 18-item scale formulated to measure employees' perception of the extent of work interference with family. Only 2 dimensions of the scale were used. There are: Time-based work interference with family and Strain-based work interference with family. Only this two aspects measured work-family conflict as conceptualized in the current study. The sale is measured on a 5 point Likert type scale ranging from *strongly disagree (1) to strongly agree (5)* which

the participants are expected to respond to. A sample item in the scale include: *"my work keeps me from my family activities more than I would like", "I am often so emotionally drained when I get home from work that it prevents me from contributing to my family"*. The authors of the scale (Carlson, Kacmar and Wilson, 2000) reported a Cronbach alpha of r = 0.82. Kelly & Bolly (2000) reported a test re-test of .82 over two weeks while averaged 0.81 split half reliability was obtained by Walker & Jakker, (2001). In Nigeria, Omoroshem (2005) validated the scale for Nigerian use and obtained cronbach's validity of r = .70 with coefficient reliability alpha coefficient of .65. However, for its use in this study, the validity and reliability have been enhanced during the pilot study using 63 participants. The validity of the scale was ascertained through concurrent validity by correlating the scale with Netemeyer, Boles and McMurrian's (1996) work-family conflict scale and concurrent validity of .81 was obtained. The scale's validity was thus confirmed. Also, Cronbach's alpha reliability coefficient analysis was carried out by the researcher which revealed the internal consistence of the instrument at .77.

Procedure

Pilot Test

The study began with a pilot test which ascertained the validity/reliability of instruments used in the main study consistently measured what they ought to measure and were reliable (details were reported under validity and reliability under instrument section). Current validity which was done by correlating two

instruments which measure the same construct and Cronbach's alpha reliability analysis were used to in the validity and reliability of the instruments. For the validation exercise, the researcher utilized concurrent validation by correlating the current scales with other scales which measure the same construct as the current scales. For this purpose five scales which measure organizational cynicism, work overload, pay satisfaction, workers' frustration and work-family conflict scale were correlated with main scales of the study using Pearson product moment correlation co-efficient. Correlation coefficients above the .50 were an indication of content and construct similarity at least as perceived by the respondents. Each of the five scales significantly correlated above .70 indicating high similarity of constructs and hence confirming the validity of the scales used. Also, Cronbach's alpha reliability analysis was utilized to explore the reliability of the current research instruments. Analysis of Cronbach's alpha coefficient carried indicated that the current scales are reliable for use in the study.

For this purpose, the researcher sampled 63 academic staff from two (2) federal universities from the South-East geo-political zone in the pilot study. The population of the pilot test being lecturers from federal university in the pilot study has homogeneous characteristics with the population of the main sample of the study - lecturers from the 3 remaining federal universities in South-East. The essence of using a homogenous population during the pilot study is to avoid interference with the members of the main study in order to reduce test bias which comes from repeatability and familiarity with test instruments. By so doing, the

researcher reduced the bias rate of the respondents' responses. For the pilot study, the researcher selected the two universities out of the five universities by balloting and proceeded to sample the participants. The sampling technique of the participants' faculty during the pilot study was systematic in which faculties were selected by listing alphabetically and numbering equally while faculties which fall on odd numbers were selected. The participants' departments were sampled in clusters whereas simple random sampling was used to select each participant from the departments. While with the participants, the researcher introduced himself as a student carrying out an academic inquiry and solicited the help and cooperation of the participants. The researcher explained what the participants are expected to do with the questionnaire and also provided instructions at the top of each questionnaire. The researcher enjoyed the cooperation of the participants and for pilot study.

Data from the pilot study indicated that 79 copies of questionnaires were administered, 71 (89.8%) were collected back, 4 had missing values and valid ones were 63 (88.7%). The valid ones were coded and used for analysis to establish current validity and reliability of the instruments. The data were subjected to concurrent validation and Cronbach's alpha reliability analysis as reported for each of the instruments in the instrument section. The result of the concurrent validation and Cronbach's alpha reliability analysis, confirmed that the scales are both valid and suitable for use in the current study.

Main study

For the main study, the researcher sampled the lecturers of the three (3) remaining federal universities in South-East Nigeria having used the other two for the pilot study. Considering the challenge of sampling such a large population, the researcher employed the services of four National Youth Service Corps as research assistants for the field at each of the three universities. The researcher provided the logistics needed for transportation and a little thank you stipend for the recruited research assistants. The research assistants were all recruited from each of the states. The researcher provided training for the researcher assistants and ensured that they understand and can perform the administration of the survey during the field work without the assistance of the researcher since they will be sampling the participants independently during the field work.

Before sampling, the researcher ascertained the required sample for the study from the population of the academic staff of federal universities in Nigeria. National Universities Commission's (2017) data put population of the academic staff of federal universities on 23,030 which is approximately 61.4% to all academic staff of Nigerian public universities with projected 3.8% growth rate. The current population was calculated using NUC's (2017) Nigerian University System Statistical Digest which put the total population of the five Federal Universities in South-East Nigeria at 5,642 with University of Nigeria Nsukka having 2074 academic staff, Nnamdi Azikiwe University have 1220 academic staff, Federal University of Technology Owerri have 997 academic staff, Michael

Okpara Federal University of Agriculture have 812 academic staff and Alex Ekwueme Federal University of Ndufu-Alaike Ikwo have 539 academic staff. This population was reduced to the sample population using Yamane's (1977) sample reduction formula (See details of the sample reduction for the current study is at the appendix page 167).

For the sampling technique, the researcher utilized multi-stage sampling technique to select faculties, departments and participants to be sampled. This was done by simple randomization of faculties and departments and purposive for participants in each of the Federal Universities in the South-East. The researcher solicited the services of research assistants to help in the data collection. The method of the field work (survey) involved: introduction by researcher (and the research assistants) as a student carrying out an academic inquiry, soliciting for participant's help and cooperation to participate in the study and giving out the required instruction on how to participate on the study. The researcher and the research assistants assisting in data collection explained to the participants what they are expected to do with the copies of the questionnaire with instructions o how to fill the items. Participants who declined or excused to be included were left out as the participants were informed that they are free to decline if they feel uneasy to participate in the study. The researcher enjoyed the cooperation of the participants and after the field work (main study) which lasted for six days, two days for each university, 803 copies of questionnaires were administered, 787 (98%) were collected back, 769 (97.7%) were valid ones which was processed for

analysis. The valid ones were coded and used for analysis to establish the predictive influence of organizational cynicism, work overload, pay satisfaction on workers' frustration and work-family conflict. Using the appropriate design of the study, the researcher assigned data to criterion and predictor sets and utilized the appropriated statistic to ascertain the relationship and the predictive influences of the predictor variables on the criterion variables.

Design and Statistics

The research method for this study was survey which made use of correlation design to ascertain the relationship among the variables of the study. The predictive influence of each of the predictor variables was ascertained by using hierarchical regression statistic as the appropriate statistical tool for data analysis. All statistical analyses were managed using SPSS analytical tool version 21.00.

CHAPTER FOUR

RESULT

This chapter presented the major statistical findings of the study in line with the tested hypotheses of the study. The findings were briefly explained using appropriated tables where necessary.

Table 1: Zero order correlation matrix for all study variables: organizational cynicism, work overload, pay satisfaction, workers' frustration and work-family conflict among the academic staff of selected Nigerian federal universities.

Variables	M	SD	1	2	3	4	5
1 Org. cynicism	53.6	3.08	1.00				
2 Work overload	32.7	2.41	.577	1.00			
3 Pay satisfaction	11.5	1.45	-.249	-.442	1.00		
4 Workers' frustration	83.4	3.33	.640**	.683**	-.695**	1.00	
5 Work-family conflict	32.0	2.74	.517**	.572**	-.270*	.627**	1.00

**Correlation is significant at $p < 0.01$ level (2-tailed) * correlation significant at $p < .05$ (2-tailed) (N = 769)

The zero order correlation matrix (Table 1) as observed indicated statistically significant and positive correlations between two predictors and workers' frustration: org cynicism $r = .640$**, work overload $r = .683$**, while negative correlations were found with pay satisfaction $r = -.695$** all at $p < .01$ (2-tailed). Also, positive and significant correlations were also recorded between two predictors and the work-family conflict: organizational cynicism $r = .517$**, $p < .01$, work overload $r = .572$**, $p < .01$ whereas negative correlation was found with pay satisfaction $r = .270$*, $p < .05$ (see Table 1 also). Furthermore, positive and significant relationship was also observed between workers' frustration and

work-family conflict at r = .627**, p < .01. The observed significant correlations between the predictors and the criterion variables indicated that the predictor variables significantly influenced the criterion variables. The significant correlations thus observed were further tested to ascertain whether they reached significant predictive level.

Table 2: Model summary which shows hierarchical contribution of the predictors - organizational cynicism, work overload, and pay satisfaction to the prevalence of workers' frustration among the academic staff of selected Nigerian federal universities.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.683[a]	.467	.466	2.43483	.467	671.049	1	767	.000
2	.747[b]	.558	.556	2.21918	.091	157.311	1	766	.000
3	.754[c]	.569	.567	2.19246	.011	19.785	1	765	.000

a. Predictors: (Constant), Work Overload
b. Predictors: (Constant), Work Overload, Organizational Cynicism
c. Predictors: (Constant), Work Overload, Organizational Cynicism, Pay Satisfaction

The main result of the study using hierarchical regression analysis gave three model results for workers' frustration. In the first model, the value of the Adjusted R^2 (.466) indicated that model 1 (work overload) contributed 46.6% predictive influence on workers' frustration among the academic staff of selected Nigerian federal universities (see Table 2). When organizational cynicism was added as in model 2 (work overload and organizational cynicism) the Adjusted R^2 (.556)

indicated that the predictive influence increased to 55.6%. Based on the R^2 Change (.091), organizational cynicism independently contributed 9.1% predictive influence on worker's frustration among the academic staff of selected Nigerian federal universities. Furthermore, model 3 (work overload, organizational cynicism and pay satisfaction) indicated that the predictive influence increased when pay dissatisfaction was added at 56.7% since Adjusted R^2 is .567. Based on the R^2 Change (.011), pay satisfaction independently contributed 1.1% predictive influence on worker's frustration among the academic staff of selected Nigerian federal universities (see Table 2).

Table 3: Model summary which shows hierarchical contribution of the predictors - organizational cynicism, work overload, and pay satisfaction to the prevalence of the work-family conflict among the academic staff of selected Nigerian federal universities.

	Model Summary								
		R	Adjusted R	Std. Error of		Change Statistics			
Model	R	Square	Square	the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.572[a]	.327	.326	2.25234	.327	373.071	1	767	.000
2	.616[b]	.380	.378	2.16413	.052	64.799	1	766	.000

a. Predictors: (Constant), Work Overload
b. Predictors: (Constant), Work Overload, Organizational Cynicism

Also, for the second criterion variable (work-family conflict), the result of the study using hierarchical regression analysis indicated only two model results. In the first model, the value of the Adjusted R^2 (.327) indicated that model 1 (work

overload) contributed 32.7% predictive influence on work-family conflict among the academic staff of selected Nigerian federal universities (see Table 3). However, when organizational cynicism was added as in model 2 (work overload and organizational cynicism) the Adjusted R^2 (.378) indicated that the predictive influence increased to 37.8%. Based on the R^2 Change (.052), organizational cynicism independently contributed 5.2% predictive influence on worker's frustration among the academic staff of selected Nigerian federal universities (see Table 3).

Table 4: Hierarchical regression coefficients showing the predictive influence of the three models (work overload), (work overload and organizational cynicism) and (work overload, organizational cynicism and pay satisfaction) on workers' frustration among the academic staff of selected Nigerian federal universities.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	52.569	1.194		44.020	.000
Work Overload	.943	.036	.683	25.905	.000
2 (Constant)	40.808	1.437		28.406	.000
Work Overload	.649	.041	.470	15.981	.000
Organizational Cynicism	.398	.032	.369	12.542	.000
3 (Constant)	40.002	1.431		27.957	.000
Work Overload	.576	.043	.417	13.298	.000
Organizational Cynicism	.400	.031	.370	12.732	.000
Pay Satisfaction	-.270	.061	-.118	4.448	.000

a. Dependent variable: Workers' frustration

From the result of the hierarchical regression, the three models were confirmed; the third model confirmed that organizational cynicism, work overload and pay

dissatisfaction were confirmed as predictors of workers' frustration. It is observed in Table 4 that the beta coefficient values confirmed significant predictive influence of predictors on workers' frustration stood at β = .57, .40 and -.27, p < .05 (n = 769) respectively for work overload, organizational cynicism and pay dissatisfaction.

Table 5: Hierarchical regression coefficients showing the predictive influence of the two models (work overload) and (work overload and organizational cynicism) on work-family conflict among the academic staff of selected Nigerian federal universities

	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.787	1.105		9.765	.000
	Work Overload	.650	.034	.572	19.315	.000
2	(Constant)	3.426	1.401		2.446	.015
	Work Overload	.467	.040	.410	11.777	.000
	Organizational Cynicism	.249	.031	.280	8.050	.000

a. Dependent variable: Work-family conflict

From the result of the hierarchical regression, only two models were confirmed; the second model confirmed that only work overload and organizational cynicism were confirmed as predictors of work-family conflict (see Table 5). It is observed that the beta coefficient values confirmed significant predictive influence of work overload and organizational cynicism on workers' frustration at β = .46, and .24 p < .05 (n = 769) respectively.

Summary of Result

At the end of the data analysis, the result as presented in Tables 1-5 indicated the following findings:

There was observed statistical significant and positive correlation among the variables which is an indication that the variables of the study influenced one another. Furthermore, positive and significant relationship was also confirmed between workers' frustration and work-family conflict. The main result of the study using hierarchical regressions analysis confirmed significant predictive influences for three models for workers' frustration and only two models on work-family conflict.

The result is indicative that the predictors contributed to the prevalence of the workers' frustration and work-family conflict except for pay dissatisfaction which did not reach significant predictive proportion for work-family conflict model among the academic staff of federal universities in Nigeria. Considering the evidence in the statistical findings above, it is observed that the predictive influences of organizational cynicism, work overload and pay dissatisfaction on workers' frustration were established and confirmed; and thus, hypotheses I, III and V were confirmed by model whereas only organizational cynicism and work overload were confirmed for work-family conflict. Consequently, hypotheses II and IV were also confirmed by model 2. Furthermore, positive and significant correlation was also confirmed between workers' frustration and work-family conflict (see correlation matrix) and thus, hypothesis VII was equally confirmed.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

This chapter presented the discussion as regards the findings, its implications and limitations. It also provided recommendations, suggestions for further studies as well as the conclusion for the study.

Discussion

This study explored the predictive influence of organization frustration, work overload and pay dissatisfaction on workers' frustration and work-family conflict among the academic staff of Nigerian federal universities. On this regard, the study tested seven (7) hypotheses using two models of multiple regressions analysis and Pearson correlation coefficient statistic and only six hypotheses were confirmed. The result of the models indicated that the predictor variables had high contribution in the understanding of workers' frustration and work family conflict among the academic staff of Nigerian federal universities; and that the contributions reached significant proportions except for pay satisfaction in work-family conflict model. The individual results of the tested hypotheses are discussed briefly.

Hypothesis I which stated that organizational cynicism will significantly predict workers' frustration was upheld. Statistical data obtained indicated that workers' frustration increased or reduced as organizational cynicism increased or reduced. The finding is indicative that the more the academic staff of Nigerian Federal Universities doubts or distrusts the motives and objectives of their employers in

keeping faith with the workforce as regards Federal University policies and psychological contract the more they are vulnerable to workers' frustration. Considering the high mean scores recorded by the participants in cynical behaviours, the growth of organizational frustration among the academic staff of Nigerian Federal Universities is rife. This is as a result of inconsistency in policy administration which in effect sabotage the goals of tertiary education in which the Federal University is leader. Practically, cynical behaviours emanate from constant breaches of the psychological contract which follow a pattern creating doubts and distrust among employees. These doubts and distrusts in view of goal-frustration dyad are impediments to the actualization of the goals of the academic staff of Nigerian Federal Universities and hinder the goals of tertiary education. In whatever circumstance they appear; they fuel frustration and may trigger off certain psychological mechanisms as a coping adaptation. In consequence, these mechanisms of adaptation may be the reason for frequent industrial actions, sabotage behaviours and low productivity among the academic staff of Nigerian Federal Universities.

The findings of hypothesis I have both theoretical and empirical underpinning establishing it as workplace attitude in Nigeria with its consequences. For instance, considering the ordeals of the academic staff of Nigerian Federal Universities, Brockway's (2012) assertion that cynical behaviour is an attitude characterized by frustration and negative beliefs, resulting primarily from unmet expectations, directed towards an organization in general and/or more specific

facets of the organizational environment can be said to be true. This assertion has been upheld in management practice; for example, Eteng, Agba and Enang's (2016) study showed that inconsistency in policy implementation is the cause of distrust among the University staff in Nigeria while Karapina and Camgoz's (2016) study on the mediating effect of organizational trust (which negatively correlates cynical behaviour) on areas of work life and emotional exhaustion also upheld this assertions. Equally, Karapina and Camgoz (2016) found that building organizational trust (reducing organizational cynicism) by improving on six areas of work life, workload, fairness, reward, growth, value, and emotional exhaustion reduced burnout (which correlates frustration) among academicians. Objectively, by evaluating the findings of the current study, one thing comes to the mind which is the importance of trust in psychological contract. Both studies established that sincerity with the psychological contract is an expectation of an employee and when it is not met, doubts and distrusts grows gradually until a frustration level is reached. This frustration level is capable of igniting varying job, employee and/or organizational outcomes either as cognitive, emotional or behaviour in a manner supported by the Motivation theory of Kanugo (1979).

Kanugo's (1979) Motivation theory underpins the predictors of workers' frustration as inability to provide satisfaction for the goals and aspirations of the employee. The theory further provides that employees' perception regarding their psychological contract has proximal influence on employee's outcome behaviour towards work and the organization as was also confirmed in this study on

worker's frustration and work-to-family conflict. The need for motivation can be found in the study by Akhigbe, and Oyam-Jajaboma (2017) on burnout and organizational cynicism among Employees in Nigerian Banks which found that there is a significant relationship between the two dimensions of job burnout used in this study and organizational cynicism. Akhigbe, and Oyam-Jajaboma's (2017) findings emphasized that the employee outcome behaviours are motivated and that negative antecedents motivates negative outcomes as in the relationship with organizational cynicism and workers' frustration.

Also, theoretical similarities exist between this study and that of Ugwu, Onyishi and Sanchez (2014) which linked organizational trust with employee engagement by exploring the role of psychological empowerment between trust and employee outcomes. Ugwu, Onyishi and Sanchez's (2014) study linking organizational trust with employee engagement also compliments Kanugo's (1979) Motivation theory that positive antecedents (such as trust) in the workplace motivate positive outcome (employee engagement) and vice-versa. The findings of their study indicated that organizational trust and psychological empowerment were predictors of work engagement. Considering that work engagement negatively correlates workers' frustration, it could be said that the findings of Ugwu, Onyishi and Sanchez (2014) in principle is similar to the model of this study and thus their findings supports the empirical result of the current study. Relating this to the current study; without trust, cynical behaviour could possibly usher in frustration at the same time reduce productivity and effectiveness through less engagement.

However, cynical behaviours directed to the organizations emanate from lack of trust blocks employees' full engagement in the work and thus, lead to workers' frustration among the academic staff of Nigerian Federal Universities. This empirical evidence is suggestive that trust which is a product of psychological empowerment is strongly related to work engagement, which can possibly be reduced in the presence of organizational cynicism leading to workers' frustration.

In hypothesis II, the statement that organizational cynicism will significantly predict work-family conflict among the academic staff of Nigerian federal universities was also upheld. Positive and significant predictive influence which was found is an indication that lack of trust, doubts or disappointments which arise from the nature of psychological contract and organizational climate especially regarding employees' expectations also have non-job effects. The findings of the current study have reiterated that organization's and employee's behaviour could extend its influence and impacts to non –job effects as primary organizational, job and employee variables affect job related variables and also non-job related variables such as the family by creating pressures and conflicts between what happens at work and in the family. This kind of the circumstance was evidential in the findings of the second hypothesis which confirmed that organizational cynicism predicted work-family conflict. It should be considered that most times, employees plan their family lifestyle in line with the expectations from work such as: increase in reward, reduced work load due to increase in man

power, training expectation, payment of end year allowance or hazard allowance etc which they may plan to make use of to improve family wellbeing such as settling mortgage, buying automobile, vacation, starting family business and/or spending more time with family. Non fulfillment of this essential part of employees' expectation may have non-work effects on the employees' family and there is the possibility that these un-fulfilled expectations of work can create doubts and conflict in the family. The possibility that job and organizational outcomes can interfere with the family life can distort an employees' family wellbeing and create an imbalance between work and family life style.

The finding in hypothesis II was supported by the underlying principles of Scarcity theory by Goode (1960) which propounded that there is inevitable conflict in executing tasks which require mutually exclusive resources such as time, energy, finances etc. Goode's (1960) theory in view of the findings of hypothesis II assumes that the policy of the employers of the academic staff of Nigerian federal universities regarding the roles of their employees as regards; the resources the employees expend on work, how they may be expended and rewards due to the employee may significantly interfere with the personal resources of the employees to provide for their families especially in terms of time and energy. Goode (1960) assumptions is true in consideration that resources are scarce and its use in some situations may be mutually exclusive e.g. time and energy hence can affect the family wellbeing especially regarding the conflict caused by time based conflicts and role based conflicts. It should be considered

that on this note, Carlson, Kacmar and Wilson's (2000) recognition of time-based, strain-based and behaviour-based conflicts of work interfering with family was based on resource scarcity as propounded by Goode (1960) which motivated his measurement scale which was utilized in this study. Carlson, Kacmar and Wilson's (2000) view of resource based interference has been found to be true empirically. For instance, there is support from the findings of Ajala's (2017) study on work-family-conflict and job performance among working mothers which showed that work-family-conflict was more predominant with working mothers than the family-work-conflict. On the influence of cynical behaviours on work-family conflict, Shahzad and Mahmood's (2012) study found that there is a significant positive association among employee job outcome, organizational cynicism, workplace deviant behaviour, commitment behaviour and performance. Particularly, part of the employee outcomes is commitment which is divided between work and other factors including family wellbeing. Arisi-Nwugballa's (2016) study also confirmed that there is an association among trust, cynical behaviours, work-family conflict and organizational commitment.

Considering these empirical views, it can be ascertained that employer's lack of faith in the psychological contract which bound them with the employees is primarily the instigator of cynical behaviours among employees as found with the academic staff of Nigerian Federal Universities. Positive and significant correlations found between organizational cynicism and work-family conflict and consequent predictive influence is indicative that intrinsic factors such as lack

trust and disappoints have observable influence on job and non job outcomes as been confirmed by the finding of hypothesis I & II respectively.

Furthermore, hypothesis III which stated that work overload will significantly predict workers' frustration among the academic staff of Nigerian Federal Universities was also upheld. The story of inadequate workforce and overload of students in Nigerian federal universities (NUC, 2012) is confirmed and well captured by this hypothetical finding. It is considered also that Kaplan's (2016) description of work overload as inadequate availability of organizational resources to execute organizational tasks in order to actualize the goals of the organization in the light of the findings of the third hypothesis of this study is an indication that work overload is a work impediment which frustrates the goals of the academic staff of Nigerian federal universities from achieving top quality academic excellence for the good of Nigeria's national development. The role-stressor model (Thiagarajan, Chakrabarty, and Taylor, 2006) which established that there are possibilities that under performance of certain roles as a result of inadequate resources may practically constitute an irreconcilable outcome on the employees including frustrating their career goals. The later has been found consistent in the findings of hypothesis III and has equally found both theoretical and empirical support establishing it as workplace behaviour among the academic staff of Nigerian federal universities.

The career growth of employees and general organizational effectiveness may be

somewhat inhibited or hindered if the employees are overloaded including also the feelings of poor compensation for overload which constitutes psychological dimensions of overload. The psychological dimension of overload is what actually makes the feelings of physical overload more painful and frustrating which often ignites retaliatory behaviours acting as self-improvised compensation to address overload. This is supported by Amsel's (1994) theory of frustration which sees frustration is a consequence of frustrative-motivational state which is aversive in nature and that which impedes progress.

There is evidence that workforce-workload ratio has never been practiced in Nigerian federal universities as emphasized by Ololubei (2016), Amadi and Precious (2015). This is so because, increasing work load in any organization ought to correspond with an increasing workforce; however, in the case of the Nigerian federal universities the population of students has boomed in geometrical proportion in the last 2 decades with the growth of her workforce still in arithmetic progression. At the average, the ration of teacher-student ration in federal universities in Nigeria remain abysmally poor at 1:120 (NUC, 2012) which cannot be compare with teacher-student ratio in leading institutions of the world such as Yale University and Cambridge university 1:4 and 1:3 respectively. The many instances of this manner of overload capture Kaplan's (2006) measure for overload as assignment of responsibility beyond the employees' coping ability. Work overload is not just about manpower, time, and organizational resources alone as emphasized by Royal and Agnew (2011); equally, physical

working environment, poor job design, poor management style, poor relationships and uncertain future, feelings reward discontentment are aspect of overload. In the case of the academic staff of Nigerian federal universities, the later have equally not been addressed as evidenced by frequent industrial actions of the ASUU which are usually anchored on changing public universities' policies on job designs, working environment and management style in which the academic staff of federal universities in Nigeria is a leader.

The background of these theoretical foundations linking work overload with workers' frustration as confirmed by the findings of hypothesis III have equally found several empirical support. Consider the findings of Ali and Farooqi (2014) on effect of work overload on job satisfaction, employee performance and employee engagement - a case of public sector university of Abuja which found that there is a significant negative relationship between work overload and job satisfaction. This study essentially provided that job dissatisfaction is a job outcome which is in part caused by the problem of work overload which ultimately affects employee performance and employee engagement. The outcome of this study underpins work overload as a job outcome moderator and performance inhibitor or constraint which likened the finding to the findings of hypothesis III. Equally, Nwankwor, Kanu, Obi, Agbor, Agu, & Aboh (2013) found that work overload does not necessarily annihilate the stressors; but are found to be part of psychological contract breach which precipitates main effects of emotional exhaustion, fatigue (leading to incivility) and counterproductive

behaviours as retaliatory behaviour emanating from overload.

Equally, hypothesis IV upheld the statement that work overload will significantly predict work-family conflict among the academic staff of Nigerian Federal Universities. The understanding of this established predictive influence can be viewed from the perspective of that every organizational climate precipitates either job outcomes, non job outcomes or both. Job demand control model by Karasek (1979), provided insights into the concept of role overload in relation to its causes and consequences (how it affects workers); and one of the ways in which it affects workers has been found in this hypothetical confirmation to be non-work critically with work factors (overload) interfering with family responsibilities.

Karasek's (1979) model underpinned the lack of control on job demands as the inherent causes of overload which has varying outcomes. This lack of control on job demands which caused overload was captured by Carlson, Kacmar and Wilson (2000) the causes of time-based roles interfering with family responsibilities, strain-based roles interfering with family obligation and behaviour-based roles interfering with family duties. Time-based overload affect the family stability among the academic staff of Nigerian federal universities in a manner that the academic staff of Nigerian federal universities put uncompensated overtime in their works by not closing work at when due and by extending work time into now work periods. Strain-based conflict emanate from fatigue, exhaustion, and stress which are caused by inadequate resources for work which

in turn reduce the alertness, mental vigor and physical energy of the academic staff of Nigerian federal universities in discharging the duties of the families. Whether it is time-based, strain-based or behaviour-based, overload cause one major problem to the family stability which is usurping the time and resources meant for family wellbeing and responsibility either as a result of inadequate availability of resources for performing job tasks or uncompensated resources expended on jobs outside the employment contract. Instances abound in which the academic staff of Nigerian federal universities either extends the marking of examination scripts at home, or attends to university related functions on weekends as to teach part-time programs of the universities which are outside the regular programmes for which the academic staff of Nigerian federal universities have been employed.

In view of support for the predictive influence of work overload on non job outcomes such as work-family conflict, empirical findings of Karatepe (2014) has been helpful in providing support for the confirmation this relationship as workplace behavioural antecedents among the academic staff of Nigerian federal universities. Karatepe (2014) found association among work overload, work-family conflict, job embeddedness and job performance using the mediation of emotional exhaustion. Karatepe found that emotional exhaustion functions as a full mediator of the effects of work overload, work-family conflict, and family-work conflict on job embeddedness and job performance. Specifically, employees who have heavy workloads were unable to establish a balance between work

(family) and family (work) roles and thus experienced higher levels of emotional exhaustion. The study also found family imbalance and emotional exhaustion as consequences of work overload with work overload correlating work-family conflict. To support this findings also, Azim, Ahmad, Omar, & Silong, (2015) found work-family psychological contract fulfillment significantly influenced which work-family factors and employees' organizational commitment. The results of their analysis indicated that psychological contract fulfillment as regards overload correlated significantly with work-family conflict, work-family facilitation and organizational commitment.

Both of the empirical findings above which correlated the predictive influence of work overload on work-family conflict enjoy theoretical basis in Hobfoll's (1989) Conservation of Resources theory which underpins the stress that results from loss (actual or threatened) of resources; which is meant for other task purposes (Hobfoll, 1989) and which results of coping inadequacies. Without ability to conserve resources or to prevent loss of resources, conflicts ensure. Resources which may likely create conflict among the academic staff of Nigerian federal universities to the extent that they may well endanger the family wellbeing include: work conditions especially regarding workload, personal characteristics such as time and space, objects, as well as energies.

Hypothesis V which stated that pay satisfaction will significantly predict workers' frustration among the academic staff of Nigerian Federal Universities was equally upheld. Negative and significant correlation recorded between the two variables

in focus is an indication that pay remains an important factor which influences employee outcomes. The finding implies that as pay satisfaction increased among the academic staff of Nigerian federal universities, workers' frustration decreased. The relationship depicts pay satisfaction as a variable with negative outcome as regards workers' frustration.

Several classical theorists such as: Herzberg, Mausner and Synderman, (1959); Adams, (1964); Herzberg, (1968); Hobfall, (1989) and Lawler (1971; 1995) recognized the importance of pay as a reward incentive which moderate employee and job outcomes and attempted to conceptualize that the pay is not just monetary reward but more of the valuation of the individual employee's contribution to the organization and hence, can be perceived to be commensurate resulting in satisfaction or inadequate resulting in pay dissatisfaction. Pay satisfaction is not only the value of employee's contribution to the organization, it is also the perception of what out to be given, what is actually given as pay and comparison of what others in similar job performing similar roles have received. These three dimensions of pay are what inadvertently create satisfaction or dissatisfaction. However, pay satisfaction does not necessarily imply absence dissatisfaction but more satisfaction than dissatisfaction is pay represents an aspect of perceived fair reward being uni-dimensional constructs without absolutes.

Among the academic staff of Nigerian federal universities, pay is one of the critically disputed areas of labour negotiation and re-negotiation between the Academic Staff Union of Universities (ASUU) and their employers - federal

government of Nigeria. For instance, the ASUU industrial actions of 2009, 2013, 2013, 2017 and 2018 were hinged on pay related issues such as earned allowances among other things. For instance, there is agitation by the academic staff of Nigerian federal universities that primarily, the basic salary structure for the academic staff of Nigerian federal universities need to be reviewed upwards in fairness to the increasing workload occasioned by implosion of students population in the federal universities. Also, recent economic situation in Nigerian which has seen the flight of capital goods and double digit inflation and fall in gross domestic products has practically decreased the earning and purchasing power of Nigerians with astronomical increase in the cost of living. The situation has in fairness fueled the call to review the rewards system for the academic staff of Nigerian federal universities. The veracity of this situations perhaps have created dissatisfaction among the academic staff of Nigerian federal universities considering especially that their employers have remained insincere to these plights.

Many empirical studies in support to the above scenario have identified pay dissatisfaction as an inhibiting factor in the workplace especially that which hinders and frustrates the goals of the employees and the organization. Such studies include the finding recorded in Sule, Amuni, Obasan and Banjo's (2015) study on wages and salaries as a motivational tool for enhancing organizational performance. The findings of the study revealed that factors that militate against adequate pay structures among the academic staff of private universities were

labour market conditions, the ability of the organization to pay adequate reward and existing cost of living. The findings of the study further established the consequential effect of inadequate compensation and motivation on the organizational development as frustration and job turnover. Also, the findings of Lewandowski (2015) on organizational factors which contribute to workers' frustration within their work situation identified workers' professional autonomy, powerlessness and poor motivational incentives.

Furthermore, Osibanjo, Adeniji, Falola, and Heirsmac's (2014) findings on compensation packages as a strategic tool for employees' performance and retention found that the rate at which employees in private universities in Nigeria jump from one university to the other is as a result of compensation packages which frustrate their career goals. The results of their study were indicative that there is strong relationship among compensation packages and employee motivation; and employees' performance and retention. Employees with good pay packages tends to be more motivated with higher performance whereas those who are with less motivating packages were found to be frustrated which increases turnover among the academic staff of private universities in Nigeria.

The above empirical evidence support the pay satisfaction theories for instance; the Expectancy theory by Vroom (1964) which propounded that an individual's action is determined by possible expected results and there is the relationship between the results and the action adopted towards it. In principle and considering

the fate of the academic staff of Nigerian federal universities, there are aspects of pay which are not accomplished by the employers and yet are enshrined in the established employment contract. When the expectations of the academic staff of Nigerian federal universities over these unfulfilled aspects of pay are not met there is an adopted action which arises as a result of frustration which usually leads to industrial actions against the employers.

In the case of academic staff of Nigerian Federal Universities, the expectancy-action-reaction in pay satisfaction/dissatisfaction construct is valid because workers' frustration (or other job outcomes) for an employee is determined by how his/her expectancy level (in this hypothesis regarded as pay) is met which results in incentives for action and reaction. The results of this interaction are displayed as thus; if expectations are lower than the inducement provided by the organization, job dedication will increase, while on the on the other hand, when expectations are higher than the inducement provided by the organization then job dedication will decrease. The main component of less commitment and less dedication is occasioned by frustration, which inhibits the goals of the employees or the organization and/or constrains the employees from achieving the desired excellence. Lawler's (1971) Discrepancy theory further gifted an understanding on the concept of pay satisfaction. According to Lawler, the motivation to engage in a given behaviour so as to reduce tension caused by stimuli is excessively determined by a disparity between expected and actual receipt especially in view of what is offered and what is obtainable elsewhere especially is pay is the major

component of reward system without other extrinsic or intrinsic benefits.

However, in view of hypothesis VI which stated that pay satisfaction would significantly predict work-family conflict among the academic staff of Nigerian federal universities, the hypothesis was rejected. Although, negative relationship was observed between pay satisfaction and work-family, the observed relationship did not reach significant proportions as to predict the criterion variable - work-family conflict. The findings may have laid the foundation for establishing that intrinsic aspects of the employment contract rather than the extrinsic had the most impact on the academic staff of Nigerian federal universities in predicting more job outcomes. It should be considered that both intrinsic variables of the current study (organizational cynicism and work-overload) were confirmed as both work and non-work predictors as confirmed in hypotheses 1-4; whereas pay satisfaction predicted only workers' frustration in hypothesis V.

The finding in the views of the researcher emphasizes that work policies bordering on expected psychological contract between the academic staff and their employers may act as an aspect of intrinsic motivation with far reaching consequences than the evaluation of extrinsic factors such as pay satisfaction which border on tangible aspects. The researcher feels that this assertion may be peculiar to the population studied and therefore restricts its generalization. This is because, only the population or the particular sector in question in any given study could ascertain the intricacies of the intrinsic and extrinsic motivation and which

one is more important to their motivation. The ascribed importance of the factors will likely determine its influence as par its job and non job effects among the sector or the population of focus. Though, the importance of which aspects of motivation is more important and has more influence on the employees is dependent on the goals of the employees; there is expectation that different sectors and different organizational environment will be motivated differently depending on job factors which are important to those sectors, organizations and work environments. For instance, contrary to the finding of this study, Adepoju (2017) on exploring the role of work–family conflict on job satisfaction and life satisfaction for salaried and self-employed males and females found that in both instances pay satisfaction was critical in determining job and life satisfaction which critically influenced work–family conflict even as work–family conflict was more with women than men. Also, this study revealed that the effect of work-family conflict is considerably lesser for self-employed individuals when compared to their salaried counterparts.

The finding is evidence that pay as a factor may be relative in predicting work-family conflict depending on sector, gender or the peculiar characteristics of the population under study. Therefore, in the findings of this study in which pay satisfaction was not confirmed as predictor of work-family conflict, may also be accepted as workplace behaviour attitudes among the academic staff of federal universities in Nigeria and may not be generalized as workplace attitudes among Nigerian workforce.

Finally, Hypothesis VII which stated that workers' frustration would positively and significantly correlate work-family conflict among the academic staff of federal universities in Nigeria was upheld. The importance of establishing the relationship among the two criterion variable stem from the need to confirm the conceptual model of the current study which conceptualized workers' frustration and work-family conflict as belonging to same genre of job outcomes. Workers' frustration is a job outcome whereas work-family is non-job outcome which were studied using separate models.

The model of the current study conceptualized that there is a significant relationship between workers' frustration and work-family conflict and as such there is expected relationships among the causes and consequences of both as components of job outcome. On this basis, factors which predict workers' frustration may also lead to work-family conflict as being confirmed in some of the hypotheses of this study. The expectations of findings are valid as positive and significant correlation was found between workers' frustration and work-family conflict among the academic staff of federal universities in Nigeria; hence hypothesis VII is upheld. In this regards, it should be considered that Rabenu, Tziner and Sharoni (2017) found positive and significant relationship between worker stress and work-family conflict in a study done to ascertain the relationship between work-family conflict, stress, and work attitudes. The findings of their study may be utilized in the current study in the sense that work stress of are precipitated by goal-frustration dyad which impede goal achievement

or reduce the quality of goal achievement. The findings of their study as hypothesized indicated that work stress was found to relate positively to the work-family conflict. There is an empirical support from the study carried out by Armstrong, Atkin-Plunk and Wells (2015) which assessed the relationship between work–family-conflict, correctional officer job stress, and job Satisfaction among correctional officers. The authors found that strain and behavior-based work–family conflict and family–work conflict were significantly related to both job stress and job satisfaction and as such could be used as support in the relation between workers' frustration and work-family conflict among the academic staff of Nigerian federal universities.

Equally, theoretical foundation of Amsel (1994) on frustration which assumed that frustration is a consequence of frustrative-motivational state which bears a regular relationship to reinforcement supports the significance of relationship between workers' frustration and work-family conflict. The theoretical foundation expressed that work-family conflict may be an extension of workers' frustration especially in the perspective of overload and role conflict arising from poor motivation at work in terms of lack of adequate resources to job tasks. The frustrative motivational state in turn tasks the employees to usurp resources meant for the family duties for the completion of the job tasks. The usurpation of resources in this dimension was also conceptualized in the scarcity of resources theory by Goode (1960). Scarcity of resource theory further provides support establishing possible significant relationship between workers' frustration and

work-family conflict. This is because resources for the workplace in terms of time, energy and roles may critically overlap with those of family creating in essence unfavourble imbalance between work and family and these could be sure sources and causes of workers' frustration. The appropriateness of the utility of Scarcity theory was also supported by the findings of Jamadin, Mohamad, Syarkawi and Noordin (2015) in a study on work-family conflict and work stress which found evidence from Malaysia. The objective of this study is to investigate the influence of work family conflict among the employs of a semi-government organization in East Malaysia. The results indicated similarity in the prevalence of work stress and work-family conflict in that the employees appear to have lower level of work – family conflict and at the same time lower level of job stress.

Notably, the instances of work stress which has been used to typify workers' frustration has been based on the understanding that frustrative state emanate from stress and is also a form of stress as amply established as loss of coping ability as in Hobfoll's (1989) Conservation of resources theory. Therefore, variations of unwanted stimuli which precipitate stress and frustration are possible in the presence of lack of appropriate coping mechanism which may extend to the family life if work interferes with family. Thus, the significant correlation found in hypothesis VII is upheld as valid behavioural attitudes in the workplace among the academic staff of Nigerian federal universities.

Implications of the Study

Without doubt, theoretical, practical and policy implications arise from the findings of the study on organizational cynicism, work overload and pay satisfaction as predictors of workers' frustration and work-family conflict among the academic staff of Nigerian Federal Universities.

Theoretically, the finding is indicative that there is a link between events in the workplace and other events in the worker's life such as family wellbeing which have mutual influence. Two of the predictors of workers' frustration (organizational cynicism and work-overload) were found to also predict work-to-family conflict among the academic staff of Nigerian Federal Universities. This theoretical linkage reminds stakeholders of the connections between work life and other circular life.

Practically, the findings imply that with the growth of workers' frustration and work-to-family conflict among the academic staff of Nigerian Federal Universities, the quality of teaching, supervision of students and development driven research will be significantly reduced as academic staff of Nigerian Federal Universities struggle to adjust to the stressors and cope with them.

As regards policy implications of the study, without effort to standardize work load of academic staff of Nigerian Federal Universities, work may continue to interfere with family obligations. In this situation, employees may most likely favour stabilizing their family obligations over their work obligations.

Limitations of the Study

A few limitations were experienced in the study and effort was made to reduce their impacts on the study to the barest minimum in order to ensure high empiricism and accuracy of the findings. One of such limitation is inherent in respondents' bias which the researcher made significant effort to reduce to the barest minimum through randomization of the actual participants at the department selection level. The researcher also ensured that only participants who are willing to take part in the study were sampled during the field work. The two approaches helped to ensure that participants' filled expressions to the items have high credibility as their actual feelings regarding the items.

Recommendations of the study

Considering the importance of providing top quality tertiary education to drive national development and the hazardous of workers' frustration and work-family to employees, it is recommended that management of federal university education as a role model in tertiary education should demonstrate in sincerity that their belief in driving national development through qualitative education is encompassing. This demonstration of faith need to be shown in aggressive implementation of various pending blue ship and white paper documents of the government in university education. Such aggressive implementation of education policies pertaining to university education will rapidly increase the competence and capacity of university education at the same time reduce doubts, distrust and disappointment which have in no little measures frustrated her

workforce.

Practically, effort should be made to improve on the quality of curriculum delivery especially in the teacher-student ratio in federal universities to serve as model to other tertiary institutions in the country. Gradual but steady improvement in teacher-student ratio in federal universities will address the current overload of the academic staff of Nigerian federal universities. This will help to improve on the quality of supervision, guidance and mentorship given to students which will in turn fast-track national development agenda as outline in by the policy establishing public tertiary institutions.

Also, considering several agitations of the academic staff on problems bordering on the reward system which have often led to many industrial actions due unpaid allowances and fund related issues, employers should consider a holistic approach to the problem of reward system which basically should capture two elements first, increasing overload which is not proportional to the basic take home benefits of the academic staff of Nigerian federal universities and second the deteriorating economic conditions of naira which have devalued the reward system. In fairness to creating a motivated workforce, these dimensions if taken into consideration will increase pay satisfaction among academic staff of Nigerian federal universities.

Suggestions for Further Study

To further confirm the findings of the current study as behavioural attitudes among the academic staff of Nigerian federal universities, there is need to sample other regions of the country using the same model and design to confirm whether or not the findings are peculiarities only prevalent among the academic staff of Nigerian federal universities in southeast Nigeria. Such studies will further validate the current findings of this study.

Also, there is need to conduct a comparative study using the current design to evaluate whether the findings of this study is also prevalent among other tiers of universities - the state universities and private universities. The findings will go a long way to boost the understanding of job and non-job outcomes among the academic staff in Nigerian universities and thus be of help in predicting behavioural patterns in the industry and sector.

It is also suggested that future studies should consider the possibilities of intervening and moderating variables whose presence can influence the prevalence and the extent of impact of workers' frustration and work-family conflict among academic staff of Nigerian federal universities. There is also the need to establish same among other tiers of the university system in Nigeria.

Furthermore, this study suggests that future studies consider the predictive influence of the workers' frustration and work-family conflict especially in the perspective of retaliatory actions which are often embarked upon by the academic

staff of Nigerian federal universities as self-improvised mechanism for compensation. Such retaliatory action may integrate the incessant industrial actions of the academic staff union of universities (ASUU) and other union restive actions. Equally, sabotage behaviours may also be considered as possible retaliatory behaviour among the academic staff union of universities in the wake of unmitigated frustration and work-family-conflict.

Conclusion

This study on workers' frustration and work-family conflict explored the predictive influence of organizational cynicism, work overload, and pay satisfaction on workers' frustration, and work-family conflict among the academic staff of selected Nigerian federal universities. The conceptual model of the study stemmed from the observed uneasiness associated with job execution among the academic staff of Nigerian federal universities due to certain factors which may have become impediments to achieving the goals of the organization and the individual goals of the employees. The observed situation created a kind of stress which was best articulated as workers' frustration – a form of inhibition, constraints and obstacles to the goals of the employees and that of the organization. The above premise stimulated the interest of the researcher to explore the interrelatedness of the variables of the study and whether or not the predictor variables - organizational cynicism, work overload, and pay satisfaction will predict the criterion variables - workers' frustration, and work-family conflict.

Based on the above, the researcher obtained empirical data from the field using lecturers from selected federal universities in the South-East as sample of the population. The participants' demographics were highlighted during the sampling. Anchored on Conservation of resource (COR) theory of stress by Hobfoll (1989), and based on the prepositions of the conceptual model, the study design adopted correlation design using multiple linear regression statistic to test the seven (7) hypotheses that guided the study in two (2) regression models; one for each of the criterion variables. The result confirmed that organizational cynicism, work overload, and pay satisfaction predicted workers' frustration while only organizational cynicism and work overload predicted work-family conflict. The findings as shown in the statistical tables confirmed that, workers' frustration and work-family conflict are real among academic staff of Nigerian federal universities. Thus, the study confirmed hypotheses I, II, III, IV, V and VII while hypothesis VI was rejected in view of pay satisfaction as predictor of work-to-family conflict.

Many implications were raised notably that poor employee output in quality and quantity of the teaching, unconducive climate for students' learning and thriving, family instability and poor drive for national development agenda were the common consequences of workers' frustration and work-family conflict. Consequently, many recommendations ensued which converged at reducing the teacher-student ratio while concerted effort should be made by federal university managements, federal ministry of education and the federal government of

Nigeria to implement the backlog of policies aimed at improving workers welfare and organizational effectiveness among the academic staff of selected Nigerian federal universities.

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APPENDIX I

RESEARCH INSTRUMENTS

Department of Psychology,

Faculty of Social Sciences,

Nnamdi Azikiwe University,

Awka, Anambra State.

15th April, 2019.

Dear Participant,

Request for the filling of questionnaire to aid my academic inquiry

I am a doctoral student of the above mentioned institution conducting an empirical study. The study is essentially designed for academic purposes as all data collected through this instrument will be utilized academic purposes only. There is a promise that I will ensure that all information provided will treated with utmost confidentiality without third party interference and infiltrations.

Please, kindly read each sentence (statement) in the questionnaire booklet presented to you carefully and thick only the answers that closely or approximately represent your opinion. There isn't any right or wrong answer as this is not a test or examination. Your responses to the items of this questionnaire will consume a few minutes of your valuable time and to assist me, you are encouraged to answer all.

Your cooperation and participation in this research work is highly appreciated. You are liberty to withdraw your participation if you feel uneasy about this inquiry. Thanks for your anticipated cooperation and assistance.

Yours faithfully,

Signed

Etodike, Chukwuemeka

QUESTIONNAIRE

The research instruments for the study were survey questionnaires. The questionnaire booklet was divided into two sections: the personal information/ characteristics of the respondents and forced choice-close ended questions on respondents' perceptions and attitude towards; organizational cynicism, work overload, pay satisfaction, organizational frustration, and work-family conflict.

PART ONE: **Personal Information**

1. Gender: Male ( ) Female ( )
2. Age: …………………………………………………………………………
3. Marital Status: …………………………………………………………………
4. Religious Denomination ……………………………………………………
4. Highest Educational Qualification …………………………………………
5. How long have you been in your present organization? …………………

PART TWO: Questionnaire

General Instruction

The following are list of statements refer to the level to satisfaction with your pay in your university. Please, read each statement carefully and indicate your response that best represents your feeling. Respond as directly in each part of the questionnaire. Your responses are strictly for academic inquiry and will be treated with utmost confidentiality.

Organizational Cynicism

Respond in affirmation to: 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly Agree as will be indicated.

S/N	ITEM	1	2	3	4	5
1	I believe my organization district says one thing and does another.					
2	My organization's policies, goals, and practices seem to have little in common.					
3	When my organization says it's going to do something, I wonder if it will really happen.					
4	My organization expects one thing of its employees, but rewards another.					
5	I see little similarity between what my organization says it will do and what it actually does.					
6	I often experience irritation when I think about my					

	organization.					
7	I often experience aggravation when I think about my organization.					
8	I often experience tension when I think about my organization.					
9	I often experience anxiety when I think about my organization.					
10	I complain about how things happen in my organization to friends outside the organization**.**					
11	I exchange "knowing" glances with my coworkers					
12	I often talk to others about the ways things are run in my organization.					
13	I criticize my organization's practices and policies with others.					
14	I find myself mocking my organization district's slogans and initiatives.					

Work Overload Scale

Respond in affirmation to: 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly Agree as will be indicated.

S/N	ITEM	5	4	3	2	1
1	Your job requires you to work very fast					
2	Your job requires you to work very hard					
3	Your job leaves you with little time to get things done					
4	There is a great deal to be done in work					
5	You experience slowdown in the workload					
6	You have enough time to think and contemplate in work					
7	You have much workload					
8	You expected to do much quantity of work					
9	You have much time to do you all your work					
10	You have much projects, assignments, or tasks to do in your work					
11	You have much lulls between heavy workload periods					

Pay Satisfaction Questionnaire

Respond in affirmation to: 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly Agree as will be indicated.

S/N	ITEM	5	4	3	2	1
1	I am paid fairly for what I contribute to this university					
2	I am generally satisfied with the pay and fringe benefits I receive in this university					
3	I am paid less than others who are doing similar work					
4	I will stay overtime to finish task even if I am not paid for it					
5	I would go on working in this university even if I did not need to earn money					

Organizational Frustration

Respond in affirmation to 1 = Disagree completely, 2 = Disagree pretty much, 3 = Disagree slightly, 4 = Agree slightly, 5 = Agree pretty much, 6 = Agree completely

S/N	ITEM	6	5	4	3	2	1
1	People act nasty towards me at work						
2	I find that every time I try to do something at work I run into obstacles						
3	There are a lot of petty and arbitrary rules at work						
4	1 feel thwarted in my efforts to be creative						
5	My supervisor is always chewing me out						
6	My supervisor feels my performance is worse than it is						
7	I find it easy to talk to my superiors in the workplace						
8	I feel that I am accomplishing something worthwhile at work						
9	I enjoy my job						
10	The demands made of me at work are reasonable						
11	Policies at work are not fair						
12	My work area is a pleasant place to be						
13	I often feel that I am being run ragged						
14	I am given entirely too much work to do						
15	I find that some of the people I have to deal with are not competent						
16	I often have problems doing my job because of the incompetence of others						
17	My superiors are always looking down on me						

18	My supervisor does not trust me						
19	I feel trapped in my job						
20	My job is not at all fulfilling						
21	I dread having to interact with my supervisor						
22	I do not like many of the tasks I have to do						
23	My job is boring and monotonous						
24	I get blamed for things that are not my fault						
25	I don't have the authority to do what I am supposed to do at work						
26	It seems that one person tells me to do one thing and another person tells me to do something else at work						
27	I am told to do things I don't think I should do at work						
28	I often have to waste time doing administrative tasks at work						
29	I often feel frustrated at work						

Work–Family Conflict Scale

Respond in affirmation to 1 = Disagree completely, 2 = Disagree pretty much, 3 = Disagree slightly, 4 = Agree slightly, 5 = Agree pretty much, 6 = Agree completely

S/N	ITEM	5	4	3	2	1
	Time-based work interference with family					
1	My work keeps me from my family activities more than I would like.					
2	The time I must devote to my job keeps me from participating equally in household responsibilities and activities.					
3	I have to miss family activities due to the amount of time I must spend on work responsibilities.					
	Time-based family interference with work					
4	The time I spend on family responsibilities often interfere with my work responsibilities.					
5	The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career.					
6	I have to miss work activities due to the amount of time I must spend on family responsibilities.					
	Strain-based work interference with family					
7	When I get home from work I am often too frazzled to participate in family activities/responsibilities.					

8	I am often so emotionally drained when I get home from work that it prevents me from contributing to my family.					
9	Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy.					
	Strain-based family interference with work					
10	Due to stress at home, I am often preoccupied with family matters at work.					
11	Because I am often stressed from family responsibilities, I have a hard time concentrating on my work.					
12	Tension and anxiety from my family life often weakens my ability to do my job.					
	Behavior-based work interference with family					
13	The problem-solving behaviors I use in my job are not effective in resolving problems at home.					
14	Behavior that is effective and necessary for me at work would be counterproductive at home.					
15	The behaviors I perform that make me effective at work do not help me to be a better parent and spouse.					
	Behavior-based family interference with work					
16	The behaviors that work for me at home do not seem to be effective at work.					
17	Behavior that is effective and necessary for me at home would be counterproductive at work.					
18	The problem-solving behavior that work for me at home does not seem to be as useful at work.					

APPENDIX II

STATISTICAL ANALYSIS

Pilot Study

Concurrent validity

CORRELATIONS
 /VARIABLES = Organizational cynicism scale1= Organizational cynicism scale2
 /PRINT=TWOTAIL NOSIG
 /STATISTICS DESCRIPTIVES XPRO/MISSING=PAIRWISE.

Descriptive Statistics

	Mean	Std. Deviation	N
Organizational cynicism scale by Dean, Brandes, and Dharwadkar (1998)	54.1522	2.72417	63
Organizational cynicism scale by Kalagan and Aksu (2010)	49.6403	2.54016	63

Correlations

		Organizational cynicism scale by Dean, Brandes, and Dharwadkar (1998)	Organizational cynicism scale by Kalagan and Aksu (2010)
Organizational cynicism scale by Dean, Brandes, and Dharwadkar (1998)	Pearson Correlation	1	.793(*)
	Sig. (2-tailed)		.012
	Sum of Squares and Cross-products	2162.567	634.209
	Covariance	32.766	9.609
	N	63	63
Organizational cynicism scale by Kalagan and Aksu (2010)	Pearson Correlation	.793(*)	1
	Sig. (2-tailed)	.012	
	Sum of Squares and Cross-products	634.209	2025.761
	Covariance	9.609	30.693
	N	63	63

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

CORRELATIONS
 /VARIABLES= Work-overload1=Work-overload2
 /PRINT=TWOTAIL NOSIG
 /STATISTICS DESCRIPTIVES XPRO/MISSING=PAIRWISE.

Descriptive Statistics

	Mean	Std. Deviation	N
Work overload scale by Kaplan, (2006).	33.3510	1.42410	63
Work overload scale by Reilly (1982)	32.0602	1.35015	63

Correlations

		Work overload scale by Kaplan, (2006).	Work overload scale by Reilly (1982)
Work overload scale by Kaplan, 2006).	Pearson Correlation	1	.761(*)
	Sig. (2-tailed)		.021
	Sum of Squares and Cross-products	1160.537	530.304
	Covariance	29.465	6.703
	N	63	63
Work overload scale by Reilly (1982)	Pearson Correlation	.571(*)	1
	Sig. (2-tailed)	.021	
	Sum of Squares and Cross-products	530.304	1160.537
	Covariance	6.703	29.465
	N	63	63

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

CORRELATIONS
 /VARIABLES=Pay Satisfaction-1 Pay Satisfaction-2
 /PRINT=TWOTAIL NOSIG /STATISTICS DESCRIPTIVES XPROD
 /MISSING=PAIRWISE.

Descriptive Statistics

	Mean	Std. Deviation	N
Pay satisfaction scale by White & Ruh (1973)	11.3640	4.42992	63
Pay satisfaction scale by Heneman and Schwab (1985)	68.0448	5.01946	63

Correlations

		Pay satisfaction scale by White & Ruh (1973)	Pay satisfaction scale by Heneman and Schwab (1985)
Pay satisfaction scale by White & Ruh (1973)	Pearson Correlation	1	.784(**)
	Sig. (2-tailed)		.001
	Sum of Squares and Cross-products	1295.194	571.507
	Covariance	19.624	8.659
	N	63	63
Pay satisfaction scale by Heneman and Schwab (1985)	Pearson Correlation	.784(**)	1
	Sig. (2-tailed)	.001	
	Sum of Squares and Cross-products	571.507	1662.866
	Covariance	8.659	25.195
	N	63	63

** Correlation is significant at the 0.01 level (2-tailed).

CORRELATIONS
 /VARIABLES= Organizational frustration scale and Frustration anxiety inventory
 /PRINT=TWOTAIL NOSIG
 /STATISTICS DESCRIPTIVES XPRO/MISSING=PAIRWISE.

Descriptive Statistics

	Mean	Std. Deviation	N
Organizational frustration scale by Spector (1975)	84.3510	4.32215	63
Frustration anxiety inventory by Girdano & Everly (1979)	45.0602	5.05482	63

Correlations

		Organizational frustration scale by Spector (1975)	Frustration anxiety inventory by Girdano & Everly (1979)
Organizational frustration scale by Spector (1975)	Pearson Correlation	1	.753(*)
	Sig. (2-tailed)		.017
	Sum of Squares and Cross-products	2199.830	709.108
	Covariance	34.680	4.853
	N	63	63
Frustration anxiety inventory by Girdano & Everly (1979)	Pearson Correlation	.753(*)	1
	Sig. (2-tailed)	.017	
	Sum of Squares and Cross-products	709.108	2199.830
	Covariance	4.853	34.680
	N	63	63

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

Concurrent validity CORRELATIONS
 /VARIABLES=Work-family conflict scale1 and Work-family conflict scale2
 /PRINT=TWOTAIL NOSIG
 /STATISTICS DESCRIPTIVES XPROD
 /MISSING=PAIRWISE.

Descriptive Statistics

	Mean	Std. Deviation	N
Work-family conflict scale by Carlson, Kacmar & Wilson (2000)	33.6269	3.52882	63
Work-family conflict scale by Netemeyer, Boles and McMurrian's (1996)	44.1642	3.65994	63

Correlations

		Work-family conflict scale by Carlson, Kacmar & Wilson (2000)	Work-family conflict scale by Netemeyer, Boles and McMurrian's (1996)
Work-family conflict scale by Carlson, Kacmar & Wilson (2000)	Pearson Correlation	1	.814(**)
	Sig. (2-tailed)		.004
	Sum of Squares and Cross-products	1353.672	488.104
	Covariance	20.510	7.396
	N	63	63
Work-family conflict scale by Netemeyer, Boles and McMurrian's (1996)	Pearson Correlation	.814(**)	1
	Sig. (2-tailed)	.004	
	Sum of Squares and Cross-products	488.104	1433.194
	Covariance	7.396	21.715
	N	63	63

** Correlation is significant at the 0.01 level (2-tailed).

Reliability

```
ALPHA RELIABILITY
  /SCALE (Organizational cynicism scale)(ALL/MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE SCALE
  /SUMMARY=MEANS CORR.
```

[DataSet2]
Scale: Organizational cynicism scale

Case Processing Summary

		N	%
Cases	Valid	63	100.0
	Excluded (a)	0	.0
	Total	63	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.743	.740	14

```
ALPHA RELIABILITY
  /SCALE (Work Overload scale)(ALL/MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE SCALE
  /SUMMARY=MEANS CORR.
 [DataSet2]
```

Scale: Work-overload scale

Case Processing Summary

		N	%
Cases	Valid	63	100.0
	Excluded (a)	0	.0
	Total	63	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.804	.802	11

```
ALPHA RELIABILITY
  /SCALE (Pay Satisfaction scale)(ALL/MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE SCALE
  /SUMMARY=MEANS CORR.

 [DataSet2]
```

Scale: Pay Satisfaction scale

Case Processing Summary

		N	%
Cases	Valid	63	100.0
	Excluded (a)	0	.0
	Total	63	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.733	.730	5

```
ALPHA RELIABILITY
  /SCALE (Organization Frustration scale)(ALL/MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE SCALE
  /SUMMARY=MEANS CORR.
 [DataSet2]
```

Scale: Organization Frustration scale

Case Processing Summary

		N	%
Cases	Valid	63	100.0
	Excluded (a)	0	.0
	Total	63	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.821	.799	29

```
ALPHA RELIABILITY
  /SCALE (Work-family Conflict scale)(ALL/MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE SCALE
  /SUMMARY=MEANS CORR.

 [DataSet2]
```

Scale: Work-family conflict scale

Case Processing Summary

		N	%
Cases	Valid	63	100.0
	Excluded (a)	0	.0
	Total	63	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.774	.771	18

Main Study

Demographic characterization of the participants

FREQUENCIES VARIABLES=Age Experience Gender Rank TeachingExp

 /STATISTICS=STDDEV RANGE MEAN MEDIAN MODE SUM /ORDER=ANALYSIS.

Frequencies

Summary Demographic Statistics						
		Age in Years	Years of Experience	Gender	Rank in Cadre	Teaching Experience
N	Valid	769	769	769	769	769
	Missing	0	0	0	0	0
Mean		49.4681	8.9675	1.2783	3.7373	1.6502
Median		51.0000	8.0000	1.0000	4.0000	1.0000
Mode		51.00	8.00	1.00	3.00	1.00
Std. Deviation		8.68019	5.51161	.44845	1.64211	.77300
Range		42.00	54.00	1.00	6.00	2.00
Sum		38041.00	6896.00	983.00	2874.00	1269.00

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Males	555	72.2	72.2	72.2
	Female	214	27.8	27.8	100.0
	Total	769	100.0	100.0	

Rank in Cadre					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Assistant Lecturer	175	22.4	17.9	25.5
	Lecturer II	179	22.9	21.8	47.3
	Lecturer I	160	20.8	20.8	68.1
	Senior Lecturer	136	17.7	17.7	85.8
	Associate Professor	47	6.1	6.1	91.9
	Professor	62	8.1	8.1	100.0
	Total	769	100.0	100.0	

Years of Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	4	.5	.5	.5
	2.00	28	3.6	3.6	4.2
	3.00	27	3.5	3.5	7.7
	4.00	72	9.4	9.4	17.0
	5.00	92	12.0	12.0	29.0
	6.00	88	11.4	11.4	40.4
	7.00	46	6.0	6.0	46.4
	8.00	119	15.5	15.5	61.9
	9.00	39	5.1	5.1	67.0
	10.00	41	5.3	5.3	72.3
	11.00	12	1.6	1.6	73.9
	12.00	58	7.5	7.5	81.4
	13.00	12	1.6	1.6	83.0
	14.00	22	2.9	2.9	85.8
	15.00	12	1.6	1.6	87.4
	16.00	16	2.1	2.1	89.5
	17.00	12	1.6	1.6	91.0
	18.00	7	.9	.9	91.9
	19.00	2	.3	.3	92.2
	20.00	16	2.1	2.1	94.3
	21.00	14	1.8	1.8	96.1
	22.00	18	2.3	2.3	98.4
	23.00	2	.3	.3	98.7
	24.00	2	.3	.3	99.0
	25.00	3	.4	.4	99.3
	26.00	1	.1	.1	99.5
	28.00	2	.3	.3	99.7
	32.00	2	.3	.3	100.0
	Total	769	100.0	100.0	

Teaching Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
	11-20yrs	411	53.4	53.4	53.4
Valid	0-10 years	216	28.1	28.1	81.5
	21 years & Above	142	18.5	18.5	100.0
	Total	769	100.0	100.0	

Age in Years		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	27.00	1	.1	.1	.1
	28.00	6	.8	.8	.9
	29.00	14	1.8	1.8	2.7
	30.00	8	1.0	1.0	3.8
	31.00	8	1.0	1.0	4.8
	32.00	13	1.7	1.7	6.5
	33.00	12	1.6	1.6	8.1
	34.00	6	.8	.8	8.8
	35.00	10	1.3	1.3	10.1
	36.00	9	1.2	1.2	11.3
	37.00	14	1.8	1.8	13.1
	38.00	15	2.0	2.0	15.1
	39.00	24	3.1	3.1	18.2
	40.00	10	1.3	1.3	19.5
	41.00	6	.8	.8	20.3
	42.00	8	1.0	1.0	21.3
	43.00	13	1.7	1.7	23.0
	44.00	14	1.8	1.8	24.8
	45.00	10	1.3	1.3	26.1
	46.00	6	.8	.8	26.9
	47.00	11	1.4	1.4	28.3
	48.00	4	.5	.5	28.9
	49.00	39	5.1	5.1	33.9
	50.00	36	4.7	4.7	38.6
	51.00	95	12.4	12.4	51.0
	52.00	86	11.2	11.2	62.2
	53.00	54	7.0	7.0	69.2
	54.00	16	2.1	2.1	71.3
	55.00	22	2.9	2.9	74.1
	56.00	33	4.3	4.3	78.4
	57.00	30	3.9	3.9	82.3
	58.00	54	7.0	7.0	89.3
	59.00	40	5.2	5.2	94.5
	60.00	9	1.2	1.2	95.7
	61.00	8	1.0	1.0	96.7
	62.00	5	.7	.7	97.4
	63.00	9	1.2	1.2	98.6
	64.00	4	.5	.5	99.1
	65.00	2	.3	.3	99.3
	67.00	2	.3	.3	99.6
	69.00	3	.4	.4	100.0
	Total	769	100.0	100.0	

Summary of Demographic Data of the Respondents

In terms of gender, there were 555 males (72.2%) and 214 females (27.8%), in terms of rank, there were 175 (22.7%) Assistant lecturers, 179 (22.3%) Lecturers II, 160 (20.8%) Lecturers I, 136 (17.7%) Senior lecturers, 47 (6.1%) Associate professors and 62 (8.1%) Professors. In terms of teaching experience, 216

lecturers (28.1%) have between 0 and 10 years' teaching experience, 411 lecturers (53.4%) have between 11 and 20 years' experience and 142 lecturers (18.5%) have 21 years and above experience (details were presented in appendix II).

Sample Size Determination

According to Blair and Blair (2015), Yamane's (1978) formula is applicable to infinite and/or large population or populations whose actual or estimate is problematic; hence, it can be used to get the minimum required sample for the population which serves as representative of the population. The Yamane's formula is:

$$S = \frac{N}{(1 + N \{e\}^2)}$$

Where S = sample size for the study

N = Sample population of the study (5642)

1 = Constant

$(e)^2$ = Probability level or margin of error (.05)

Before utilizing the formula, N (sample population) was ascertained using NUC Nigerian University System Statistical Digest (NUC, 2017).

Population of the academic staff of all Public Universities in Nigeria = 37,509

Population of the academic staff of Federal Universities in Nigeria = 23,030

Population of the academic staff of Federal Universities in Nigeria = 14,479

The NUC's (2017) Nigerian University System Statistical Digest reported the population of the academic staff Federal Universities in South-East Nigeria thus:

University of Nigeria Nsukka = 2074

Nnamdi Azikiwe University = 1220

Federal University of Technology Owerri = 997

Michael Okpara Federal University of Agriculture = 812

Alex Ekwueme Federal University of Ndufu-Alaike Ikwo = 539

Total = 5642 (For the academic staff in the South-East)

This population was reduced to manageable sample population using Yamane's (1977) sample reduction formula Thus:

N = the population of the academic staff of Federal Universities in South-East of Nigeria as at 2017 stood at 5,642.

Utilizing the reduction formula the

$$S = \frac{N}{(1+ N \{e\}^2)}$$

S =?

N = 5642

1 = Constant

$(e)^2 = (.05)$

$$S = \frac{5642}{(1+ 5642 \{0.05\}^2)}$$

$$S = \frac{5642}{(1+5642 (0.0025)}$$

$$S = \frac{5642}{1+5642 \text{ X } 0.0025}$$

$$S = \frac{5642}{1+ 14.1}$$

$$S = \frac{5642}{15.1} \qquad S = 373.6$$

S = 373.6 approximated to **374.**

Therefore the study sampled minimum of 374 academic staff of Federal Universities in South East Nigeria as the study participants.

REGRESSION
 /DESCRIPTIVES MEAN STDDEV CORR SIG

/MISSING LISTWISE
 /STATISTICS COEFF OUTS CI(95) R ANOVA CHANGE
 /CRITERIA=PIN(.05) POUT(.10)

 /DEPENDENT WorkerFrust
 /METHOD=ENTER OrgCynicism +WorkOverload +PaySat.

Regression

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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.	
	Cases Used	Statistics are based on cases with no missing values for any variable used.	

Syntax		REGRESSION
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		  /MISSING LISTWISE
		  /STATISTICS COEFF OUTS CI(95) R ANOVA CHANGE
		  /CRITERIA=PIN(.05) POUT(.10)
		  /NOORIGIN
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Descriptive Statistic s

	Mean	Std. Deviation	N
Organizational Cynicism	53.6541	3.08643	769
Work Overload	32.7139	2.41336	769
Pay Satisfaction	11.5696	1.45261	769
Workers' Frustration	83.4200	3.33177	769
Work-Family Conflict	32.0663	2.74422	769

Model I

Correlations

		Workers' Frustration	Organizational Cynicism	Work Overload	Pay Satisfaction
Pearson Correlation	Workers' Frustration	1.000	.640	.683	-.695
	Organizational Cynicism	.640	1.000	.577	.249
	Work Overload	.683	.577	1.000	.442
	Pay Satisfaction	-.695	-.249	-.442	1.000
Sig. (1-tailed)	Workers' Frustration	.	.000	.000	.000
	Organizational Cynicism	.000	.	.000	.000
	Work Overload	.000	.000	.	.000
	Pay Satisfaction	.000	.000	.000	.
N	Workers' Frustration	769	769	769	769
	Organizational Cynicism	769	769	769	769
	Work Overload	769	769	769	769
	Pay Satisfaction	769	769	769	769

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.683[a]	.467	.466	2.43483	.467	671.049	1	767	.000
2	.747[b]	.558	.556	2.21918	.091	157.311	1	766	.000
3	.754[c]	.569	.567	2.19246	.011	19.786	1	765	.000

a. Predictors: (Constant), Work Overload

b. Predictors: (Constant), Work Overload, Organizational Cynicism

c. Predictors: (Constant), Work Overload, Organizational Cynicism , Pay Satisfaction

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3978.248	1	3978.248	671.049	.000[b]
	Residual	4547.084	767	5.928		
	Total	8525.332	768			
2	Regression	4752.965	2	2376.482	482.558	.000[c]
	Residual	3772.367	766	4.925		
	Total	8525.332	768			
3	Regression	4848.073	3	1616.024	336.190	.000[d]
	Residual	3677.259	765	4.807		
	Total	8525.332	768			

a. Dependent Variable: Workers' Frustration

b. Predictors: (Constant), Work Overload

c. Predictors: (Constant), Work Overload, Organizational Cynicism

d. Predictors: (Constant), Work Overload, Organizational Cynicism , Pay Satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	52.569	1.194		44.020	.000			
	Work Overload	.943	.036	.683	25.905	.000	.683	.683	.683
2	(Constant)	40.808	1.437		28.406	.000			
	Work Overload	.649	.041	.470	15.981	.000	.683	.500	.384
	Organizational Cynicism	.398	.032	.369	12.542	.000	.640	.413	.301
3	(Constant)	40.002	1.431		27.957	.000			
	Work Overload	.576	.043	.417	13.298	.000	.683	.433	.316
	Organizational Cynicism	.400	.031	.370	12.732	.000	.640	.418	.302
	Pay Satisfaction	-.270	.061	-.118	4.448	.000	-.395	-.159	-.106

a. Dependent Variable: Workers' Frustration

Model II

Correlations

		Work-Family Conflict	Organizational Cynicism	Work Overload	Pay Satisfaction
Pearson Correlation	Work-Family Conflict	1.000	.517	.572	-.270
	Organizational Cynicism	.517	1.000	.577	.249
	Work Overload	.572	.577	1.000	.442
	Pay Satisfaction	-.270	.249	.442	1.000
Sig. (1-tailed)	Work-Family Conflict	.	.000	.000	.063
	Organizational Cynicism	.000	.	.000	.000
	Work Overload	.000	.000	.	.000
	Pay Satisfaction	.063	.000	.000	.

N	Work-Family Conflict	769	769	769	769
	Organizational Cynicism	769	769	769	769
	Work Overload	769	769	769	769
	Pay Satisfaction	769	769	769	769

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.572[a]	.327	.326	2.25234	.327	373.071	1	767	.000
2	.616[b]	.380	.378	2.16413	.052	64.799	1	766	.000

a. Predictors: (Constant), Work Overload

b. Predictors: (Constant), Work Overload, Organizational Cynicism

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Organizational Cynicism	.369[b]	12.542	.000	.413	.667
	Pay Satisfaction	.115[b]	3.945	.000	.141	.804
2	Pay Satisfaction	.118[c]	4.448	.000	.159	.804

a. Dependent Variable: Workers' Frustration

b. Predictors in the Model: (Constant), Work Overload

c. Predictors in the Model: (Constant), Work Overload, Organizational Cynicism

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1892.600	1	1892.600	373.071	.000[b]
	Residual	3891.018	767	5.073		
	Total	5783.618	768			
2	Regression	2196.083	2	1098.041	234.451	.000[c]
	Residual	3587.535	766	4.683		
	Total	5783.618	768			

a. Dependent Variable: Work-Family Conflict

b. Predictors: (Constant), Work Overload

c. Predictors: (Constant), Work Overload, Organizational Cynicism

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	10.787	1.105		9.765	.000			
	Work Overload	.650	.034	.572	19.315	.000	.572	.572	.572
2	(Constant)	3.426	1.401		2.446	.015			
	Work Overload	.467	.040	.410	11.777	.000	.572	.392	.335
	Organizational Cynicism	.249	.031	.280	8.050	.000	.517	.279	.229

a. Dependent Variable: Work-Family Conflict

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Organizational Cynicism	.280[b]	8.050	.000	.279	.667
	Pay Satisfaction	.022[b]	.652	.515	.024	.804
2	Pay Satisfaction	.024[c]	.747	.455	.027	.804

a. Dependent Variable: Work-Family Conflict

b. Predictors in the Model: (Constant), Work Overload

c. Predictors in the Model: (Constant), Work Overload, Organizational Cynicism

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CORRELATIONS ALL VARIABLES
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  /PRINT=TWOTAIL NOSIG
  /STATISTICS DESCRIPTIVES XPROD/MISSING=PAIRWISE.

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Descriptive Statistics

	Mean	Std. Deviation	N
Organizational Cynicism	53.6541	3.08643	769
Work Overload	32.7139	2.41336	769
Pay Satisfaction	11.5696	1.45261	769
Workers' Frustration	83.4200	3.33177	769
Work-Family Conflict	32.0663	2.74422	769

Correlations

		Organizational Cynicism	Work Overload	Pay Satisfaction	Workers' Frustration	Work-Family Conflict
Organizational Cynicism	Pearson Correlation	1	.577**	.249**	.640**	.517**
	Sig. (2-tailed)		.000	.000	.000	.000
	Sum of Squares and Cross-products	7315.990	3299.901	857.506	5056.727	3363.641
	Covariance	9.526	4.297	1.117	6.584	4.380
	N	769	769	769	769	769
Work Overload	Pearson Correlation	.577**	1	.442**	.683**	.572**
	Sig. (2-tailed)	.000		.000	.000	.000
	Sum of Squares and Cross-products	3299.901	4473.061	1191.306	4218.406	2909.590
	Covariance	4.297	5.824	1.551	5.493	3.789
	N	769	769	769	769	769
Pay Satisfaction	Pearson Correlation	-.249**	-.442**	1	-.695**	-.270**
	Sig. (2-tailed)	.000	.000		.000	.000
	Sum of Squares and Cross-products	857.506	1191.306	1620.528	1467.029	827.952
	Covariance	1.117	1.551	2.110	1.910	1.078
	N	769	769	769	769	769
Workers' Frustration	Pearson Correlation	.640**	.683**	-.695**	1	.627**
	Sig. (2-tailed)	.000	.000	.000		.000
	Sum of Squares and Cross-products	5056.727	4218.406	1467.029	8525.332	4399.579
	Covariance	6.584	5.493	1.910	11.101	5.729
	N	769	769	769	769	769
Work-Family Conflict	Pearson Correlation	.517**	.572**	-.270**	.627**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	Sum of Squares and Cross-products	3363.641	2909.590	827.952	4399.579	5783.618
	Covariance	4.380	3.789	1.078	5.729	7.531
	N	769	769	769	769	769

**. Correlation is significant at the 0.01 level (2-tailed).