

**EXAMINATION OF INFLUENCE OF ORGANISATIONAL  
FRUSTRATION ON JOB SATISFACTION AMONG  
NIGERIAN ARMY PERSONNEL**

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**ABSTRACT:** The study investigated the influence of organizational frustration on job satisfaction among Nigerian Army personnel. The study adopted a cross-sectional research design and gathered data from 238 Army personnel in 8 divisions of the Nigerian Army, namely Kaduna, Ibadan, Jos, Port Harcourt, Bornu, Sokoto, Lagos, and Enugu. Data was gathered using the 20-item Minnesota Job Satisfaction and 29-item Job Frustration scales. The data was analyzed using Pearson r correlation and linear regression analysis. The average age of respondents was 34.54 (SD = 12.09), while the majority of them, 92.9%, were males. Findings revealed that there exists a significant relationship between job frustration and job satisfaction ( $r = -.56$ ;  $p < .01$ ). Also, it was identified that job frustration had a significant influence on job satisfaction among Nigerian Army personnel ( $\beta = .43$ ;  $t = 6.43$ ,  $p < .01$ ). Job frustration was found to account for about 31% of the variance in job satisfaction among Nigerian Army personnel. The direction of the beta value ( $\beta = .43$ ) further revealed that the higher the job frustration level of the Nigerian Army personnel, the lower their level of job satisfaction. It was recommended that the Nigerian Army carry out periodic assessments of what acts as job satisfaction for their officers. This can be systematically done by assessing what they identify as frustrating in discharging their daily duties.

**Keywords:** Job Satisfaction, Organizational Frustration, Nigerian Army, Nigeria

## **INTRODUCTION**

Job satisfaction is defined as a state of job well-being and contentment or a pleasurable or satisfying experience at work (Montuori et al., 2022; Kowalski et al., 2022). It pertains to the affective orientations on the part of individuals toward work roles that they are presently occupying (Davidescu et al., 2020; Kim et al., 2023). Job satisfaction has been conceptualized to have different dimensions, often called sub-scales (Jernigan et al., 2002; Igloso, 2016). This includes the following: compensation, promotion, leadership style, benefits, welfare facilities, recognition and rewards, relations and cooperation, communication, working conditions, training and development, career development opportunities, work-life balance, work stress, organizational culture, teamwork, job clarity, participative management, and job security (Nanjundeswaraswamy, 2019).

In further description of job satisfaction, Herzberg et al. (1959), one of the earliest authors in the study of job satisfaction, identified sources and indicated that job satisfaction can be linked to the two-factor hypothesis, which includes motivation and hygiene. Company policies,

supervision, compensation, interpersonal ties, and working circumstances are all hygiene considerations. These hygiene issues will not stimulate workers, but they will help to reduce unhappiness because they are all tied to the working environment (Kralikova et al., 2021; Atan et al., 2021). Motivation, on the other hand, boosts morale, predicts success, and contributes to positive results (Haider et al., 2019; Alkandi et al., 2023). As work motivation and discontent are not opposed, there is no genuine job satisfaction. It is influenced by a variety of circumstances and has a substantial impact on employee motivation and performance (Hechanova and Calara, 2014). Job satisfaction can be influenced by elements related to work or by outcomes directly drawn from the nature of the job, such as job accomplishment, advancement opportunities, and opportunities for personal growth and acknowledgement (Haider et al., 2019; Alkandi et al., 2023). These are linked to a high level of job satisfaction, which Herzberg refers to as a motivation factor. Fernandez (2004) found that the teacher profile, school manager personality types, school profile, and management skills all predict teacher work satisfaction and motivation in a study.

According to Wright and Kim (2004), job satisfaction is a relationship between employees and their work surroundings, as well as a relationship between what employees want from their jobs and what they perceive and receive. It's commonly explained using the person-environment fit paradigm or the needs-satisfaction model. The more a job fits its employees' needs, the happier they should be (Andrade et al., 2019).

Job satisfaction is a key component of an employee's well-being since it includes emotional, cognitive, and behavioural components (Memon et al., 2023). The emotional component refers to one's feelings about the job, the cognitive component to one's thoughts and beliefs about the job, and the behavioural component to one's activities linked to the job (Memon et al., 2023). Job satisfaction is related to compensation, advancement, perks, work type, supervision, and relationships with coworkers (Lee et al., 2022; Gazi et al., 2022).

Before the development of the aforementioned dimensions of job satisfaction, previous studies had been conducted to identify predictors of job satisfaction. For instance, Cano and Castillo (2004) indicated that recognition was a significant and positive correlate of job satisfaction. Parvin and Kabir (2011) also reported that promotion methods, job security, fairness at work, and pay policies contribute significantly to job satisfaction. Tariq et al. (2013) also confirmed that there exists a significant and positive relationship between salary, work-life balance, and job satisfaction. This confirmed that the identified sub-scales are valid dimensions of job satisfaction.

It is commonly held that employees whose needs are satisfied in their workplace have greater performance than employees who are not satisfied (De-Reuver et al., 2021; Gazi et al., 2022). Alromaihi and Alshomaly (2017), for instance, investigated the relationship between job satisfaction and employee performance. It was discovered that there exists a significant and positive relationship between job satisfaction and employee performance. This was also asserted by Shmailan (2016), who also found a significant and positive relationship between job satisfaction and performance. This confirms the assertion that satisfied employees tend to have increased job performance. This is also inclusive of employees in regimental job roles such as the military (Isah et al., 2023; Gargallo-Catel & Marzo-Navarro, 2024), which is the population focus of the study.

While job satisfaction as a positive variable has received great attention from scholars in different research domains, it has rarely been studied among public servants, such as the military in Nigeria. This is because serving as military personnel comes with a high level of commitment and dedication. This does not, however, negate the need to ensure that military personnel are satisfied with their working conditions. This is because their job description is tied to the security of the country or nation. Various factors could influence job satisfaction among military personnel; however, this study examines the role of job frustration on job satisfaction in the Nigerian Army.

The word “frustration” is derived from the Latin word *frustrationem*, meaning a deception or a disappointment. As a subject of study in organizational settings, it has not found the same popularity among researchers over the decades as anxiety and stress (Karamchandani & Dubule, 2020).

For an individual, work provides opportunities for the fulfilment of wants and needs while also being a gateway for earning name and fame (Karamchandani & Dubule, 2020). Though very few search for avenues to reach self-actualization that may lead to doing what their heart desires, the proclivity of an employee is to constantly keep track of the progress at the job, personal development, or up-gradation concerning self-goals (Ciuca & Codreanu, 2020). In one of the earliest studies on frustration in organizations, Sirota (1959) looked at employee frustration arising due to promotional aspirations. This being an ego need, frustration due to blockage of the desired results, for whatever reason, may lead to a breakdown of communication between the employee and the organization. The researcher further posits that such a landscape provides fertile ground for frustration to breed (Sirota, 1959). The communication breakdown may lead to the building of a psychological barrier, blocking the employee from accessing or even seeking more information relevant to the predicament the individual is in (Mahmud et al., 2020).

Frustration due to unfulfilled aspirations of promotion or on a holistic plane may have its genesis in the insecurity an employee may experience at the workplace and subsequent job dissatisfaction (Karamchandani & Dubule, 2020). A series of studies have been conducted to establish the link between job frustration and job satisfaction. For instance, in international contexts, an earlier study by Lewandoski (2003) reported a negative relationship between worker frustration and job satisfaction among organizational workers. In the same vein, Aurelia and Tanase (2022) examined the relationship between job frustration and job satisfaction among academics in selected educational institutions in Romania. The study adopted a quantitative research method and gathered data from 323 respondents. It was observed that there is a significant relationship between job frustration and satisfaction. The direction is negative, which implies that the higher the job frustration, the lower the job satisfaction. In corroboration of the findings by Aurelia and Tanase (2022), Karamchandani and Dubule (2020) reported in their study that work frustration significantly predicts a series of work attitudes, which include satisfaction with work. In addition, Szulawski et al. (2021) investigated the influence of frustration at work on satisfaction needs among organizational workers in Poland. The study adopted a quantitative research method and gathered data from 1,315 workers. It was found that frustration at work had a negative influence on job satisfaction among organizational workers.

The same direction of result is reported locally in Nigeria. Ojo and Alarape (2016) investigated the relationship between job frustration and job satisfaction. It was reported that there exists a

significant and negative relationship between job frustration and job satisfaction. This means that the higher the job frustration, the lower the job satisfaction. Similarly, Ugwu and Onyishi (2017) submitted in their study that organizational frustration makes employees detached from their jobs, as they start getting dissatisfied with their jobs due to frustration.

From the reviewed studies, it is deduced that while there is consistency in the findings reported both internationally and locally, there is a gap in knowledge in identifying how organizational frustration affects job satisfaction among military personnel, with a focus on Nigeria. The military is also an organized entity with employees dedicated to the protection of the country from external aggression (Ohazuruike, 2024). Identifying what frustrates them within the system will assist in identifying how best to ensure that they are satisfied and, in return, be more committed to their job, as a positive link is found between job satisfaction and commitment to work (Onder et al., 2019; Na-Nana et al., 2020; Gajic et al., 2021). This study focuses on examining the influence of job frustration on job satisfaction among Nigerian Army personnel. It is hypothesized that job frustration will have a significant influence on job satisfaction among Nigerian Army personnel.

## **METHOD**

### **Research Design**

The study adopted a cross-sectional survey design. Cross-sectional studies involve the observation of all of a population, or a representative subset, at one specific point in time (Wang & Cheng, 2020). They differ from case-control studies in that they aim to provide data on the entire population under study (Capili, 2021). A cross-sectional study describes the relationship between independent and dependent variables as they exist in a specified population at a particular time, without regard for what may have preceded or precipitated the dependent variable at the time of the study (Wang & Cheng, 2020). Organizational frustration is the independent variable, while job satisfaction is the dependent variable. This design was adopted as it permits the gathering of data at once from a large sample of participants that share similar characteristics (Wang & Cheng, 2020; Capili, 2021).

### **Population**

The study population was Nigerian Army personnel. The Nigerian Army personnel are spread across 8 divisions, sited in the following states of the country: Kaduna, Oyo, Plateau, Rivers, Bornu, Sokoto, Lagos, and Enugu states. In total, the Nigerian Army has about 200,000 personnel, which includes commissioned and non-commissioned personnel (Macrotrends, 2023). All members of the members of the Nigerian army get their basic training at the first division in Kaduna, where the Nigeria Defence Academy (NDA) is located (NDC, 2024). The study population includes both commissioned and non-commissioned Nigerian Army officers.

### **Sample and Sampling Technique**

The study adopted a purposive sampling technique. This is because the population of the study was already identified. The researcher sampled 238 Nigerian Army officers in the Nigerian Defence Academy (NDA), Kaduna. Data was gathered from military personnel in the following departments: Medicals, Provost Command, Administration Battalion, Demonstration Battalion, Legal Department, Directorate of Logistics, Finance, Cadet Brigade,

ICT, and Directorate of Coordination. The inclusion criteria for selection were a means of identification as well as a willingness to participate in the study by filling out an informed consent form.

## **Instruments**

### **Section A: Socio-demographic Variables**

This section was designed to tap information from the socio-demographic characteristics of the participant, which include age, sex, and work experience.

### **Section B: Minnesota Job Satisfaction Questionnaire (MSQ)**

This instrument was developed by Weiss, Dawis, England, and Lofquist (1967). It is a 20-item inventory, which is a short version of the 100-item inventory earlier developed by the authors. It is designed to assess job satisfaction, which is the fulfilment a worker derives from his or her input into the environment. Weiss et al. (1967) reported a one-week interval test-retest reliability coefficient of .89, a one-year interval coefficient of .70, and the median of the Hoyt internal reliability coefficients presented below for the American samples. Fashola and Rowland-Aturu (2023) reported an internal consistency of 0.87 among mental healthcare professionals in Nigeria. In this study, the scale was found to have an internal consistency of 0.79. Responses to the scale items ranged as follows: SD (strongly disagree), D (disagree), U (undecided), A (agree), and SA (strongly agree).

### **Section C: Organizational Frustration Scale**

The 29-item inventory developed by Spector (1975) was used to assess the frustration level of individuals. The scale was originally developed to measure the extent to which individuals are frustrated about organizational policies and processes. A coefficient alpha of .88 was reported by Spector (1975) for a sample of 50 medical employees. Spector (1975) obtained a construct validity coefficient of .59 by correlating OF with the reactions to the contracts that "said something derogatory about your boss in other people. Oshilaja et al. (2023) reported an internal consistency of 0.91. In this study, the scale was found to have an internal consistency of 0.84. Responses to the scale items ranged as follows: SD (strongly disagree), D (disagree), U (undecided), A (agree), and SA (strongly agree).

## **Procedure**

The letter requesting permission from the researcher to carry out the investigation was presented to the commanding officers of the various units where the research was conducted. The Regimental Sergeant Major (RSM) of each commanding unit invited the researcher for a discussion on the objective of the study, which was subsequently approved with an accompanying letter of authority. This was followed by the administration of the instruments to the personnel. The participants were purposefully selected from 3 different selected units: the Nigerian Defence Academy, 1 Division of the Nigerian Army Kaduna, and the Nigerian School of Physical Training Zaria. The administration of this research commenced in the NDA, where the researcher met with some soldiers and officers, respectively, and administered the instruments.



The researcher then visited the Nigerian School of Physical Training with a letter of authorization from the RSM. The researcher met with the personnel when they were having an operational lecture; he then introduced himself and his purpose. The instruments were then administered to personnel after a brief introduction of the research by the adjutant. The researcher finally visited 1st Division Nigerian Army Kaduna, where he met with the commanding officer with a letter of introduction and got permission to carry out the research. The researcher read out the instructions to the participants. The instruments had already been stapled together in the order of the Minnesota Satisfaction Questionnaire, a job tension scale followed by organizational frustration, which was distributed to them. The researcher told the participants to read instructions carefully before answering them and were encouraged to answer them honestly. They were also given the assurance that the information obtained would be kept strictly confidential. The researcher also made it clear that there was no time limit for responding to questions. He also stated that there were no right or wrong answers since ratings were needed for research purposes and had no use for the unit in terms of promotion or discipline of personnel.

### Data Analysis

The data gathered was subjected to data analysis. Both descriptive and inferential statistics were utilized to analyse the data. The demographic characteristics were summarized using frequency tables, while the hypothesis was tested using linear regression analysis.

## RESULTS

This section presents results of gathered data from 238 Nigerian Army personnel in NDA.

### Demographic Information

**Table 3.1: Demographic distribution of respondents**

SN	Variables	Response	Frequency	Percentage (%)
1	Gender	Male	221	92.9
		Female	17	7.1
2	Age	Less than 25 years	13	5.5
		25-34 years	138	58
		35-44 years	54	22.7
		45-54 years	24	10.1
		55 years and above	9	3.8
3	Work experience	Less than 5 years	49	20.6
		5-9 years	139	58.4
		10-14 years	48	20.2
		15 years above	2	0.8
		<b>Total</b>	<b>238</b>	<b>100</b>

Table 3.1 presents results of data gathered on the demographic distribution of Nigerian Army personnel. Gender distribution shows that an overwhelming proportion of the respondents 92.9% were males. According to age distribution, more of the respondents 58% were between 25 and 34 years old, 22.7% were between 35 and 44 years old, 10.1% were between 45 and 54 years old, 5.5% were less than 25 years old, while the other 3.8% indicated to be 55 years old

and above. More of the participants 58.4% indicated to have between 5 and 9 years of working experience, 20.6% have less than 5 years of working experience, 20.2% have between 10 and 14 years of working experience, while the other 0.8% have 15 years and above of working experience.

### Inter-correlation among variables

This section presents results of the relationship between job frustration and job satisfaction among Nigerian Army personnel. The result is presented in Table 3.2;

**Table 3.2: Pearson r correlation summary table showing results on the relationship between job frustration and job satisfaction**

Variables	Mean	SD	r	Df	p
Job satisfaction	58.23	18.32	-.56**	237	< .01
Job frustration	77.43	23.09			

Table 3.2 presents results on the relationship between job frustration and job satisfaction among Nigerian Army personnel in NDA. It is shown that there exists significant relationship between job frustration and job satisfaction ( $r = -.56$ ;  $p < .01$ ). The direction of the relationship is negative, therefore implies that the higher the job frustration, the lower the job satisfaction.

### Hypothesis Testing

The hypothesis stated that job frustration will have significant influence on job satisfaction among the Nigerian Army personnel. This was tested using linear regression analysis and the result is presented on Table 3.3;

**Table 3.3: Linear regression analysis summary table showing results on the influence of job frustration on job satisfaction**

Predictor	$\beta$	t	p	R	R <sup>2</sup>	F	p
Job frustration	.43	6.43	< .01	.56	.31	6.43	< .01

Table 3.3 presents results on the influence of job frustration on job satisfaction among Nigerian Army personnel in NDA. It is shown that job frustration has significant influence on job satisfaction among Nigerian Army personnel ( $\beta = .43$ ;  $t = 6.43$   $p < .01$ ). Job frustration was found to account for about 31% variance in job satisfaction among the Nigerian Army personnel. The direction of the beta value ( $\beta = .43$ ) further revealed that the higher the job frustration level of the Nigerian Army personnel, the lower their level of job satisfaction. This confirms the stated hypothesis, hence was retained in this study.

## DISCUSSION, CONCLUSION AND RECOMMENDATIONS

### Discussion

The study investigated the influence of job frustration on job satisfaction among the Nigerian Army personnel in the Nigerian Defence Academy (NDA), Kaduna. It was observed that there

exists a significant and negative relationship between organizational frustration and job satisfaction, implying that the higher the frustration military personnel felt, the lower their satisfaction with their job. Also, it was found that job frustration had a significant influence on job satisfaction among Nigerian Army personnel. The direction of the influence is negative, implying that the higher the job frustration, the lower the job satisfaction.

In corroboration with the findings, Aurelia and Tanase (2022) examined the relationship between job frustration and job satisfaction among academics in selected educational institutions in Romania. It was discovered that there is a significant relationship between job frustration and satisfaction. The direction is negative, which implies that the higher the job frustration, the lower the job satisfaction. Also, Karamchandani and Dubule (2020) reported in their study that work frustration significantly predicts a series of work attitudes, which include satisfaction with work. In addition, Ojo and Alarape (2016) investigated the relationship between job frustration and job satisfaction. It was discovered that there exists a significant and negative relationship between job frustration and job satisfaction. This means that the higher the job frustration, the lower the job satisfaction. In addition, Szulawski et al. (2021) investigated the influence of frustration at work on satisfaction needs among organizational workers in Poland. The study adopted a quantitative research method and gathered data from 1,315 workers. It was discovered that frustration at work had a negative influence on job satisfaction among organizational workers.

## **Conclusion**

The following conclusions were drawn based on the findings of the study:

1. Firstly, it could be concluded from this study that the higher the frustration of Nigerian military personnel, the lower their satisfaction with their job. In other words, factors that frustrate the daily discharge of duties of military personnel make them dissatisfied with their job. This has implications for military personnel in that frustration can demotivate them and, hence, could lead to their unwillingness to discharge duties responsibly in the service of the country, which remains their mandate.
2. Also, it is concluded from this study that organizational frustration significantly predicts job satisfaction. More specifically, when army personnel feel frustrated, they report low satisfaction with their job. This shares similar implications as mentioned above, implying that dissatisfaction due to frustration opens the door for a lackadaisical attitude towards securing the country.

## **Recommendations**

Based on the findings, the following recommendations were made:

1. Firstly, the Nigerian Army should carry out intermittent needs assessments among their personnel. This will enable them to understand the specific needs of the personnel and subsequently increase the overall satisfaction of the Nigerian Army personnel. While the study did not consider hours or work and duty rotation, these are system factors that contribute to the frustration of military personnel (Yu & Leka, 2022). It is therefore recommended that the Nigerian Army establish reasonable work hours and duty rotations that strike a balance between mission requirements and soldiers' abilities. This



should be coupled with providing the required work materials in order to discharge duty more seamlessly.

2. Also, it was found that organizational frustration had a negative influence on job satisfaction. It is therefore recommended that the Nigerian Army carry out intermittent assessments to identify the institutional and environmental factors that frustrate their daily activities. This is to address them by either eliminating them or providing support to ease their daily job, which is expected to subsequently increase their satisfaction. For instance, a conscious review of policies that guide the daily routines of army personnel in order to ensure flexible operations should be executed. Also, providing gadgets that ease daily operations could be considered a way of reducing frustration. Ultimately, needs assessments will help in specifically identifying what the personnel need to remove frustration.
3. It is also recommended that more studies be carried out on other factors that could contribute to job satisfaction among Nigerian Army personnel. This will ensure that more practical recommendations are put to the fore.

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