



# **Association of Innovative Work Behaviour, Organizational Frustration and Work-family Conflict among Private Sector Employees**

**N. Ezeh, Leonard<sup>1</sup>, E. Etodike, Chukwuemeka<sup>1\*</sup>,  
E. Iloke, Stephen<sup>1</sup>, I. Nnaebue, Collins<sup>1</sup> and A. Okafor, Rachael<sup>1</sup>**

<sup>1</sup>*Department of Psychology, Nnamdi Azikiwe University, Awka, Anambra State, Nigeria.*

## **Authors' contributions**

*This work was carried out in collaboration among all authors. Author EIS conceptualized the study and wrote the first draft of the manuscript. Author NEL wrote the protocol and designed the study while authors INC and AOR managed the literature searches. Author EEC performed the statistical analysis, interpretation of the data and discussion of the result. All authors read and approved the final manuscript.*

## **Article Information**

DOI: 10.9734/AJARR/2020/v8i230195

### Editor(s):

(1) Dr. Müge K. Davran, Associate Professor, Department of Agricultural Economics, Faculty of Agriculture, University of Çukurova, Adana, Turkey.

### Reviewers:

(1) Andrzej Janowski, Bydgoszcz University of Technology, Poland.  
(2) Dra. Elena Anatolievna Zhizhko Unidad, Universidad Autónoma de Zacatecas, México.  
Complete Peer review History: <http://www.sdiarticle4.com/review-history/53975>

**Received 17 November 2019**

**Accepted 22 January 2020**

**Published 28 January 2020**

**Original Research Article**

## **ABSTRACT**

Private sector is so challenging and demanding owing to market competitions and unfavorable work environment which frustrate employees' efforts. Against this backdrop, this study explored the association of innovative work behavior, organizational frustration and work-family conflict among employees of Innoson Technical and Industrial Company Ltd Emene, Enugu, Nigeria. The sample population of the study comprised 112 private sector workers (89 males and 23 females) with age range from 23-56 years with a mean age of 32.5 who were selected through simple random sampling. Instruments for data collection were: Innovative work behaviour scale, organizational frustration scale and work-family conflict scale. In the method session, Correlation design was adopted and Pearson chi-square statistic was used to analyze the association among variables. Three hypotheses guided the inquiry and the result indicated that: innovative work behaviour was significantly associated with organizational frustration and work-family conflict at 1446.4,  $p < .05$

\*Corresponding author: Email: [nelsonetodike@gmail.com](mailto:nelsonetodike@gmail.com);

and 1761.6  $p < .05$  ( $n = 112$ ) respectively; while organizational frustration was also significantly associated with work-family conflict at 1799.2,  $p < .05$  ( $n = 112$ ). The finding imply that innovative work behaviour can influence a reduced level of organizational frustration and work-family conflict while organizational frustration can influence an increased level of work-family conflict among private sector employees. It is recommended that private sector organizations encourage the growth of innovative trait among workers and implement same in their recruitment policy to engender reduced levels of organizational frustration and work-family conflict.

**Keywords:** *Innovative work behaviour; organizational frustration; work-family conflict; private sector organization; organizational effectiveness.*

## 1. INTRODUCTION

Private sector organizations in Nigeria are hampered by threats of surviving the unfriendly climate in the private sector [1]. The instance of these threats is the major cause of organizational frustration which occurs when there is an inhibiting condition that obstructs the realization of a goal [2]. Lazar, Jones and Shneiderman [2] contended that frustration as an interference with the occurrence of an instigated goal response at its proper time in the behavior sequence. Frustration is due to the expectation and anticipation of a goal not the actual attainment of the goal (Heacox & Sorenson, 2004). If the goal is unfulfilled, frustration is experienced because satisfaction was not achieved and hopes were suddenly thwarted [2]. Frustration is also the interference with an individual's ability to carry out his/her duties effectively. In order to survive these threats, organizations ought to innovate and encourage a workforce rich in innovative traits [3], as this may reduce the levels of frustration and work-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. There is an expectation that deepening workers' innovative traits will lead to reduced work-family

conflict as new ways of work and management of job tasks will save time and resources of the organization which ordinarily would have mounted pressures on the workers. Innovative behaviour is therefore critical to reducing these organizational ills.

Innovative work behaviour is regarded as all employee behaviour aimed at the generation, introduction and/or application (within a role, group or organization) of ideas, processes, products or procedures, new dimensions intended to benefit the relevant unit of adoption or the organization in whole [3]. According to Chatchawan et al. [4], innovative work behavior is an intentional behavior of an individual to introduce or apply new ideas to their assigned work role. It is a behaviour that may be exhibited in the areas of work processes, personnel hiring, product and service changes, supply chains, quality improvement, production cost reduction, reduction of production time, introduction of ancillary products and services to support existing products and services and even changes in production equipment, chain and location. These innovative behaviours may arise as a result of the realities of the market forces being witnessed by workers or as a result of the ingenuity of the workers in an attempt to provide comparative advantage.

Although, a lot of research has been done on organizational frustration in different contexts such as organizational support and tenure on organizational frustration, organizational support, self efficacy and organizational frustration, the authors observed that studies on organizational frustration as a result of lack of proper adoption of innovative work behaviors in organizations and conflicts with work-family roles remain grossly neglected.

Most private sector organizations like banks and manufacturing companies always face an uphill

task of remaining relevant and effective in the society due to stiff competition and unfriendly economic business environment peculiar of developing economies. These threaten their survival and they are forced to innovate. However, there are gaps in literature regarding this direction especially if it concerns job outcomes and non job outcomes. How innovation related to certain job outcomes have been neglected such as work-family conflict and frustration related stressors inherent in an organization. These instances have been neglected to the disadvantage of stakeholders in industrial management practice and the academic.

The current study is an effort to fill this void and find the association among these job factors in private organizations. There is expectation that this association will enable an improved design for re-focusing the importance of these job factors especially the need for encouraging innovative traits among private sector employees.

### **1.1 Innovative Behaviour**

In our dynamic business environment, employees' innovative behaviour is perceived to be a possible source of competitive advantage to their organizations. Innovation enables employees to enhance their organization's performance, where, creativity is utilized to seek out new technologies, processes, techniques or product ideas (Jaiswal and Dhar, 2015). Furthermore, innovation is considered as a good source of creative ideas and often has a fresh approach to problems. When organizations are bogged down by issues regarding technological changes or management structure, employees' views are sought to in order for the organizations to arrive at the correct solutions.

### **1.2 Organizational 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 and Sorenson, 2004). Besides task performance, the work on frustration has been concerned with aggression [5]. 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 [6].

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. For instance, Raiz, Xu and Hussain [7] found that employees' thriving was positively related to organizational support of innovation, which in turn was positively related to innovative behavior. In addition, moderated mediation results demonstrated that employee external contacts strengthened the relationship between organizational support of innovation and innovative behavior and enhanced the positive effects of thriving.

### **1.3 Work-family Conflict**

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 and 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 [8]. For example, Kalayane 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 quality of work life is a significant determinant of organizational commitment and quality of work life affects job related outcomes i.e. job satisfaction, organizational commitment and team spirit.

Furthermore, Michel, Mitchelson, Kotrba, LeBreton and 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 [9]. In line with this, Masrek, Noordin, Yusof and Shudan [10] found that three out of the five knowledge characteristics namely, job complexity, problem solving and specialization are significant predictors of innovative behaviors.

## 1.4 Framework

### 1.4.1 Organizational role theory

Organizational role theory was propounded by Katz and Kahn [11]. According to the theory, roles fulfill important functions within work lives. These roles also provide the individuals with a sense of who one is and who one is becoming. Within organization every one becomes, at one time or another, an employee, a subordinate or a manager, it seems as though individuals as well as organizations cannot function without roles-wherein structured interdependences organizes and create a network of intertwining tasks and responsibilities (Kahn & Amp; Katz, 1978; [12,13]. Katz and Kahn [11] states that the assignment of work roles prescribes the behavior the employees are expected to comply to, so that they are able to perform their specified tasks and duties effectively.

According to this theory, the assigned work roles must be conferred by the firm and adopted by its employee in order for the organization to function effectively as goal oriented social entity. According to Kahn (1978), formal organizations were often characterized by role conflict (i.e. opposing norms that were held for actor by powerful others), that such conflict posed problems for both the actors and organization in which they appeared. Employee will experience frustration when the role expectations embedded in one of their work roles differ of even contradicts those associated with another of their work roles (Miles & Amp; Perreault; 2002, Bedian & Amp; Armenakis, 2004).

Noor [14] in particular indicates that role conflict in the work place can occur fewer than in three conditions. The first is when the time needed to fulfill one role leaves insufficient time to devote to other roles, the second is where stress from fulfilling one role makes it difficult to meet the requirements of fulfilling another and the third is where specific behaviors associated with one role make it difficult to meet the requirement of another. Therefore, conflicting among roles begins because of the human desire to reach success and because of the pressures put on the employee by two imposing and incompatible demands against each other which could leave employee feeling frustrated.

This theory is important to explaining some of the conditions under which organizational frustration could occur either at the individual level or at

organizational level. At the individual level, when an individual is not assigned the tasks that gives one sense of fulfillment or belonging, there is every tendency that frustration will come in and the long run lead to organizational frustration.

In view of the contributions of the review and observed gaps, the following hypotheses guided the study:

- i. There will be significant association between innovative work behaviour and organizational frustration among employees of Innoson Technical and Industrial Company Ltd Emene, Enugu, Nigeria.
- ii. There will be significant association between innovative work behaviour and work-family conflict among employees of Innoson Technical and Industrial Company Ltd Emene, Enugu, Nigeria.
- iii. There will be significant association between organizational frustration and work-family conflict among employees of Innoson Technical and Industrial Company Ltd Emene, Enugu, Nigeria.

## 2. MATERIALS AND METHODS

The design for the study is correlation design while the statistical tool for analysis is Chi-square. The sample population of the study comprised 112 private sector workers (89 males and 23 females) with age range from 23-56 years with a mean age of 32.5 who were selected through simple random sampling. Instrument for that collection were: Innovative work behaviour scale developed by Jackson, Scott and Bruce, [15] organizational frustration scale developed by Spector [6] and work-family conflict scale by Carlson, Kacmar and Wilson [16].

Innovative behavior scale was developed by Jackson, Scott and Bruce, [15]. It is a 29-item scale formulated to measure workers' idea generation, idea search, idea communication, implementing ideas, overcoming obstacles and innovation outputs. It is measured on a 5-point Linkert type scale ranging from fully disagree (1) to fully agree (5) which the participants were expected to respond to. The authors of the scale (Jackson, Scott and Bruce, 1994) reported a Cronbach alpha of  $r=0.88$ . The researchers conducted a pilot study using a sample thirty (30) workers drawn from the Millenium Industries Limited, Awka Anambra State. The result showed a Cronbach alpha reliability of .84.

Organizational frustration scale was developed by Spector [6] to workers' organization frustration. It is a 29-item questionnaire structured in Likert format. It is designed to assess the individual worker's perception of inhibitions to personal and organizational goals which are caused by the organization. Spector, [6] 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 [6] reported validity of .98 for the scale. The scoring are direct and reverse 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 [17] 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 43 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 was developed by Carlson, Kacmar and Wilson [16]. 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 scale 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 [16] reported a Cronbach alpha of  $r = 0.82$ . Kelly and Bolly [18] reported a test re-test of .82 over two weeks while averaged 0.81 split half reliability was obtained by Walker and Jakker, (2001). In Nigeria, Omoroshem [19] 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 43 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.

### 3. RESULTS

Data in Table 1 indicated that there is a significant association between innovative work behaviour and organizational frustration at  $1446.4 = p < .05$  ( $n = 112$ ). The finding implies that the prevalence of innovative work behaviour and organizational frustration could influence one another in the workplace.

Data in Table 2 indicated that there is a significant association between innovative work behaviour and work-to-family conflict at  $1761.6, p < .05$  ( $n = 112$ ). The finding implies that the prevalence of innovative work behaviour and work-family-conflict could influence one another in the workplace.

**Table 1. Pearson Chi-square test showing observed association between innovative work behaviour and organizational frustration**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1446.402 <sup>a</sup>	420	.000
Likelihood Ratio	539.927	420	.000
Linear-by-Linear Association	29.713	1	.000
N of Valid Cases	110		

a. 462 cells (100.0%) have expected count less than 5. The minimum expected count is .02

**Table 2. Pearson Chi-square test showing observed association between innovative work behaviour and work-family-conflict**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1761.571 <sup>a</sup>	480	.000
Likelihood Ratio	591.347	480	.000
Linear-by-Linear Association	4.060	1	.044
N of Valid Cases	110		

a. 525 cells (100.0%) have expected count less than 5. The minimum expected count is .04

**Table 3. Pearson Chi-square test showing observed association between organizational frustration and work-family-conflict**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1799.186 <sup>a</sup>	504	.000
Likelihood Ratio	584.184	504	.008
Linear-by-Linear Association	17.019	1	.000
N of Valid Cases	110		

a. 550 cells (100.0%) have expected count less than 5. The minimum expected count is .02

Data in Table 3 indicated that there is a significant association between organizational frustration and work-to-family conflict at 1799.2,  $p < .05$  ( $n = 112$ ). The finding implies that the prevalence of innovative work behaviour and work-family-conflict could influence one another in the workplace.

#### 4. DISCUSSION

From the statistical findings in the result table significant association were confirmed among innovative work behaviour, organizational frustration and work-family-conflict among employees of Innoson Technical and Industrial Company Ltd Emene, Enugu, Nigeria. The significant association is indicative that the prevalence of variables could influence one another as work attitude in the private sector. The association is supported by a study by Abbas and Raja [20] which ascertained that there are positive impacts of psychological capital (PsyCap) on supervisory-rated innovative performance and job stress which indicated that indicated that PsyCap is positively related to innovative job performance and negatively related to job stress. The study associated high psyCap individuals with more innovative behaviours by their supervisors than low psyCap individuals with high PsyCap individuals who are more likely to generate, acquire support for and implement novel ideas in their workplace which account for lower levels of job stress as compared to their low psyCap counterparts.

Also, the association of innovative work behaviour, organizational frustration and work-family-conflict was equally supported by Paul,

Bamel, and Garg's [21] finding on employee resilience and organizational citizenship behaviour and the mediating effects of organizational commitment which validated that resilience influenced organizational commitment as well with more OCB accounting for increased innovative work behaviour and reduced organizational frustration and work-family conflict.

#### 5. CONCLUSION

The life wire of private organizations is continuous innovation without which organizations becomes irrelevant. However, there are immediate job consequences that come with organizational climates which are less innovative and which promote less use of desecration by employees. Such organizations have been found to increase the chances of higher levels of organizational frustration and other job stressors which compete for family resources. Consequently, the current study was effort towards understanding these associations.

#### 6. IMPLICATIONS OF THE STUDY

Organizational climates with less innovative work behaviour increases job stressors which are the primary causes and sources of organizational frustration and work-family conflict. Without workers allowed to taking charge in their work with certain degrees of responsibility and authority, they may never be able to innovate which increase work and organizational friction and inherent stressors at will work. These

conditions are capable of reducing organizational efficiency and effectiveness.

## 7. RECOMMENDATION

Given the positive and significant association observed, the following recommendations are deemed salient:

- i. There is need for organizations to improve the level of support given to workers in order to motivate their innovative traits to thrive.
- ii. Organizational climate should be improved to reduce stressors which orchestrate frustration on employees.

## CONSENT

As per international standard or university standard written workers consent has been collected and preserved by the author(s).

## COMPETING INTERESTS

Authors have declared that no competing interests exist.

## REFERENCES

1. Adediran YA, Opadiji JF, Faruk N, Bello OW. On issues and challenges of rural telecommunications access in Nigeria. In African Journal of Education, Science and Technology. University of Eldoret, Kenya, Anambra State University and University of Ibadan. 2016;3(2):16-26.
2. Lazar J, Jones A, Shneiderman B. Workplace user frustration with; 2006b.
3. Afsar B, Badir Y. The impacts of person-organisation fit and perceived organisational support on innovative work behaviour: The mediating effects of knowledge sharing behaviour. International Journal of Information Systems and Change Management. 2015;7(4):263-285.
4. Chatchawan R, Trichandhara K, Rinthaisong I. Factors affecting innovative work behavior of employees in local administrative organizations in the South of Thailand. International Journal of Social Sciences and Management. 2017;4(3): 154-157.
5. Spector PE. Organizational Frustration: A Model and Review of the Literature Personnel Psychology; 1978. DOI:org/10.1111/j.1744-6570.1978.tb02125
6. Spector PE. Relationships of organizational frustration with reported reactions of employers. Journal of Appliedpsychology. 1975;60:635-639.
7. Raiz S, Xu Y, Hussain S. Understanding employee innovative behavior and thriving at work: A chinese perspective. Journal of Administrative Science. 2018;3(11):17-33. Available:http://www.mdpi.com/journal/admsi.
8. Greenhaus JH, Parasuraman S, Collins KM. Career involvement and family involvement as moderators of relationships between work-family conflict and withdrawal from a profession. Journal of Occupational Health Psychology. 2001;6: 91-100.
9. Greenhaus JH, Beutell NJ. Sources of conflict between work and family roles. Academy of Management Review. 1985; 10:76-88.
10. Masrek NM, Noordin AS, Yusuf IN, Shudan MS. The effect of job on innovative work behavior. International Journal of Mechanical Engineering And Technology. 2017;8(8):33-328. Available:http://www.iaeme.com/IJMET/index.asp
11. Katz D, Kahn RL. The second Psychology of Organization (2<sup>nd</sup> Ed.) New York: John Wiley & Sons; 1978.
12. Biddle BJ. Role theory: Expectations, Identities and Behaviors. New York Academy; 1986.
13. Burke WW. Organization change: Theory and practice. NY: Sage Publications; 2004.
14. Noor NM. Work and family roles in relation to women's well-being: The role of negative affectivity: Personality and individual differences. New Jersey: Prentice-Hall; 2004.
15. Jackson MR, Scott SG, Bruce RA. Determinants of innovative behaviour: A part model of individual innovation in the workplace. Academy of Management Journal. 1994;37:580-607.
16. Carlson D, Kacmar K, Williams L. Construction and initial validation of a multidimensional measure of work-family conflict. Journal of Vocational Behavior. 2000;56:249-276.
17. Dieke AS. Assessment and management of frustrations associated with university admission. Unpublished M.Sc. Thesis

- Department of Psychology, University of Lagos, Lagos State; 1997.
18. Kelly RN, Bolly SM. the measurement of job security with a short questionnaire. Occupational Health Psychology Unit, Utrecht University; 2000.
  19. Omorosheme BB. Job security and job satisfaction as predictors of organizational citizenship behaviour administrative science quarterly. 2007;27:2006-2014.
  20. Abbas M, Raja U. Impact of psychological capital on innovative performance and job stress. Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration. 2015;32(2): 128-138.
  21. Paul H, Bamel UK, Garg P. Employee resilience and OCB: Mediating effects of organizational commitment. Vikalpa. 2016; 41(4):308-324.



## APPENDIX

CROSSTABS  
 /TABLES=IWB BY WFC OGF  
 /FORMAT=AVALUE TABLES  
 /STATISTICS=CHISQ PHI  
 /CELLS=COUNT EXPECTED  
 /COUNT ROUND CELL.

CROSSTABS  
 Innovative\_work\_behaviour

[DataSet0] C:\Users\User\Documents\Iloke Chi-square data.sav

## Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Innovative work behaviour * Work-family-conflict	110	100.0%	0	0.0%	110	100.0%
Innovative work behaviour * Organizational frustration	110	100.0%	0	0.0%	110	100.0%

## Innovative Work Behaviour \* Work-Family-Conflict

## Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1446.402 <sup>a</sup>	420	.000
Likelihood Ratio	539.927	420	.000
Linear-by-Linear Association	29.713	1	.000
N of Valid Cases	110		

a. 462 cells (100.0%) have expected count less than 5. The minimum expected count is .02

## Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	3.626	.000
	Cramer's V	.811	.000
N of Valid Cases		110	

a. Not assuming the null hypothesis

b. Using the asymptotic standard error assuming the null hypothesis

## Innovative Work Behaviour \* Organizational Frustration

## Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1761.571 <sup>a</sup>	480	.000
Likelihood Ratio	591.347	480	.000
Linear-by-Linear Association	4.060	1	.044
N of Valid Cases	110		

a. 525 cells (100.0%) have expected count less than 5. The minimum expected count is .04

## Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	4.002	.000
	Cramer's V	.895	.000
N of Valid Cases		110	

a. Not assuming the null hypothesis

b. Using the asymptotic standard error assuming the null hypothesis

**Case Processing Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Organizational frustration *	110	100.0%	0	0.0%	110	100.0%
Work-family-conflict						

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1799.186 <sup>a</sup>	504	.000
Likelihood Ratio	584.184	504	.008
Linear-by-Linear Association	17.019	1	.000
N of Valid Cases	110		

a. 550 cells (100.0%) have expected count less than 5. The minimum expected count is .02

**Symmetric Measures**

		Value	Approx. Sig.
Nominal by Nominal	Phi	4.044	.000
	Cramer's V	.883	.000
N of Valid Cases		110	

a. Not assuming the null hypothesis

b. Using the asymptotic standard error assuming the null hypothesis

© 2020 Leonard et al.; This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

*Peer-review history:*  
 The peer review history for this paper can be accessed here:  
<http://www.sdiarticle4.com/review-history/53975>