

INFLUENCE OF INSTITUTIONAL FACTORS ON THE EMPLOYEES' FRUSTRATION IN PUBLIC SECTOR AND THE MODERATING EFFECT OF GENDER - A STUDY IN EASTERN PROVINCE OF SRI LANKA

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Abstract

Workplace frustration can undermine the energy, enthusiasm, and performance of employees' best talent. It affects the efficiency and the productivity of the work force of the public sector due to various institutional factors such as poor communication, resource constraint, unclear authority, poor promotion system and salary structure etc. This study focuses on the influence of institutional factors on workplace frustration and covers the moderating effect of gender. The data were collected through the questionnaire survey. The questionnaires were delivered for more than two hundred male and female employees working in central and provincial organizations in Eastern province. According to the results, the combined institutional factors have more than the moderate correlation with the frustration. At the same time each institutional factor also has individual correlation with employee's frustration but the correlation varies from weak to good. Accordingly, the salary structure in the government sector has more influence to create frustration while the communication has weak correlation with frustration. Further, the results of t-test revealed that there is a significant difference between male and female employees in respect of frustration and the female employees have more frustration than males. However, as per the results of multiple regression analysis to check the moderation, the gender has no moderating effect on the relationship between institutional factors and frustration in the public sector of Sri Lanka.

Keywords: Workplace frustration, Institutional factors, Sri Lanka, Public sector

Introduction

According to the census conducted by statistics department in 2016, Sri Lanka's public sector, excluding the semi government sector and three forces, expanded 39 percent in the last ten years. Preliminary results of the census show that by 2016, Sri Lanka's public sector alone had a workforce of 874,395 which is an increase of 247,403 employees from 2006. Public sector includes employees who are currently employed in government agencies coming under the central government and provincial councils. Both public and semi government sector showed 31 percent increase in employees from a decade ago. According to findings, the total number of employees in the public and semi government sector by end of 2016 is 1,117,808, excluding the staff of three forces, and 55 percent are males and 45 percent are females (LBO,2017).

Generally, the success of the organizations either in private or public sector is mainly depending on the workforce productivity. The frustration has a significant role to affect the efficiency and the productivity of the work force of the public sector. The workplace consists of both male and female employees who have different expectations and needs. Though the men and women work side by side, tackling the same business problems, sitting through the same meetings and walking the same hallways, a new study on working women suggests that the common ground ends there. Men and women experience very different workplaces, ones in which the odds for advancement vary widely and corporate careers come in two flavors: his and hers. Data show that men win more promotions, more challenging assignments and more access to top leaders than women do. Men are more likely than women to feel confident they are enroute to an executive role, and feel more strongly that their employer rewards merit. Women, meanwhile, perceive a steeper trek to the top. Less than half feel that promotions are awarded fairly or that the best opportunities go to the most-deserving employees. A significant share of women says that gender has been a factor in missed raises and promotions. Even more believe that their gender will make it harder for them to advance in the future—a sentiment most strongly felt by women at senior levels (Waller, N.2016).

Therefore, male and female employees may have different reasons for frustration. As such it is necessary to find whether, the male or female employees have more frustration in the workplace. The factors contributing to frustration in the workplace should be identified to propose fruitful solutions. The Government of Sri Lanka is currently under tremendous pressure to change the methodology of administration and delivery of our public service. In fulfilling this mission, it is facing the challenge of building the human resource capability to meet new opportunities and provide for an effective public service in the future. Persistent and on-going effort is required to address these challenges (Daily News, 2016).

In today's world, most of the organizations treat employees only as working machines rather than evaluating human beings as human beings. Frustration occurs when human values are not valued. Frustration is a state of mind which leads one to such a blockage that is captured by all negative vibrations of emotion. Any individual experiencing something completely opposite to her/his wants or desires can get into deep frustration. (Tarnima et al., 2013). Studies

to unearth some of the major causes of this cancer, to the purpose of uprooting it from organizations, are thus urgently necessary.

Research Problem

The Sri Lankan Government is the largest employer in the country and the public services are often criticized as overstaffed and inefficient. According to findings, in the public sector of Sri Lanka, 55 percent of employees are males and 45 percent are females (LBO, 2017). At the same time, it is obvious that the salary structure, promotion system and facilities are more attractive in the private sector than the public sector in Sri Lanka. Men win more promotions, more challenging assignments and more access to top leaders than women do. (Waller, N. 2016). Therefore, it may cause frustration in the workplace among male and female employees in different magnitudes as well as by different drivers. The main research question is “Whether, the institutional factors such as salary structure, promotion system, resource constraint, unclear authority and communication create employees’ frustration in the government sector of Sri Lanka?” The sub question is whether the gender influences the relationship between the institutional factors and employee’s frustration in the public sector of Sri Lanka?

Research Objective

The purpose of this study is to analyze the relationship between the institutional factors and the employees’ frustration with and without the influence of gender in government sector of Sri Lanka. The study objectives are

To find the influence of institutional factors such as salary, promotion, authority, resource constraint and communication on employees’ frustration in government sector

To find the influence of gender on frustration and its moderating effect on the relationship between institutional factors and frustration

Significance of the study

Frustration is an obstacle to goal achievement; hence, it may result in the wastage of resources and efforts. The male and female employees may have different reasons for frustration and absenteeism. Government is currently under tremendous pressure to change the methodology of administration and delivery of our public service. Therefore, this study is important to find the contributing factors for the frustration of public sector employees of Sri Lanka as well as to find the influence of gender on the relationship between institutional factors and frustration. The findings will be useful to enhance the productivity and efficiency of the public service by applying suitable remedial solutions to eliminate frustration and absenteeism.

Literature Review

Over the years, researchers have found that productivity is affected by relatively few influencers, and workers are generally aware of what those influencers. There is significant

evidence that productivity advancement in government organizations has not kept pace with the increases found in the private sector (Killefer & Mendonca, 2006). Williams (2003) documented efforts to measure performance in the New York City government in the early 1900s. The main assumptions in this study are the internal and external environment of the public sector of Sri Lanka is uniform all over the island, issues and problems are common to all public officers at same level in Sri Lanka and the factors contributing to frustration are common.

Frustration

Frustration is an important behavioural theory cutting across phenomena such as learning, motivation and personality theory (Maier, 1956). The terms used for frustration “refer to almost any situation prior to goal achievement” (Yates, 1962). Moreover, frustrating situations are to be separated from frustrated organism: A frustrating situation prevents an organism, “by a physical barrier, from attaining a physical goal by the performance of responses. For example, frustrating situations include results that conflict with expectations, persistent or severe punishment, barriers to exit or escape, too much pressure and an insoluble problem (Maier & Ellen, 1955). A frustrated organism which is exposed to a standard frustrating situation can be frustrated to a differing extent.

Frustration as such is “an interference with the occurrence of an instigate goal-response at its proper time in the behaviour sequence” (Dollard, Doob, Miller, Mowrer & Sears, 1939). Being an external event, frustration acts as a stimulus to an individual by eliciting an emotional reaction (Lazar et al., 2006). A frustrating situation is, hence, defined as a situation in which an obstacle (physical, environmental, social or conceptual) prevents the satisfaction of a certain desire (Barker, 1938). Such needs and desires inherent to the individual trigger frustration if one is inhibited of realizing them. “Needs are hypothetical concepts that represent the basic internal forces to explain motivated behaviour” (Pinder, 2008) In work settings, pay, promotion and recognition from one’s supervisor are examples of goals that people may seek to satisfy their existence, relatedness, and growth needs through their work” (Barker, 1938.). Furthermore, the importance of the task or outcome as well as the belief that the goal can be accomplished is especially important for success or failure. Self-efficacy, which is the belief in one’s personal capabilities, can further affect goal commitment (Locke & Latham, 1990).

Every individual is frustrated by different situations, people and inhibitors, as they have a different set of goals and aims in mind. One can differentiate between two main categories of causes of frustration: Factors that are external to the person, and being out of his control, belong to the first category. Examples are restrictive organizational policies, boring and repetitive jobs, uncooperative supervisors or the structure of the organization (Spector, 1978; Pinder, 2008). Furthermore, the varied nature of the workplace marked by globalization, reduction of workforce, increased pressure and demands for higher productivity paired with a cruel organizational culture can be perceived as frustrating (Neuman & Baron, 1998). Low wages can have devastating effects on employees in terms of anger and disappointment, stress, low morale and unemployment (Ruth Mayhew, 2017). When employees believe they should be

earning more money, they exhibit signs of overall dissatisfaction. Employees who spend too much time thinking about their supervisors and managers earning more money can become guilty of displaced anger. Instead of directing their anger toward compensation and benefits specialists who determine the salary structure or toward executive leadership for not reconstructing compensation, they may feel inadequate compared to managers who earn higher wages. (Ruth Mayhew, 2017).

Frustration wears down motivated, dedicated employees who really care about their jobs but can't get the organizational support they need to get things done. Focused on making contributions, these employees often hide their frustration, leaving managers in the dark about their discontent. The key to minimizing frustration is not only to engage employees, but also to enable them to work productively. In addition, companies that both engage and enable employees demonstrate a total reduction in voluntary turnover of 54 percent. "Frustration isn't an 'employee' issue; it is an organizational issue," said Tom Agnew, the book's co-author and senior consultant at Hay Group. "Managers must listen for clues and serve as the voice for frustrated employees." (Guillermo, 2015).

Reactions to frustration may range from emotional responses of anger and increased psychological arousal, to alternative courses of action, aggression and withdrawal (Spector, 1978). As people act as a result of their selection of goals and behaviour options (Rothermund, 2011), it is important to acknowledge the varying degree of the intensity, valence, duration and consistency of feelings and emotions (Ashforth & Humphrey, 1995). Hence, emotions can be understood as first signals of the level of adaptation of a person to certain challenges (Oatley & Jenkins, 1992), as they can facilitate the disengagement from a goal or increase the emotional attachment to it (Rothermund, 2011).

There are several features which influence whether a potential frustrate is appraised as one, or not (Pinder, 2008). The frustration level differs due to surrounding circumstances and the individuals themselves. Thus, the "level of frustration that people experience [is] influenced by how important the goal [is] to them, as well as how confident they are in their abilities" (Lazar et al., 2006). Common influencing factors center around the importance of the blocked goal, the degree of the interference (total or partial) as well as the number of interferences. Thus, one can expect stronger levels of frustration when important goals are repeatedly and completely blocked. Berkowitz (1989) points out three factors that can influence the strength of the triggered aggression while confronted with frustration. First, it is the strength of the drive which fulfilment was blocked. Second, it is the degree of interference of that drive satisfaction and third, the number of frustrated response sequences also plays an important role (Berkowitz, 1989).

Frustration as such is not something new to organizations. The "behaviour that tends to occur in response to frustration is common in organizational settings and is usually (although not always) dysfunctional" (Pinder, 2008). Dealing with work-related aggression and violence has become a major problem for the management. In 1952, Eaton first produced a list of frustration sources for the industrial worker. It included the frustrating nature of work itself, lack of promotion opportunities, role ambiguity, physical isolation from the community, job

insecurity and organizational change, which are all external to the person. Frustration of employees can directly be harmful to the organization, by inducing aggression, withdrawal and turnover. To the extent that it triggers increased physiological arousal it may either inhibit or facilitate task performance.

One idea to solve the problem of organizational frustration centers around organizational culture and employee participation. It was found that participation can have three effects on frustration. Thus, participation can help to avoid this frustration as individuals will be able to control themselves. Second, if employees are given the possibilities to participate – for instance in a change – with influencing the exact form, the change itself will not be perceived as that frustrating. Third, if employees are able to understand the rationale behind the change, the frustration which arises is rather non-arbitrary than arbitrary, which substantially reduces the negative impact of frustration (Micheala, 2014)

If an employee is frequently coming under the list of regular defaulters and the managers get the headache of sending him/her explanation mails and recurrent warnings, it always never indicates a wrong hiring or an irresponsible employee. It could be the fault within your management system that makes him/her respond irresponsibly. This is mainly because a frustrated employee may not always shout at you, shows a grudge on face or rather cry. He could be a person who suffers within himself, ultimately losing interest in the job and the company.

Frustration is measured in various ways. In psychology, frustration is seen as occurring when an anticipated reward or outcome is blocked (Berkowitz, 1989). The block can be either internal (the person's lack of skill, knowledge) or external (environment, situation) (Shorkey & Crocker, 1981). Some papers and measures focus on the block itself (Dollard et al, 1939), while others focus on the individual's reaction to the block (Amsel, 1958). Others focus on frustration tolerance, which is the degree to which a person can tolerate being frustrated and persist in that situation. Frustration tolerance is more trait-like (measuring a consistent way someone handles challenging situations, which is stable over time), and from your question it sounds like you're more interested in something that measure state frustration (emotional reaction in the moment). Unfortunately, there are more validated instruments that assess frustration tolerance than "in the moment" frustration, though some might be adapted for your purposes.

Methodology

The dependent variable in this study is frustration. The independent variables are existing promotion system, salary, resource constraints, unclear authority, and communication. The age, type of public organization, qualifications, position, years of service and type of service are assumed as fixed elements. The moderator is the gender. The data has been collected through the questionnaire survey. The general information of the employee and the detail regarding the organizational factors as well as the psychological assessment on employee's frustration are covered by the questionnaire. The population of this study is the employees of public sector working in the Eastern province. The questionnaire was delivered for more than

two hundred male and female employees working in central and provincial organizations in the Eastern province. The organizations as well as the employees were selected randomly and about 20 organizations falling under central and provincial administration were considered for the purpose. The data has been analyzed by using the appropriate statistical analysis. The SPSS was used for this purpose with some minor application of Excel data analysis

Hypothesis:

- H1a: There is an association between Poor communications and Employees’ frustration
- H1b: There is an association between Resource constraint and Employees’ frustration
- H1c: There is an association between Unclear authority and Employees’ frustration
- H1d: There is an association between Promotion scheme and Employees’ frustration
- H1e: There is an association between Salary structure and Employees’ frustration
- H2: Gender influence relationship between the institutional factors and the employees’ frustration

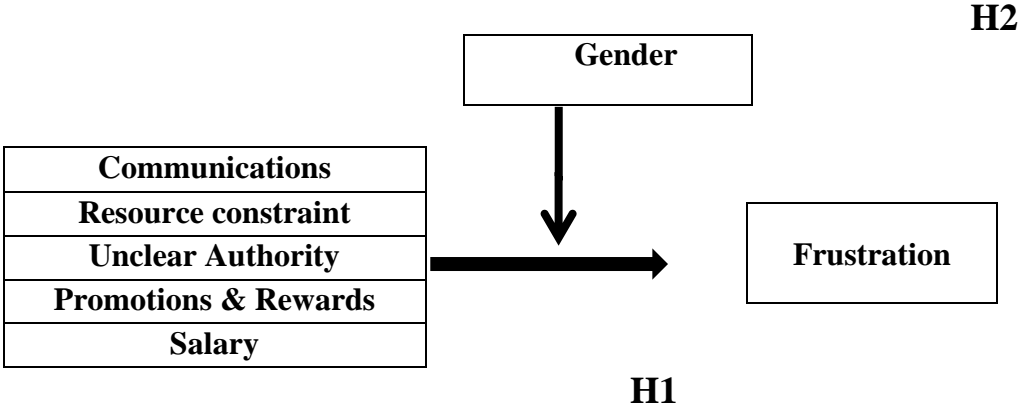


Figure 1: Conceptual Framework

Operationalization

Table 1: Operationalization for institutional factors and frustration

Variable	Indicator	Reference
Institutional Factors		
Communication	1.Level of communication within the organization 2.The goal and the objectives are properly communicated by the boss 3.The employee can meet/talk the boss any time 4.Can access or communicate the top of access quickly/directly	Guillermo (2015) Decker & Borgen (1993)
Unclear authority	1.Authority given to the employee is not clear to him	Guillermo (2015)

	2.Employee has not been given sufficient freedom to do his duty 3.Government rules and regulations reduce the speed/ability of the employee 4.circulars and guidelines give confusion	Hall (1994)
Resource constraint	1.Staff is not adequate 2.guidelines and information not sufficient 3.Facilities not adequate 4.Insufficient learning opportunities	Guillermo (2015) Spector (1997)
Promotion and reward	1.Received all expected promotions 2.Existing promotion system is satisfactory 3.Got local and foreign trainings 4. Received rewards/Awards as expected.	Pinder (2018) Eaton (1952)
Salary	1. Reasonable overtime, holiday pays, etc. 2.Incentives payments & additional allowance 3.Salary structure is in par with the salary structure in Private sector 4. Salary is sufficient for the qualification.	Spector (1997) Ceaparu (1965) Schminke (2002).
Frustration		
Withdrawal	1.Prefer to go on transfer 2.Prefer to work from home 3.Waiting for suitable job 4.Take vacation leave & no pay leave	Sabina (2016), Gaurav (2011) Ria (2014) Sabina (2016) Ria (2014), Schaufeli (2002).
Aggression	1.Threatening others 2.Shouting others 3.Stress and depression 4.Angry in work place	Gaurav (2011) Parthgarg (2018)
Regression	1.Feeling pathetic 2.Childish behavior 3.Sleepiness or boredom 4.Feeling no energy to work	Gaurav (2011) Jadhav (2018) Parthgarg (2018)
,Fixation	1.Blaming others 2.Call for explanations 3.Careless mistakes 4.Late comer	Gaurav (2011) Ria (2014)

Data Analysis and Findings

The data in this research have been analyzed by using the statistical package SPSS as well as the excel data analysis. The Cronbach alpha was calculated separately for each cluster

of the questionnaire as well as for all questions of the questionnaire pertaining to institutional factors and frustration. The findings reveal the reliability and internal consistency of the questionnaire

Table 2: The reliability analysis for the institutional factors and frustration

Variables	No.of Question	Cronbach's Alpha
Communication	04	0.713
Resource constraint	04	0.780
Unclear authority	04	0.804
Promotions & rewards	04	0.744
Salary	04	0.892
Institutional factors	20	0.861
Frustration	16	0.906

The cronbach alpha for all questions pertaining to organizational factor is 0.861 and frustration is 0.906. The values are acceptable as it is more than 0.7. Therefore, the questions developed to measure the frustration have internal consistency. Hence the reliability is satisfied.

Correlation analysis

According to the results (Table 3), all the institutional factors have a certain level of correlation with the frustration of employees. However, the poor communication which is one of the institutional factors has a weak correlation (0.123) with the frustration and the P value (0.12) pertaining to this factor also indicates that it has no significance. Further, the unclear authority and the resource constraint also have no considerable correlation with the frustration as the respective correlation coefficients are 0.321 and 0.378 respectively. The salary structure and the promotion and reward system in the government sector have good and moderate correlation with the frustration. The respective coefficient of correlation in respect of salary is 0.648 and the promotion and reward system is 0.458. The P values of these correlation also indicate that these have significance at the level of 0.01.

Table 3: Correlation coefficients between institutional factors and frustration

Description	Coefficient of correlation (To three decimal)	P Value	Significant@ 0.01 - ** 0.05 - *
Communication Vs Frustration	0.123	0.12	-
Resource constraint Vs Frustration	0.321	0.00	**
Unclear Authority Vs Frustration	0.378	0.00	**
Promotion & Rewards Vs Frustration	0.458	0.00	**

Salary Vs Frustration	0.648	0.00	**
Institutional factors Vs Frustration	0.577	0.00	**
Institutional factors Vs Withdrawal	0.448	0.00	**
Institutional factors Vs Aggression	0.471	0.00	**
Institutional factors Vs Regression	0.404	0.00	**
Institutional factors Vs Fixation	0.534	0.00	**
Salary Vs Withdrawal	0.678	0.00	**
Salary Vs Aggression	0.448	0.00	**
Salary Vs Regression	0.446	0.00	**
Salary Vs Fixation	0.486	0.00	**
Unclear authority Vs Withdrawal	0.185	0.018	*
Unclear authority Vs Aggression	0.362	0.00	**
Unclear authority Vs Regression	0.313	0.00	**
Unclear authority Vs Fixation	0.378	0.00	**
Promotion & reward Vs Withdrawal	0.320	0.00	**
Promotion & reward Vs Aggression	0.362	0.00	**
Promotion & reward Vs Regression	0.357	0.00	**
Promotion & reward Vs Fixation	0.450	0.00	**
Resource constraint Vs Withdrawal	0.282	0.00	**
Resource constraint Vs Aggression	0.246	0.002	**
Resource constraint Vs Regression	0.214	0.006	**
Resource constraint Vs Fixation	0.286	0.00	**
Communication Vs Withdrawal	0.02	0.796	-
Communication Vs Aggression	0.180	0.023	*
Communication Vs Regression	0.036	0.646	-
Communication Vs Fixation	0.217	0.006	**

Furthermore, the combined institutional factors moderately correlate with the frustration and the respective coefficient of correlation is 0.577. The P value corresponding to this also indicates the significance at the level of 0.01. Moreover, each institutional factor shows correlations with the four modes of frustration such as withdrawal, aggression, regression and fixation individually. However, the correlation coefficients range from 0.02 to 0.678. This research study does not deeply concentrate on the individual analysis of these modes of frustration. These modes of frustration were considered to assess the overall frustration.

Table 4: Correlation coefficients between institutional factors and frustration
(Gender wise results)

Description	Coefficient of correlation		P Value	
	Female	Male	Female	Male
Communication Vs Frustration	0.454	0.124	0.000	0.265
Resource constraint Vs Frustration	0.330	0.350	0.000	0.308
Unclear Authority Vs Frustration	0.422	0.298	0.000	0.006

Promotion & Rewards Vs Frustration	0.447	0.113	0.003	0.001
Salary Vs Frustration	0.567	0.547	0.000	0.000
Institutional factors Vs Frustration	0.568	0.500	0.000	0.000
Institutional factors Vs Withdrawal	0.531	0.217	0.000	0.049
Institutional factors Vs Aggression	0.468	0.410	0.000	0.000
Institutional factors Vs Regression	0.338	0.358	0.002	0.001
Institutional factors Vs Fixation	0.475	0.540	0.000	0.000
Salary Vs Withdrawal	0.769	0.429	0.000	0.000
Salary Vs Aggression	0.375	0.429	0.000	0.000
Salary Vs Regression	0.349	0.260	0.002	0.018
Salary Vs Fixation	0.334	0.507	0.003	0.000
Unclear authority Vs Withdrawal	0.254	0.033	0.025	0.767
Unclear authority Vs Aggression	0.373	0.315	0.001	0.004
Unclear authority Vs Regression	0.311	0.279	0.006	0.011
Unclear authority Vs Fixation	0.413	0.291	0.000	0.008
Promotion & reward Vs Withdrawal	0.239	0.068	0.035	0.541
Promotion & reward Vs Aggression	0.300	0.318	0.008	0.003
Promotion & reward Vs Regression	0.180	0.251	0.116	0.022
Promotion & reward Vs Fixation	0.329	0.445	0.003	0.000
Resource constraint Vs Withdrawal	0.421	0.080	0.000	0.473
Resource constraint Vs Aggression	0.395	0.042	0.000	0.704
Resource constraint Vs Regression	0.228	0.101	0.044	0.366
Resource constraint Vs Fixation	0.373	0.124	0.001	0.264
Communication Vs Withdrawal	0.371	0.064	0.001	0.563
Communication Vs Aggression	0.395	0.090	0.000	0.419
Communication Vs Regression	0.254	0.171	0.025	0.123
Communication Vs Fixation	0.423	0.212	0.000	0.055

The results of gender wise correlations between institutional factors and frustration also reveal that in most of the cases, the value of coefficients of correlation are higher in the case of female employees when compared to male employees. In the gender wise correlation also, the salary structure in the government has considerable correlation with frustration both in the case of male and female employees. The respective values of coefficient of correlations are 0.567 and 0.547 respectively. The combined institutional factors also moderately correlate with frustration both in the case of male and female employees. The coefficient of correlation is 0.568 and 0.500 respectively.

Analysis of significance of difference

As such the feeling and opinion over the institutional factors of male and female employees have significant difference, and as such the frustration level of male and female employees has significant difference.

Table 5: t-test results in respect of institutional factors and frustration

Variables	Female	Male	t Stat	t Critical two tail	Difference
Institutional factors	2.985	2.687	3.287	1.978	Significant
Salary	3.833	2.919	6.284	1.975	Significant
Promotion & rewards	3.096	2.840	2.005	1.975	Significant
Resource constraint	2.981	2.331	5.339	1.975	Significant
Unclear authority	2.651	2.473	1.500	1.976	Not Significant
Communication	2.870	2.365	-4.040	1.977	Significant
Frustration	3.224	2.569	6.618	1.975	Significant
withdrawal	3.776	2.762	7.529	1.975	Significant
Aggression	3.218	2.825	2.815	1.975	Significant
Regression	3.112	2.373	6.643	1.975	Significant
Fixation	2.792	2.316	3.850	1.976	Significant

The above results reveal that there is a significant difference between the frustration level of female employees and male employees. Further, the difference is significant in the case of the opinion on institutional factors too except the case of unclear authority. At the same time, it has to be noted that the unclear authority has no considerable correlation with frustration.

However, the significance of difference between male and female employees pertaining to the frustration or opinion on institutional factors is not sufficient to prove that the gender moderated the relationship between institutional factors and frustration. Therefore, the results of multiple regressions are required to confirm the moderation effect of gender.

Analysis of moderating effect of gender

Table 6. Results of multiple regression analysis – Gender and institutional factors on frustration

Model	Description	R	R ²	R ² change	F change	Sig F change	Results
1	Gender and salary ^a	0.666 ^a	0.444	0.444	62.966	0.000	not sig
	Gender, salary and Gender*salary ^b	0.666 ^b	0.444	0.000	0.101	0.751	not mod
2	Gender and promotion ^a	0.496 ^a	0.246	0.246	25.720	0.000	not sig
	Gender, promotion, Gender*promotion ^b	0.498 ^b	0.248	0.002	0.411	0.520	not mod
3	Gender and communication ^a	0.314 ^a	0.099	0.099	8.603	0.000	not sig not mod
	Gender, communication, Gender*communication ^b	0.344 ^b	0.119	0.020	3.524	0.062	

4	Gender and resource constraint ^a	0.394 ^a	0.156	0.156	14.548	0.000	not sig not mod
	Gender, resource constraint and Gender*resource constraint ^b	0.394 ^b	0.156	0.000	0.016	0.898	
5	Gender and unclear authority ^a	0.441 ^a	0.195	0.195	19.086	0.000	not sig not mod
	Gender, unclear authority and Gender*unclear authority ^b	0.447 ^b	0.200	0.005	1,023	0.313	
6	Gender and combined institutional factors ^a	0.609 ^a	0.371	0.371	46.583	0.000	not sig not mod
	Gender, combined institutional factors and Gender*Institutional factors ^b	0.609 ^b	0.371	0.000	0.005	0.943	

a. Predictors: (Constant)

b. Predictors: (Constant)

c. Dependent variable : Frustration

The value of "R Square Change", reports about any increase in variation explained by the addition of the interaction term (i.e., the change in R^2). According to the results, the change in R^2 is reported as between 0.000 to 0.020 which reveals no change. At the same time, it can be seen that this increase is statistically not significant ($p > .0005$) because the result obtains from the "Sig. F Change" column pertaining to model 1 to model 6 are accordingly 0.751, 0.520, 0.062, 0.898, 0.313 and 0.943 which are greater than 0.005. Therefore, it can be concluded that the gender does not moderate the relationship between salary, promotion, communication, resource constraint, unclear authority and frustration. Overall therefore, it can be concluded that the gender does not moderate the relationship between combined institutional factors and frustration.

The combined institutional factors which consist of salary, unclear authority, promotion & reward system, resource constraint and the channel of communication moderately correlate (0.577) to the employees' frustration. At the same time, each institutional factor has at least a weak positive correlation with frustration and the coefficient of correlation pertaining to each institutional factor ranges from 0.123 to 0.648. Further, the results of gender wise analysis of correlation also show that the institutional factors have considerable correlations with frustration but in different level in respect of male and female employees. Table 4 clearly expresses this difference and the magnitudes of the values.

Furthermore, there are some considerable level of correlation between some individual institutional factors and each mode of reaction to frustration. The coefficient values range from

0.02 to 0.678. This reveals that in some cases there is a weak correlation and in some cases the correlation is more than that of the moderate correlation. At the same time, the results from t test express the significance of difference between male and female employees in respect of their frustration as well as the opinion over the institutional factors. Accordingly, the difference between the male and female employees in respect of their opinion over the institutional factors as well as the frustration is significant in all the cases except in the case of unclear authority.

On the other hand, as per the model summary of the moderation analysis, all the values obtained under column of “Sig F change “are greater than 0.05. Therefore, it is obvious that the relationships between the salary and frustration; promotion and frustration; communication and frustration; resource constraint and frustration; unclear authority and frustration as well as the combined institutional factors and frustration are not moderated by the gender. Hence the results of moderation analysis clearly reveal that the gender has no moderation effect on the relationship between the institutional factors and frustration. However, according to the results of t-test the frustration of female employees is higher than that of the male employees in government sector. This may be due to various factors other than the institutional factors.

The findings of the research reveal how the institutional factors such as communication, resource constraint, promotion & reward, unclear authority and salary in the government sector correlate to the frustration of employees of the government sector. At the same time, the count on frustration level reveals that approximately 34% of government employees have frustration in Sri Lanka due to various factors. However, the scope of this research does not cover to analyze the number or percentage of government employees who have frustration but this approximate estimation was done just to establish the base that the frustration exists among government employees in Sri Lanka.

Further, the results show the moderate correlation between the combined institutional factors and the frustration of employees. According to the values of coefficient obtained from the analysis, some of the institutional factors have individually not shown strong correlation with the frustration but the combined institutional factors have a moderate positive correlation with the frustration. There are many underlying reasons for the weak correlation of some of these individual factors.

At the same time, salary in the government sector which is one of the important institutional factors in this research has good correlation with the frustration. In addition, the salary has a good correlation with withdrawal from workplace and responsibilities which is one of the modes of frustration. The correlation of salary with other modes of frustration such as aggression, regression and fixation are also near to the moderate level.

Furthermore, the results of t-test of two sample assuming unequal variance clearly indicate that the gender has influence both on the frustration of employees and the feelings or opinion of employees on the organizational factors except on few factors. In most of the cases the correlations are higher in respect of female employees compared to that of the male employees.

However, the results of multiple regression analysis/moderation analysis reveal that the gender has no moderation effect on the relationship between any single institutional factor (such as salary, promotion, resource constraint, unclear authority, communication) or combined institutional factors and frustration. This clearly indicates that the relationship between the institutional factors and the frustration is not moderated by the gender.

The institutional factors comprising salary, unclear authority, promotion & reward system, resource constraint and communication in government organizations cause frustration to the employees in government sector. Each institutional factor also has some level of correlation individually with the frustration. The salary structure in the government sector has a good correlation (0.648) with frustration of the government employee. The communication is weakly correlating (0.123) with the frustration. The correlation of another two institutional factors such as unclear authority (0.378) and resource constraint (0.321) with frustration are also below the moderate level. The coefficient of correlation between promotion system in government sector and frustration is 0.458 and this is nearly equal to the moderate correlation of 0.5. The feelings and opinion of male and female employees over the institutional factors have significant difference. Female employees have more frustration than male employees. Even though the male and female employees have different level of frustration, the gender has no moderation effect on the relationship between institutional factors and frustration.

The frustration has positive correlations with each individual institutional factor such as salary, promotion and reward, resource constraint, communication and unclear authority too. At the same time the P values obtained from the correlation test also reveal that most of the results corresponding to correlations are significant at the level of 0.01 or 0.05. According to the findings, the correlation between the combined institutional factors and the frustration of employees has the coefficient of correlation of 0.577 which is more than the moderate value.

The results of correlation test reveal that all the institutional factors taken in to account in this research show at least a weak positive correlation with the employees' frustration. However, while some institutional factors have more than the moderate correlation or considerable correlation with frustration some factors show weak correlation. According to the results, the value of coefficient of correlation between different institutional factors to frustration ranges from 0.123 to 0.648.

Influence of gender on frustration and the institutional factors

The results from t-test two sample assuming unequal variance, carried out between the data collected from the male employees and female employees clearly indicate that there is a significant difference not only in respect of the level of frustration but also on the feelings of employees over the institutional factors except some cases. The level of frustration which was measured using 5-point Lickert scale based on the test developed by Chauhan & Tiwari (1972) assessing the four modes of frustration, viz, aggression, fixation, regression and resignation, has significant difference in respect of male and female employees. The results reveal that the mean score calculated from the data of female employees is 3.22 and the male employees is 2.57. This value is out of 5 points in which point 4, 5 indicate the frustration and point 3

represents neutral. The female score is more than 3 and this very clearly indicates that the female employees in the government sector have more frustration than male employees. Therefore, this research finding validates the statement of experts of Business management and psychology from Clemson and St. Louis universities that women are more likely than men to vent their resulting frustration at work (Uhlmann, 2015). The study reveal that female employees have more frustration. At the same time, the male employees have no any frustration in the government sector. We cannot expect that all the employees have frustration in the government sector and there may be considerable number of employees who have satisfaction and happy in the government service. Specially, those who have opportunities and privileges in the government sector has no necessities to be frustrated.

The research findings are also evidence that only a certain percentage of employees have frustration. For example, Mark Royal and Tom Agnew (2011) stated in the book of *Enemy of Engagement* “Our data indicates that frustrated employees make up 20% or more of the workforce of a typical company.” However, my intention in this research is not to analyses the percentage of employees frustrated in the government sector. Due to the limited time frame, the focus was not given to analyses that area. This research focuses the influence of institutional factors on employees’ frustration and the moderating effect of gender on the relationship between institutional factors and frustration in the government sector with the analyzing of the significance of difference between male and female employees in respect of frustration

Secondly, another finding reveals that there is a significant difference in the feelings or negative opinion between male and female employees over the institutional factors too. When the feeling or opinion of male and female in respect to each individual institutional factor such as salary & pay, resource constraint, promotion & reward, unclear authority and communication were analyzed it was able to identify the significant difference except the feeling in respect of unclear authority.

According to the results pertaining to the combined institutional factors, the male value is 2.68 and the female value is 2.98. Therefore, significance of difference between male and female employees in respect of the feelings on institutional factors support some findings of past researches and the statements of foreign authors. A significant share of women says that gender has been a factor in missed raises and promotions. Even more believe that their gender will make it harder for them to advance in the future—a sentiment most strongly felt by women at senior levels (Waller, N 2016). Though the Women have more opportunities than they did since the suffrage movement and changes in the Sexual Discrimination Act in the 1980s, problems still remain where women are still isolated within an ‘institutionalized system’, which hinders their economic advancement. A 2010 report from the Department of Social Services, found that women had more difficulty rising to positions of leadership compared to their male counterparts. However, there is a question whether these situations have significant roles for the more frustration among female employees than male employees.

According to statistics from the Workplace Gender Equality Agency (WGEA) also, there is still a significant difference in the wage gap between men and women. However,

according to my observation and opinion, there is no any salary difference between male and female employees in the government salary structure but there may be a significant gap in terms of the total earnings. The male employees get opportunities to get more overtime payment, additional allowance and incentive payments to perform project and other additional duties for which they are selected than women employees. Generally, the male employees are preferred to be selected to the field works and outside works which also facilitate them to entertain more freedom and generate more income than female employees. Due to this scenario, female employees are expected to do more office work. This situation may cause female employees to express their dissatisfaction over the salary and emoluments while there is a room for male employees to reduce their dissatisfaction by outside jobs and benefits. However, it cannot be concluded easily that the gap in the income level is the reason for the female employees having more frustration than male employees.

The result of t-test two sample assuming unequal variance in respect of promotion & reward system in the government sector also reveals that the female employees have dissatisfied opinion on the promotion and reward system than male employees in the government sector. The mean values of the Lickert scale in respect of the promotion & reward system in the government sector pertaining to male and female employees is 2.84 and 3.10 respectively. This research finding is in consistent with a statement of Waller, N. (2016) that a significant share of women says that gender has been a factor in missed raises and promotions. Even more believe that their gender will make it harder for them to advance in the future - a sentiment most strongly felt by women at senior levels (Nikki Waller, 2016).

Further, in respect of unclear authority, the feeling/opinion of male and female employees on unclear authority has no significant difference. It is to be noted even in the correlation analysis; the unclear authority has no significant correlation with employees frustration. This clearly indicates that in the government sector of Sri Lanka, the employees have been given sufficient guidelines, specification, and clear list of duties, proper guidance and circulars to perform their duties without any confusion. Moreover, the t-test results in respect of withdrawal, aggression, regression and fixation which are the four modes of frustration also clearly reveal that there is a significant difference between male and female employees in the government sector of Sri Lanka. The significant difference between male and female employees in respect of their level of frustration or their opinion over the institutional factors will not be the sole evident that the gender has the moderating effect on the relationship between institutional factors and frustration. Because the gender may have the influence for the different level of frustration among male and female employees may be due to various factors other than institutional factors.

Conclusions and Recommendations

According to the research findings, the employees who are working in the government sector of Sri Lanka have certain level of frustration due to some institutional issues. Out of five institutional factors such as communication, resource constraint, unclear authority, promotion & reward and salary taken in to account, the poor salary and payment in government sector is

the key factor which causes employees' frustration. Next to salary, the promotion & reward system has little less than a moderate role to cause frustration in the government sector. The other three institutional factors such as communication, resource constraint and unclear authority have no any significant force to create frustration. At the same time when all these five factors are combined, the combined factors create frustration moderately in the government sector. This ultimately lead to conclude that though the factor promotion & rewards system in the government sector contributes to the frustration in a considerable level, the salary in the government sector is the main driver for the employees' frustration in the government sector of Sri Lanka.

Further, since the system of communication exists in government sector has no significant issues among the government employees, it can be concluded that the communication system in the government sector is satisfactory and the employees are able to communicate with co-workers and superiors without considerable barrier. This obviously reveals that Sri Lankan government organizations have given a clear picture to its employees about the organizational goal and the duties of employees. The gender has no moderation on the relationship between the institutional factors and the frustration. However, there is a significant difference on the level of frustration between male and female employees. According to the findings of the research, the female employees have more frustration than male employees in the government sector of Sri Lanka. The enhanced frustration of female employees is not due to the institutional factors but may be due to the other factors such as family commitments and the social challenges. Moreover, most of the findings in this research are similar to many of the findings of the past researches carried out in foreign countries. This clearly indicates that problems are similar everywhere but in different magnitude. However, issue on salary in the government sector is little higher in Sri Lanka while other institutional factors have higher issues in other countries.

Recommendations

The elimination of anomalies of salary by making in par with the salary structure in the private sector or the semi government organizations such as Electricity board, Water board, Road development Authority, Universities etc. to enhance the productivity in the government sector by riding off the employees' frustration. The arrangements of counseling sessions through competent counseling officers for female employees may reduce the frustration of female employees due to other factors. At the same time, over staff in the government sector may also be one of the significant factors for the lower salary, resource utilization and promotions. For example, in many all-island services of Sri Lanka, the promotion is given only on the available cadre position though there are many qualified officers are waiting for the same. Secondly, due to the over staff, resources, works, responsibilities, wages are shared among many staff and this cause less work to many employees. If the government can control the number of staff for efficient work, more salary and facilities like private sector can be provided to its limited staff.

Further researches

Apart from the above, the study on employees' frustration can be done in a broader way than this study to find all underlying factors. This study has covered only the moderating effect of gender on the relationship between the institutional factors and the employees' frustration. However, the study to find the influence of type of occupation, age of employees, educational qualifications, etc. on frustration is also important to find comprehensive solutions. Therefore, it is recommended to do the study by considering the effect of category of job, age of employees, educational qualifications, family commitment, etc. as well. Specially, it is very useful to identify the group of frustrated employees based on the work experience and category of job to take fruitful remedial measures.

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