

The Relationship between Marital Satisfaction and Job Performance: A case of Married Employees at the National Registration Bureau, Nairobi County, Kenya

Mary W. Waweru (*Tangaza University College, Nairobi*)

Anne Mbwanyo, PhD (*Tangaza University College, Nairobi*)

Daniel M. Kitonga, PhD (*Tangaza University College, Nairobi*)

Abstract

In marriage, satisfaction is a key ingredient that has become the hallmark and aspirations of every couple. However, the contemporary job market has put so much pressure in family life that the idea of marital satisfaction remains elusive for many. This study sought to establish the relationship between the level of marital satisfaction and level of job performance of married employees at the National Registration Bureau, Nairobi County, Kenya. The study sample included 195 subjects (107 males and 88 female) who were selected through simple random technique. The study used correlational research design. Self-administered questionnaires, which included Couple Satisfaction Index (CSI) (2007) and Individual Work Performance (IWP) (2015), were used in the study. Inferential statistics and Pearson Correlation were used to analyze data. With regards to the socio-demographic characteristics, respondents age ($p=.007$), job group ($p=.023$), duration of marriage ($p=.003$) and working experience ($p=.027$) were found to have significant relationship with level of marital satisfaction. Likewise, gender ($p=.652$), job group ($p=.049$) and duration of marriage ($p=.50$) had a significant relationship with the level of job performance. Regression analysis revealed that respondents with relationship dissatisfaction are 8 times more likely to exhibit counterproductive work behavior (AOR: 7.671, $p=0.005$) whereas respondents with marital dissatisfaction are 6 times likely to be contextual performers (AOR: 6.35, $p=0.002$). Pearson correlation on socio-demographic, level of marital satisfaction and level of job performance revealed significant relationship between age and duration of marriage, age and working experience and marriage and working experience. However, there was a negative correlation between education and job group, job group and marital satisfaction, age and job group, duration of marriage and job group. There was also a negative correlation between Couple Satisfaction Index (CSI) and Individual Work Performance (IWP) at 2 tailed level ($r= .186$, $p=.01$). The study recommends that governments should create awareness on family issues in work places with a view of developing appropriate family and marriage policies and strategies that would benefit both the employee and the employer.

Date of Submission: 08-09-2022

Date of Acceptance: 25-09-2022

I. Background to the Study

The family has been depicted as the foundation of the society (Gladding, 2014). However, the recent upsurge of intimate partner violence, all the world over, could be attributed to the shift in meaning and function attached to marriage. Individuals enter into marriage with expectations of meeting various needs such as sexual needs, social needs, reproduction, health and security needs. This implies that marital satisfaction is experienced when these needs are fulfilled within the marital union (Ndlovu, 2013). Recent research shows that marital satisfaction does not only increase the wellbeing of husband and wife but also of the entire family, it promotes better quality life and better physical health (Dinovitser, 2018). However, marital relationship dissatisfaction increases violence within the family. Lehrer and Son (2017), in their study on marital instability in the United States, noted that divorce rate in U.S is remarkably high compared to other developed nations. Previous research in U.S. showed that 16.9% of women and 8% of men have experienced intimate partner violence. According to Schradang et al. (2015), 30% of women globally have experienced intimate partner violence.

A study conducted in Iran among employees of a social welfare organization showed a significant relationship between marital satisfaction and job satisfaction ($p<0/05$) (Tazekand et al., 2013). The population included married employees both male and female. The study further found out that male employees experienced more satisfaction than female employees. A study that examined the impact of marital instability on

the performance of employees in some commercial banks in Nigeria revealed that marital instability has an impact on the employee emotions and job performance (Omoniyi-Oyafunke et al., 2016).

Similarly, Asa and Nkan (2017), in a study to establish the level of satisfaction among married men and women in farming households in Nigeria revealed that 62.7% of the respondents had a high level of marriage satisfaction while 37.3% reported low satisfaction. Marital instability in the study was attributed to factors such as sex, communication, conflict and socio-cultural differences. Another study by Ofovwe et al. (2013) in Nigeria found that 82.7% of secondary school teachers had marital satisfaction while 17.3% were dissatisfied with their job. The study found no significant relationship between marital satisfaction and job satisfaction.

In Kenya, a study conducted by Ndungu (2017) to establish the relationship between level of marital satisfaction and infidelity showed that low levels of marital satisfaction has a negative relationship with marital infidelity. The study further showed that age, gender and education impacted on marital infidelity. Majority of scholars have focused on marital satisfaction of families in the Western countries. There is however, a scarcity of research on marital satisfaction in Kenya, particularly in relation to job performance of married employees in the public service. This therefore creates an urgent need for such a study in order to adequately deal with marital challenges and increase well-being of employees and the society at large.

II. Methodology

The study was conducted among married employees (both gender) of the National Registration Bureau, Nairobi County, Kenya. The target population involved 1918 married employees. A sample of 320 employees were arrived at using Krejcie and Morgan (1970) formula. The study used simple random sampling to identify participants. The study used demographic questionnaires and two standardized questionnaires. Couple Satisfaction Index (CSI) developed by Funkand Rogge (2007) with 16 items and Individual Work Performance (IWP) by Koopmans (2015) with 18 items measuring the three domains of job performance (TP, CP, CWB) were used in the study. The Cronbach's alpha for Task performance (5 items) was 0.78, Contextual performance (8 items) was 0.85 and Counterproductive work behavior (5 items) was 0.79. According to Koopmans et al. (2014), the internal consistency of the IWP is good.

Data was analyzed using the Statistical Package for the Social Sciences (SPSS) version 21. Descriptive statistics was used to present frequencies, percentages and means. The study used Pearson correlation coefficient to show the association between the variables. Fisher's exact test was used to show the relationship between marital satisfaction and job performance among the respondents. All the ethical considerations were adhered to including clearance from Tangaza University College Research Ethics (TUCREC), research permit from NACOSTI and permission from Ministry of Interior and Coordination of National Government, State department of Interior and Citizen Services, and an authorization from the National Registration Bureau.

III. Findings

Socio-Demographic characteristics of the respondents

The socio-demographic characteristics of the respondents included age, gender, level of education, job groups (salary scale), duration of marriage and working experience. Results showed that majority of participants were aged between 30-39 years at 40.5% (n=79) compared to 40-49 years old at 24.1% (n=47), 50 years and above were 22.6% (n=44) and 20-29 years were 12.8% (n=25). The results on gender showed that male participants were the majority [54.9% (n=107)] compared to female participants at 45.1% (n=88). In terms of education, results showed that majority of the respondents were having diploma [37.9% (n=74)], compared to bachelor degree holders at 27.2% (n=53), certificate holders at 16.9% (n=33), PGD/Masters at 9.2% (n=18), secondary level graduates at 7.7% (n=15) and PhD at 1.0% (n=2). The results also showed that participants at job group (salary scale) C-J were the majority at 61.5% (n=120) compared to K-N at 30.3% (n=59) and P and above at 8.2% (n=16). For duration of marriage, participants married between 6-15 years were 37.4% (n=73), compared to 0-5 years at 22.6% (n=44), 16-25 years at 17.4% (n=34), 26-35 years at 16.4% (n=32) and 36 years and above at 6.2% (n=12). The results further indicated that 34.5% (n=67) of the participants had been working for a period of 1-5 years compared to 30.9% (n=60) at 6-10 years, 21.1% (n=41) at 11-15 years and 3.4% (n=26) having worked for 16 years and above.

Classification of Marital Satisfaction

Table 1: Participants classification of marital satisfaction

Variables	Frequency	Percent
≤ 51.5 = Notable relationship dissatisfaction	126	64.6
≥ 51.6 = Notable relationship satisfaction	69	35.4

From Table 1 above, we can deduce that majority of the respondents were dissatisfied in their marital relationship [64.6% (n=126)]. Only 35.4% (n=69) of the respondents experienced notable marital satisfaction.

Table 2: Respondents' gender and marital satisfaction

Variables	Total	Level of couple satisfaction		Chi-Square Test		
		Dissatisfaction	Satisfaction	χ^2	df	Sig.
Respondent's gender						
Male	107(54.9)	68(34.9)	39(20.0)	117	1	.732
Female	88(45.1)	58(29.7)	30(15.4)			

The chi-square test presented in Table 2 above indicates that there was a difference in the level of couple satisfaction between male and female respondents. Male respondents recorded 34.9% dissatisfaction as opposed to their female counterparts at 29.7%. Moreover, male respondents recorded a 20.0% satisfaction as opposed to the female respondents at 15.4%.

Table 3: Relationship satisfaction with levels of job performance

Variables	Total	Levels of job performance			Fisher's exact test	
		TP	CP	CWB	Value	Sig.
≤ 51.5 = Notable dissatisfaction	relationship 126(64.6)	61(31.3)	30(15.4)	30(15.4)	14.918	.001
≥ 51.6 = Notable satisfaction	relationship 69 (35.4)	45(23.1)	20(10.3)	3(1.5)		

Table 3 above shows that majority of the respondents were task performers. The results also indicate that dissatisfied participants scored higher at 31.3% on TP, 15.4% on CP and CWB compared to participants with marital satisfaction at 23.1% TP, 10.3% CP and 1.5% CWB. The table shows a significant relationship at p=.001. This is an indication that employees at National Registration Bureau were more task performers as compared with other performance domains.

Table 4: Regression analysis showing rates of dissatisfaction on job performance

	B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I. for EXP (B)	
							Lower	Upper
Step 1 ^a	≤ 51.5		10.984	3	.012			
	TP (1)	.693	1.252	.307	1	.580	2.000	.172 23.251
	CP (2)	1.998	.637	9.854	1	.002	6.377	2.118 25.691
	CWB (3)	1.897	.671	7.998	1	.005	7.667	1.790 24.826
	Constant	-2.303	.606	14.460	1	.000	.100	

a. Variable(s) entered on step 1: Adaptive.

Table 4 above shows that respondents with marital dissatisfaction were 8 times more likely to exhibit counterproductive work behavior (AOR: 7.67; CI: 95%: 1.790-24.826; p=0.005) compared to respondents with relationship satisfaction. Similarly, participants with notable relationship dissatisfaction are 6 times more likely to be contextual job performers (AOR: 6.38; CI: 95%: 2.118-25.691; p=0.002) compared to respondents with relationship satisfaction. This is an indication that employees experiencing dissatisfaction in their families can either be an asset or a liability to the achievement of the organization.

Table 5: Correlation Between Socio-Demographic Characteristics and Levels of Relationship Satisfaction and Levels of Job Performance.

	CSI	IWP	Age	Gender	Education	Job group	yrs married	Yrs working
CSI	-							
IWP	-.186**	-						
Age	-.120	-.072	-					
Gender	-.025	-.060	.144	-				
Education	.155*	.023	.058	.005	-			
Job group	-.147*	.083	-.300**	-.031	-.382**	-		
Yrs married	-.098	.001	.730**	-.093	.113	-.223**	-	
yrs working	-.126	.138	.544**	-.167*	.092	-.032	.672**	-

working

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

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

From table 5 above, there is a negative correlation between couple's relationship satisfaction (CSI) and individual levels of work performance (IWP) at 2-tailed significant level ($r = -.186$; $p = 0.01$). This means that higher values of relationship satisfaction tend to be associated with lower levels of job performance. Results also pointed out that there was a weak but positive correlation between level of education and levels of relationship satisfaction ($r = .155^*$; $p = 0.05$).

Moreover, there was a negative correlation ($r = -.382^{**}$; $p = 0.01$) between level of education and job groups. Similarly, results from the correlation analysis revealed that there was a negative correlation ($r = -.147^*$; $p = 0.05$) between respondents' job groups and levels of relationship satisfaction. This implies that there was no relationship between the two variables. Additionally, results from this study as indicated in table 4 showed a negative correlation ($r = -.300^{**}$; $p = 0.01$) between the respondents' age and job groups. Also, findings indicated that there was a strong positive correlation ($r = .730^{**}$; $p = 0.01$) between the respondents' age and numbers of years the respondents in marriage. Data from the correlation analysis also showed a strong positive correlation ($r = .544^{**}$; $p = 0.01$) between the respondents' age and number of years the respondents have been working.

IV. Discussion

Relationship between marital satisfaction and job performance among married employees

This study revealed that majority of participants were experiencing marital dissatisfaction in their marriages. The results showed that 64.6% ($n=126$) of the employees at the National Registration Bureau, Nairobi County were experiencing marital dissatisfaction. Only 35.4% ($n=69$) of the respondents were experiencing marital satisfaction. The results of current study also showed that more male [34.9% ($n=68$)] than female [29.7% ($n=58$)] were experiencing dissatisfaction. This finding has been supported by Seo (2018) that wives generally report less satisfaction in their marriage than their husbands.

The study also showed that dissatisfied respondents scored higher on task performance at 31.3% ($n=61$) as compared to other performance domains. This suggests that majority of the employees at National Registration Bureau, Nairobi County experiencing marital dissatisfaction are capable of performing better in their work place. This is supported by a research by Omoniyi-Oyafunke et al. (2016) which found that marital instability affects an individual's emotions and job performance. The study also showed that respondents with marital dissatisfaction are 8 times more likely to exhibit counterproductive work behaviors (AOR: 7.67; CI: 95%: 1.790-24.826; $p=0.005$) as compared to respondents with marriage satisfaction. Similarly, participants with marital dissatisfaction are 6 times more likely to be contextual job performers (AOR: 6.38; CI: 95%: 2.118-25.691; $p=0.002$) compared to respondents with relationship satisfaction. This implies that dissatisfied employees at the National Registration Bureau, Nairobi County are likely to exhibit behaviors that are likely to harm the organization's interest.

Pearson's correlation on Socio-Demographic Characteristics and Levels of Relationship Satisfaction and Levels of Job Performance indicated that there is a negative correlation between Couple's relationship satisfaction (CSI) and Individual levels of work performance (IWP) at 2-tailed significant level ($r = -.186$; $p = 0.01$). This means that higher values of relationship satisfaction tend to be associated with lower levels of job performance. This implies that participants who are dissatisfied in their marital relationship use job performance to compensate. This may mean that the participants focused more on their performance to compensate for the pleasure they are lacking at home. It may also mean that the respondents who experienced satisfaction in their marriages concentrated more on their families which gave them more pleasure than in the work place.

The current study also found out that there was a weak but positive correlation between level of education and level of marital satisfaction ($r = .155^*$; $p = 0.05$). Oreopoulos and Salvanes (2011) argued that educated people have more stable marriages as they are able to make better decisions. Further, a research by Madanian et al. (2013) argued that participants with high levels of education experience high levels of marital satisfaction. This implies that employees at the National Registration Bureau, Nairobi County have a better understanding of realities of life which enables them to develop problem-solving capabilities.

The findings of this study further indicated that there was a strong positive correlation between the respondents' age and duration of marriage ($r = .730^{**}$; $p = 0.01$). This is supported by a research in Australia by Wang-Sheng and McKinnish (2018) which found that marital satisfaction declines with duration of marriage for both men and women. Their results further showed that men tend to be more satisfied with younger wives than older wives while women tend to be satisfied with younger husbands than older husbands.

Moreover, this study showed a strong positive correlation between the respondents' age and the number of years the respondents have been working ($r = .544^{**}$; $p = 0.01$). This suggests that as the employees

of National Registration Bureau, Nairobi County advances in age, their work experience also increases. This is supported by a study by Mujtaba et al. (2011) which showed that work experience in the public sector is significant in moral development. This further suggests that the more work experience respondents in this study have, the more their ability to make ethical decisions.

The study also showed a strong positive correlation between years of marriage and years of working ($r = .672^{**}$; $p = 0.01$). This is supported by an earlier research by Namayandeh et al. (2020) which found that participants with older age, more work experience and longer duration of marriage experienced low levels of interferences from both work and family domains. However, their study focused on one gender (female). The findings borrow from Family System theory concept of differentiation as differentiated individuals are able to adapt to changes emanating from various environments and are able to cope with stress.

V. Recommendations

In relation to the findings on marital satisfaction and job performance of married employees, the researcher recommends the following: The study found out that there is marital dissatisfaction of married employees. The researcher suggests that creating awareness of marital dissatisfaction as a workplace concern and developing appropriate workplace policies and strategies would benefit both the employees and the employer. There is a need for the Ministry of Public Service to initiate and ensure implementation of such policies that would be geared towards improving the well-being of employees in the public sector. The study found that dissatisfied employees are likely to exhibit counterproductive work behavior. As a result, the study recommends trainings on marriage and family in order to counter factors that would influence marital satisfaction and employees' service delivery in the public sector. The researcher also recommends other studies to use different methods to establish predictors of marital dissatisfaction in families with a view of increasing mental and psychological well-being of employees in Kenya.

References

- [1]. Abdullah, A., & Halim, F. W. (2016). The influence of work ethic and counterproductive work behaviour of civil servants. *Journal of Technology Management and Business*, 3(1).
- [2]. Asa, U. A., & Nkan, V. V. (2017). Factors associated with marital instability among Rural farming households in Akwalbom State, Nigeria. *European Scientific Journal*, 13(15), 290-299.
- [3]. Dinovtser, I. (2018). The Experience of Happily Married Couples Who Consider Themselves as Opposites: A Generic Qualitative Inquiry (Doctoral dissertation, Capella University).
- [4]. Falola, H. O., Salau, O.P., Omoniyi- Oyafunke. C. & Olokundun, M.A. (2016) Effect of marital instability on employee performance in selected commercial banks in Nigeria *International Business Management*, 10(21), 5158-5165.
- [5]. Funk, J.L., & Rogge, R.D. (2007). Testing the Ruler with Item Response Theory: Increasing Precision of Measurement for Relationship Satisfaction with the Couples Satisfaction Index. *Journal of Family Psychology*, 21, 572-583.
- [6]. Gladding, S. T. (2014). *Family therapy: History, theory, and practice*. Pearson Higher Ed.
- [7]. Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.
- [8]. Lehrer, E. L., & Son, Y. (2017). Marital instability in the United States: Trends, driving forces, and implications for children.
- [9]. Madanian, L., & Mansor, S. M. S. S. (2013). Marital satisfaction and demographic traits in an emigrant sample: Rasch analysis. *Procedia-Social and Behavioral Sciences*, 107, 96-103.
- [10]. Mujtaba, B. G., Cavico, F. J., & Sungkhawan, J. (2011). Business ethics of government employees and future lawyers in Thailand: A study of age, gender, management experience, and education. *International Business Research*, 4(1), 16.
- [11]. Ndlovu, J. N. (2013). Psychosocial predictors of marital satisfaction among married people in Gauteng province, South Africa (Doctoral dissertation).
- [12]. Ndungu, E. W. (2017). The relationship between the level of marital satisfaction and marital infidelity In Nairobi County, Kenya (Doctoral dissertation, United States International University-Africa).
- [13]. Schradang, N., Alm, C. O., Ptucha, R., & Homan, C. (2015). An analysis of domestic abuse discourse on reddit. In *Proceedings of the 2015 Conference on Empirical Methods in Natural Language Processing* (pp. 2577-2583).
- [14]. Seo, M. (2018). Trajectories in and predictors of marital satisfaction after the first baby arrives. *Korean Journal of Child Care and Education Policy*, 12(3), 31-53.
- [15]. Tazekand, E. F., Nafar, N., & Keramati, R. (2013). The relationship between marital satisfaction and job satisfaction among employees of Social Welfare Organization at Tehran Branches. *Life Science Journal*, 10(6), 804-812.
- [16]. Wang-Sheng, L., & McKinnish, T. (2018). The marital satisfaction of differently aged couples. *Journal of Population Economics*, 31(2), 337-362.