

**RELATIONSHIP BETWEEN MARITAL SATISFACTION AND JOB PERFORMANCE: A
CASE OF MARRIED EMPLOYEES AT THE NATIONAL REGISTRATION BUREAU
NAIROBI COUNTY, KENYA**

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DECLARATION

This thesis is a result of my own work which has never been submitted to any other university and may be available for reference and photocopying at the discretion of Tangaza University College.

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DEDICATION

I dedicate this thesis to Joseph, James and Dan for their love, kindness, prayers and encouragement that has been a great source of inspiration during the study.

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Glory to God for psychological wellbeing, care and provision of resources throughout the entire period of this study. In addition, I am grateful to Dr. Anne Mwayo, Dr. Daniel Kitonga, and Fr. Hubert Pinto for their tireless guidance in coming up with this thesis. I acknowledge Tangaza university fraternity and my employer for giving me a chance to enhance knowledge.

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 assess the level of marital relationship satisfaction, to determine the level of job performance and to establish the relationship between the level of marital satisfaction and the 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.

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ABBREVIATIONS/ACRONYMS

| | |
|---------|---|
| BFST | Bowen Family Systems Theory |
| CP | Contextual Performance |
| CSI | Couple Satisfaction Index |
| CWB | Counterproductive Work Behavior |
| GoK | Government of Kenya |
| IWP | Individual Work Performance |
| MDAs | Ministries, Directorates, other Agencies |
| MS | Marital Satisfaction |
| NACOSTI | National Commission of Science, Technology and Innovation |
| NFHS | National Family Health Surveys |
| NRB | National Registration Bureau |
| PWA | Psychological Well-being Approach |
| SPSS | Statistical Packages of Social Sciences |
| TP | Task Performance |
| TUC | Tangaza University College |
| TUCREC | Tangaza University College Research Ethics Committee |
| USA | United States of America |

OPERATIONAL DEFINITION OF KEY TERMS

| | |
|----------------------------------|--|
| Communication | Process of expressing feelings, emotions and opinions from one person to another. |
| Contextual performance | Behaviors that contribute to overall organizational functioning |
| Counterproductive work behaviors | Intentional behaviors that are harmful to the organization and its employees |
| Employee | Person hired by an employer to do a specific job or task. |
| Gender roles | sociocultural behaviors that are generally considered to be acceptable or desirable for men and women. |
| Job performance | Ability to achieve organizational goals in terms of efficiency, effectiveness and self-efficacy. |
| Marital satisfaction/happiness | Ability of the husband and wife to meet the socially expected gender roles, attain sexual fulfilment and expression of positive communication. |
| Marriage | Union of two consenting adults of the opposite sex who are legally bounded by law, culture or religion. |
| Performance | Quantity and quality of work output. |
| Sexual satisfaction | Ability to experience sexual pleasure and feeling close to and bonding with your married partner. |
| Task performance | Activities that contribute to core goals of the organization |

CHAPTER 1

INTRODUCTION

1.1. Introduction

This chapter presents the introduction, background to the study, the problem statement, the purpose of study, objectives, research questions, significance, scope and delimitations.

1.2. 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 marital union (Ndlovu, 2013). Recent research shows that marital satisfaction does not only increase the wellbeing of a husband and a wife, but also of the entire family. Tay and Diener (2011) supports that marital satisfaction relates to needs fulfillment and subjective well-being across the world regions. It promotes better quality life and physical health (Dinovitser, 2018). A satisfying intimate relationship has been found to significantly influence one's subjective well-being, offer social support, act as a foundation of happiness, and increases quality of life (Ottu, 2011). But, marital relationship dissatisfaction increases violence within the family.

Fincham and May (2017) affirms that marital dissatisfaction increases infidelity, murder, and suicide within the family. Marital instability has also been shown to negatively impact the cognitive functioning of the victims (King & DeLongis, 2014). Further, it negatively impacts the victim's health and well-being, and lowers their self-esteem. In addition, victims may result into deviant behaviors such as drug abuse as a coping mechanism to marital challenges or may suffer

major depressive disorders (Moya et al., 2010). Lehrer and Son (2017), in their study on marital instability in the United States, noted that divorce rate in U.S is remarkably higher compared to other developed nations. Previous research in the U.S showed that 16.9% of women and 8% of men have experienced intimate partner violence. According to Schrading et al. (2015), 30% of women globally have experienced intimate partner violence.

The institution of marriage has undergone significant changes. For example, in relation to gender roles, women have become providers for their families in some communities. Tradition has it that a man's role is to work (Desai, et, al., 2014) and in public domains while the woman is confined at home (Akotia & Anum, 2012). Men and women were socialized into appropriate roles where man was regarded as the head of the home and was expected to provide basic needs to the family while the woman was the caregiver of the family. Men were given priority access to education while women had basic education. However, for the egalitarian couples, authority is equally shared amongst them (Akotia & Anum, 2012, p 5023). There is also equal division of labor between the husband and wife as they are dual wage earners, and both work on full time basis with shared financial accountability (Desai & Chugh, 2014.).

Research has shown that family and work domains are likely to be influenced by other factors such as communication and sexual fulfilment. According to Esere and Oladun, (2014), effective and constructive communication patterns increase emotional health. For example, communicating effectively allows the couple to negotiate problem areas, fulfil needs, avoid misunderstandings, and develop intimacy over the years. Mutuku and Mathooko (2014) argue that shared information needs to be clear and complete, so how a couple communicates can make or mar their relationships.

Research shows that extramarital affairs can influence both marriage and an individual's performance. For example, a married supervisor with sexual dissatisfactions at home may seek sexual satisfaction with employees thereby interfering with job performance of the employee. A study by Everett (2018) showed that 50% of the divorce rates in marriages emanates from infidelity. The research further found that female are more likely to engage in infidelity due to neglect by their spouses while men may engage in infidelity due to other sexual reasons.

Globalization has increased competition in the society making it necessary for both husband and wife to seek employment for their survival. Available data of families in the U.S shows that 57.7% of women above 16 years are working compared to 70.2% of men and that only about 6% of U.S married couples with children under 18 years have a wife providing childcare and household chore at home (Trask, 2017).

In the year 2018, the number of employed employees in Kenya government institutions who were married or had been in a marital union before were about 85% of the total workforce in the public service (WHO, 2019). Employee performance is a critical element in the success or development of any institute (Bodla & Ningyu, 2017). This is supported by a research with 1647 participants by Hosie et al., (2012) in Australia which examined the influence of happiness on contextual and task performance. The results showed that majority of participants were either happy and unproductive or unhappy and productive. The study further found that individuals may not be happy in a hedonic manner or happy in eudaimonic manner and vice versa.

A study in Iran found 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 found that male employees experienced more satisfaction than female employees. In another research that examined the impact of marital instability on the performance

of employees in some commercial banks in Nigeria, results 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.

A 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. Green (2012) argues that academic qualification relates to better job performance in terms of improved quality, improved productivity and competitiveness. Literature has further supported that academic qualification ensures that one has the basic grounding in the tasks given. The basic qualifications enhance an individual ability to work, to become initiative and communicate effectively in the work place. However, some employees may have high academic grades but fail to perform at the workplace due to lack of practical skills and experience.

In Kenya, a research 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. It is evident that majority of scholars have focused on marital satisfaction of families in the Western countries. Few studies have examined marital satisfaction in Kenya, specifically 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 in the public service. Service delivery is one of

the major concerns among other reforms in the public service. The government in an attempt to achieve effective service delivery has embraced various performance management systems such as staff performance appraisal, performance contracting and customer service charters among others.

Disselkamp (2013) argued that performance is a measure of effectiveness where one does the right thing efficiently. A body of research has investigated factors that influence performance of employees in the public service (Mboi, 2014; Philip, 2014; Otoo, 2019; Aydogan & Arslan, 2020). Their studies focused on factors such as management practices, work environment, equipment, motivation, social and economic factors, political and legal factors, recruitment and selection, and remuneration among others. Bodla and Ningyu (2017) argue that employee performance correlates with organizational success. Their studies did not consider marital relationship as a factor that would influence performance of employees in the public service, irrespective of the increased incidents of marital violence within the society. The current study addressed this gap at National Registration Bureau, Nairobi.

1.3. Statement of the Problem

Employee performance is paramount in today's business setting in view of the increased global economic competition. Marital satisfaction is an important aspect in employee performance since the family is said to be a primary unit of human interaction and a great contributor to the stability of a nation. Customer satisfaction largely depends on the satisfaction and productivity of employees because when employees are satisfied, they will meet the needs of the customer and the overall organizational performance will be enhanced. Marital satisfaction has been found to have positive outcomes such as better quality life, improved physical health, and better family

well-being. Marital dissatisfaction leads to lower work satisfaction and poor health (Sandberg et al., 2013).

The department of National Registration has a workforce of about 91% married employees. In an effort to meet customer satisfaction, the employees have been facilitated with the government's performance management systems such as performance contracting, staff performance appraisal system, customer service charter, and Huduma Centre services within the forty-seven counties. However, despite the implementation of all these performance strategies, the Commission on Administrative Justice (CAJ) received many complaints from the public relating to delays in processing and issuance of identity cards (CAJ, 2015). The delays were attributed to rejected identity cards due to errors or mistakes, which is a sign of employees' inefficiency. The department was also rated below the set target as per the report on the performance of MDAs for financial year (2019-2020). This is despite the fact that the core function of the department is to register and issue identification cards to Kenyan citizens aged at least eighteen years.

The department provides a key role in the society as individuals cannot carry out major functions requiring personal identification without an identity card. The delays in service delivery further led to numerous complaints from politicians during the electioneering period where one has to possess an identity card in order to register as a voter. In addition, the department was rated as the worst performing department in the Ministry of Interior by the Ethics and Anti-Corruption Commission (Infotrack, 2019). Wide research has focused on satisfaction and performance of employees from intrinsic and extrinsic dimensions in private and public sectors. But, there is no other study that has tested the influence of marital life on performance of employees in the department of National Registration. The current research sought to address this knowledge gap.

1.4. Purpose of the Study

This study sought to establish the relationship between marital satisfaction and job performance of married employees at the National Registration Bureau, Nairobi County, Kenya.

1.5. Objectives of the study

The current research was guided by a general objective and specific objectives.

1.5.1. General Objective

To establish the relationship between marital satisfaction and job performance of married employees at the National Registration Bureau, Nairobi County, Kenya.

1.5.2. Specific Objectives

The current study was guided by the following specific objectives:

1. To assess the level of marital satisfaction among married employees of National Registration Bureau, Nairobi County, Kenya.
2. To determine the level of job performance among married employees of National Registration Bureau, Nairobi, Kenya.
3. To establish the relationship between marital satisfaction and job performance of married employees at the National Registration Bureau, Nairobi, Kenya.

1.6. Research Questions

The current study answered the following questions:

1. What is the level of marital satisfaction among married employees of National Registration Bureau, Nairobi, Kenya?

2. What is the level of job performance among married employees of National Registration Bureau, Nairobi Kenya?
3. Is there any relationship between marital satisfaction and job performance of married employees at the National Registration Bureau, Nairobi, Kenya?

1.7. Significance of the Study

The findings of this study may provide the government policy makers with relevant information in formulating guidelines that could address marital problems within Kenya public service. The results of the current study could assist policy makers in developing training programs that would address marital life and job performance of employees within the civil service. The information could help public service improve its service delivery to the citizens. The findings may be used to improve the human resource management practices at the National Registration department by designing and implementing strategies that could promote effective and efficient service delivery in issuance of identification documents to Kenyan citizens. In addition, the suggestions made on the present study could help create a positive image of the National Registration department as a government entity. The current study provide knowledge to public servants that could contribute to individual and organizational performance within the entire civil service.

The present study provides knowledge to psychologists and therapists that could be used to improve the existing theories and techniques of counselling. The results of the current study provide researchers with relevant knowledge on the influence of marital life on job performance. The findings could help scholars in developing existing literature and knowledge related to marital satisfaction and job performance. The information provided could help practitioners to improve

counselling of employees within the public service, who have marital concerns that influence their performance in service delivery. The information provided in the study could help marriage counsellors improve their work with clients. Above all, the findings of the study provide relevant information that could be used by university administration and university students as points of reference on marriage and family studies.

1.8. Scope and Delimitations of the Study

The study examined the relationship between marital satisfaction and job performance of married employees at the National Registration Bureau, Nairobi County. The department of National Registration was chosen for this study because it is a key state department in the Government. The department's performance is paramount due to its monopolized role of issuance of Identity cards to all Kenya citizens. The department offers services at the national and international levels. The results of the study are limited to married employees at the four sections in the department (Table 3.1). The knowledge gained may therefore be generalized to other employees within the public service.

1.9. Chapter Summary

This chapter has presented the background to the present study, concepts of marital satisfaction and job performance as viewed by different scholars. The current study was necessitated by a gap in knowledge on the relationship between marital satisfaction and job performance of public servants in the Kenyan public service. The chapter highlighted implications of the study, scope, and delimitations of current study. The next chapter presents literature review and empirical studies.

CHAPTER 2

LITERATURE REVIEW

2.1. Introduction

This chapter reviews literature related to marital satisfaction and job performance of married employees of National Registration Bureau, Nairobi, Kenya. The section covers theoretical and empirical reviews, research gaps and the conceptual framework.

2.2. Theoretical Literature Review

This section reviews theories relevant to the study. The research was guided by Bowen Family Systems Theory (BFST) and Psychological Well-being Theory (PWT).

2.2.1 The Bowen's Family Systems Theory (BFST)

This theory was formulated by Murray Bowen around 1966. His work was grounded on unmeshed relationships between partners with schizophrenia and their mothers at Kansas (1946-1954). The theory was developed through his observation of the relationship patterns of families living in the wards with patients. He believed that family patterns and problems re-occur in successive generations. Bowen argues that each family has an emotional system and looks for alternative ways of maintaining stability.

The theory has provided information on family relationships and how families have succeeded or become overwhelmed by poor patterns of communication and behaviors. For example, dysfunctional patterns of communication and emotions may influence marital stability of married employees at home and in the work place. The approach assumes that families are interactive systems where members constantly shift boundaries with varying levels of resistance to change. Families go through different stages of development that elicit great amount of tension that affects every member of the family. The theory has eight interconnecting variables that define the inevitable chronic emotional anxiety in family relationships that cause family dysfunction.

Differentiating self, emotional fusion and triangulation are key concepts of the theory. Fused family members are unable to distinguish themselves from other family members personally and intellectually, while differentiated individuals are able to function independently with self-directed choices. Autonomy enables a person to clearly think through a situation in a rational manner, without depending on other people's opinions. The higher the fusion, the less flexibility a person becomes in adapting to challenges arising from outside sources. Individuals in greatly fused relationships experience great anxiety as they fear being rejected. For example, individuals who are able to differentiate themselves are able to adapt to changes emanating from the environment and hence cope with stress. They are able to perform well as they overcome tension and anxiety emanating from patterns of communication within the family.

According to Pirutinsky and Kor (2013), a family's adaptation is related to flexible leadership roles with enhanced communication. Bowen's family theory suggests that family union has a great influence on its members as a difference in one person brings an adjustment to other individuals of the family unit in behavior and feelings. For example, in families where some members become overly dependent on praises such that any time, they perform tasks and do not

receive the praises, they doubt themselves and are unable to differentiate themselves. Such individuals may suffer emotional stress when not appreciated by their spouses at home and may search for it outside the marriage. At work places, such individuals may work with expectations of appreciation from their supervisors and the absence of it would lead to tension and decrease in job performance.

Individuals whose level of differentiation is high are able to approach relationships positively. Highly differentiated individuals establish more flexible boundaries in marriage, whereas poorly differentiated individuals tend to withdraw from interactions, keep distance or seek excessive intimacy with the spouse or other individuals (Kaleta, 2011). An example is where a married employee would seek intimate relationship with colleague in search for excessive intimacy and thereby interfere with institutional ethical standards, work output and fidelity within the family. Another example is where poorly differentiated employees, due to lack of self-motivation and low self-efficacy, would always wait for instructions from their supervisors. Such individuals would cause delay in the delivery of services and may not meet their individual performance targets.

The theory views triangulation as tension and anxiety that is experienced between two members of the family but transferred to a third member. For example, where a wife would use children to maneuver the husband and the child becomes the triangle for the problems between the couple. Another example is where an officer comes to the office after fighting or quarrelling with his wife and transfers his anger to the staff in the office. Bowen's theory helps family members gain awareness of their behavior patterns, more so when their tension and anxiety arise, as well as helping them work towards self-differentiation. It also helps families improve communication by dealing with patterns of triangulation. For example, where emotions of the wife spreads throughout

the family system and causes instability within the members. This information will help such employees to understand the influence of one's emotions on their family members. However, the theory does not provide room for emotional autonomy whereby when one member experiences anxiety, all members must not feel similar anxiety. Additionally, the theory does not focus on the well-being of individuals which would be vital in an individual's job performance. The researcher therefore adopted the Psychological Well-being Theory.

2.2.2. Psychological Well-being Theory (PWT)

The theory focuses on health and well-being of individuals (Ryff & Singer, 1998). Ryff's theory combines different theories of individual development and adaptive functioning. Her work draws from Maslow's (1968) aspect of self-actualization, Roger's (1961) individual functioning, Allport's (1961) concept of maturity, and Erickson's (1959) psychosocial model of development among others. Psychological well-being relates to emotional, subjective, mental health and mental wellness. Subjective well-being involves perception of one's quality of life both emotionally and cognitively. Two major perspectives of wellbeing are discussed in this approach, hedonic and eudaimonia. Eudaimonic recognizes that people experience well-being when they are gratifying their potential while committing to the greater good (Estes & McMahan, 2011).

Edonism, engagement, and eudaimonia comprise different but inter-linked routes of life to happiness. This approach interrelates to the variables in this study in that married employees with hedonism would experience marriage with a lot of pleasure, while employees with eudaimonic would view work as an environment for growth, and a sense of determination, which increases employees' level of motivation. The employees would experience work as learning opportunity to exercise and develop their potential (Dik et al., 2013). For employees who are short of innate motivation (hedonic), their quality and effectiveness in performance tends to suffer (Grant, 2008

& Rich, 2010). Since hedonia is the pursuit of feeling good and relaxation, couples ought to experience these feelings in their mental relationship as a way of promoting their well-being.

One of the dimensions in the theory is personal growth which emphasizes on an individual's growth and ability to confront new challenges or tasks at different levels of life. For example, a fully functioning employee will assess the self on personal standards and achievements but not on the standards of others, they have a growth mindset that helps them realize that hard work yields results. They are able to handle changes within the family that would interfere with their performance in the work place and are able to control complex life situations emanating from different environments (Ryff, 1989). Moreover, maintaining a balance between marriage and work is the only way to avoid marital dissatisfaction and unproductivity in the work place. It is for this reason that the two approaches (BFST and PWT) were used in understanding the marital satisfaction and job performance of among married employees at National Registration Bureau, Nairobi, Kenya.

2.3. Empirical Literature Review

The section critically reviews relevant literature in accordance to the specific objectives of this study.

2.3.1. Level of Marital Satisfaction

The first objective of this study sought to establish the level of marital satisfaction of married employees. Globally, millions of couples enter into committed relationships, and the longevity of the marriage is highly dependent on the level of marital satisfaction. Dobrowolska et al., (2020) in a cross-cultural study of 7178 participants from 33 different countries supported marital satisfaction as a predictor of both individual and relational well-being. Their study further

found that age, sex, education and cultural values are related to marital satisfaction across cultures. Their study also noted that duration of marriage does not predict marital satisfaction for countries in their study. Across socio-economic continuum, people do not just want to get married, but want to marry someone that gives them happiness, and live in love together. Research shows that 88% of families in US consider love as the greatest reason why people get married (Geiger & Livingston, 2019). However, research has shown that the institution of marriage is undergoing many challenges. An analysis of a conference proceedings in U.S.A on domestic violence revealed that 30% of women globally have experienced spousal violence (Schrading et al., 2015). Devries et al., (2013) said that 9.4% of females have been raped by their partners, 16.9% of females and 8% males have suffered other forms of sexual violence while 24.3% of women and 13.8% men have gone through physical violence (Black et al., 2011). Breiding et al, (2014) argue that about half of each gender, 48.4% women and 48.8% men, have suffered domestic violence. Lehrer and Son (2017) opined that divorce rate in U.S is notably higher compared to other developed nations

In Iran, Rostami et al., (2014) in a study of 653 participants observed that marital satisfaction was significantly higher in men than in women. Female participants were more satisfied with younger husbands, while male respondents were more satisfied with younger wives. Further, their study found that the level of education was associated with marital satisfaction in both genders. It is often believed that men and women have a more stable relationship and happiness in life when the husband is older than the wife. However, their study showed that women who were older than their partners were more satisfied with their marriage.

Research on factors relating to physical, emotional and sexual violence in Zambia revealed that 43%, 23% and 15% of married women suffered physical, emotional and sexual violence respectively (Kusanthan et al., 2016). Physical violence may include beating with an object,

slapping, kicking, and threatening with a weapon among others. Sexual violence may involve rape, and sexual harassment.

Marital dissatisfaction can be attributed to many factors. A study in Nigerian by Esere and Omotosho (2011) using 600 participants found that lack of effective communication is a great contributor to marital instability and other problems in marriage. The study further found a significant difference in perception of participants based on gender and length of years in marriage. The current study has considered communication, gender roles and sexual satisfaction as major aspects in marital stability in Kenya. Communication is an inevitable aspect in families and organizational functioning as it facilitates transformation of human society. Research has found that interpersonal communication helps create social networks and increase social support. It helps in verbal and nonverbal expression of emotions, in decision making, task descriptions, expression of personal needs and mutual interactions between family members.

Uwom-Ajaegbu et al. (2016), in their study, found that lack of effective communication is the backbone to breakdowns in marriages. Effective communication is essential for any business or organization to prosper. It cuts out on wasted time and provides both customers and employees with necessary tools to succeed and find satisfaction. Ineffective communication has been shown to hinder both marital and organizational functioning. For example, a situation where a sick husband leaves a note instructing the wife to call the office and report that the husband is unwell and will not be able to attend duty, and because the couple is not communicating verbally, the wife ignores or fails to see the husband's note. Absence from duty without notice may lead to disciplinary actions such as demotion or dismissal from service, an effect of ineffective communication. Another example is where the supervisor may fail to communicate organizational performance expectations to the subordinates leading to performance gaps.

Research has found that effective communication improves satisfaction in marriage and organizational productivity while poor communication leads to low performance. Individuals therefore need to learn how to care for their partner's emotions and thoughts as a way of achieving successful interactions. For example, communication problems between couples may lead to decreased care and aggression among family members, such that the socially defined gender roles in the family are neglected.

The society has gendered roles socially defined for both men and women within the social and family domains. A United States survey (2014) revealed that four out of ten US mothers (41%) obstructed their career advancement, in contrast to about 20% of working fathers (Pew Research Center, 2015). More women than men took their time off (39%) to nurture their families, while fewer fathers (24%) reported having taken time off for child or family care. This therefore suggests that mothers' nurturing roles not only affect their marital satisfaction but also their job and long-term earning.

Grunow et al. (2012), in their study on changing divisions of housework between couples in Western Germany, found that newlywed couples share household tasks equally at the beginning of their marriage but as time goes on, husband's contribution in housework decreases. This is where for example due to limited or lack of husband's time for child care and discipline, children turn to deviant behaviors which negatively affect not only the couple but the family as a whole. Equitable contribution in relationships increase emotional intimacy between partners especially during pregnancy and in caring for the new born (Conroy et al., 2016). This shows that marital satisfaction is higher when the load is shared between partners. Mencarini (2018) related increased divorce to women employment especially where their husbands contribute less than 30% household work.

Research in North Cyprus by Jackson et al. (2014), on differences in satisfaction between married men and women, revealed significant but small gender difference in marital satisfaction with wives reporting slightly lower than their partners at 51%. Research shows that wives usually report less satisfaction in their marriages than their husbands. The level of marital satisfaction changes depending on first, second and third births where couple's marital satisfaction decline after the first child birth compared to couple satisfaction after second and third births (Seo, 2020; Seo, 2018). Kim and Seo (2018) further supports that there is reduced marital satisfaction of couples from five years after the birth of their first child. However, their results were inconsistent with a study by Don and Mickelson (2014), which showed that wives had higher patterns of satisfaction than their husbands across the transition of parenthood.

Jackson et al. (2014), in their study, found statistically significant but small gender difference in marital satisfaction between male and female where wives were slightly less satisfied than husbands. Their findings indicated that wives were only slightly less likely (7%) to be satisfied with their marital relationship than husbands. Majority of wife's marital dissatisfaction would, for example, be attributed to lack of equitable division of labor and childcare. Wives also offer an inequitable amount of emotional work by supporting their husbands and managing the emotional situations of the relationship. Addisu et al., (2017) in Ethiopia using 240 participants found that male experienced more satisfaction (26.32%) as compared to female (25.43%). Their study further noted that as the duration in marriage increases, the level of satisfaction decreases. Lee and McKinnish (2017) in Australia supports that marital satisfaction declines on the duration of marriage to differently-aged couples relative to similarly aged couples.

A study by Asa and Nkan (2017) 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 negatively relate to marital infidelity. Their study further showed that age, gender and education impacted on marital infidelity. Infidelity is often considered a man's privilege only, such that a woman caught cheating on her husband would be rejected, criticized, beaten or even blamed for her husband's infidelity. Research shows that the older generation has higher rates of cheating in their marriages than the younger generation. Wang et al., (2012) supports that both male and female engage in infidelity. Extra marital affairs across cultures have been seen as a cause of increased dissatisfaction in many marriages (Fincham & May, 2017).

Another Kenyan study by Barongo et al. (2015) found no statistical significant difference between marital experience and marital satisfaction ($p=0.086$). Osur et al. (2021), in a study on the effects of COVID-19 on sexual satisfaction among married couples in Kenya, indicated that 26.6% of the respondents were dissatisfied even before the pandemic while 41.3% were dissatisfied during the pandemic. Literature shows that partners' sexual satisfaction affects thoughts, feelings, attitudes, and beliefs. Adigeb and Mbua (2015) suggested that affection and sexual activities significantly influence marital relationship.

The stability of any marriage is critical and is among other aspects that enhance stability is marital satisfaction. For example, in Kenya the media has portrayed married men having been

engaged to young lovers including high school and university girls. At the same time, older women are engaged in love affairs with young men from colleges and universities. Married individuals lure young men and women with incentives such as gifts, money, and rentals in expensive houses in exchange for sex as a way of gratifying their sexual pleasures. Further, there has been increased spousal conflicts and majority of the cases have been related to marital dissatisfaction, an area that has led some of the marriages ending up in divorce or deaths.

2.3.2. Level of Performance of Married Employees

The second objective of the study sought to establish the level of Performance of married employees of National Registration Bureau, Nairobi. Individual work performance is critical to every nation owing to the increased economic globalization and business competition. It is a building block of organizational success as it helps in turning organizational goals into reality. Borman (2010) suggested that task performance represents core technical activities of the organization while contextual performance caters for the environment within which technical core must function. This therefore makes it necessary for governments including Kenya to maintain a competitive advantage for business survival in the global market.

Organizations globally have performance management systems in place aimed at promoting organizational effectiveness and employee well-being (Aguinis et al., 2012). This study considers the family as a major factor that would contribute to the attainment of such performance systems within the public sector. A study by Zhu and Peyrache (2017), comparing efficiency in public service delivery between the United Kingdom and China, revealed that inefficiency in UK resulted from reallocation of resources while in China inefficiency resulted from lack of best practices. Disselkamp (2013) says that performance is a measure of effectiveness where one does the right thing efficiently. Effectiveness is assessed by prompt attainment of organizational goals

while efficiency focuses on the value of goods and services offered to the public as supported by Kjurichski (2014). Their study did not consider the major performance domains (task, contextual, and counterproductive performance) in assessing service delivery.

Wang et al., (2018) conducted a study in Canada using 1423 participants. Their study found that factors of motivation, recognition and work demand affected the participants' ability to contribute effectively to their work performance. Their results indicated that 78% of the participants were satisfied with their job irrespective of the complexity of their increased work. Their study also showed that the participants job satisfaction varied by work experience where the less experienced participants reported lower sense of accomplishment. However, their study was not done among married participants and therefore never considered home environment as a contributing factor to employees work performance.

Yousaf et al. (2015), in Pakistan using 316 participants, established the effects of intrinsic and extrinsic motivation on task and contextual performance. The results showed that intrinsic motivation relates to task performance (TP) while extrinsic motivation relates to both TP and contextual performance (CP). However, their study did not include married couples. The study focused on intrinsic and extrinsic motivation but did not consider marital life of employees as a motivating factor in employee job outcome. The present study sought to fill the knowledge gap by considering marital stability as an external factor that may influence the major dimensions of job performance.

In South Africa, Nkosi (2015) conducted a study on performance of employees with a focus on effects of training on commitment and performance. The results of their study indicated that training has significant effect on performance enhancement. However, an employee could possess relevant training but fail to perform due to the challenges emanating from home environment as

the current study is trying to find out. Sandberg et al., (2013) supports that negative couple interaction is associated with lower work satisfaction and poor health. Further Kusanthan et al., (2016) confirmed that married women in Zambia suffered physical, emotional and sexual violence at 43%, 23% and 15% respectively. Employees with such marital challenges are prone to decrease their performance in the work place.

Rosenbuscha and Cseh (2012) argue that job performance entails efficiency, productivity and effectiveness. Zhao (2013) found that in task performance, employees present contribution to organizational technological core and are familiar with activities in areas of work. He says that in contextual performance, the employee in addition to task activity presents familiarity with other activities contributing to organizational efficiency. Counterproductive work behaviors are harmful to the interests of the organization and hinder attainment of individual tasks (Koopmans, 2011). For example, employees always complaining about insignificant issues in the work place, complaints about pay, rules and procedures, thereby causing problems in the work place. The present study sought to seal the knowledge gap by assessing job performance of civil service employees in terms of effectiveness, efficiency, and self-efficacy in the three major dimensions of performance (TP, CP and CWB) respectively.

Task performance in the current study focused on achievement of core job tasks while contextual performance extends beyond formal job responsibilities for the purpose of achieving organizational goals such as one's initiative (Fernandez-del-Rio et al., 2019). Koopmans et al. (2011), in his review, found that task performance entails aspects such as job tasks, updated knowledge, accuracy, planning, organizing and problem solving. In addition, Koopmans says that contextual performance involves aspects such as initiative, productivity, and teamwork among others. He further points out that counter-productivity include behaviors such as complaints and

misuse of privileges. Additionally, counterproductive work behaviors (CWB) including absenteeism, theft and rumors at work place have been shown to causes severe damages on organizational performance and well-being of employees.

National Registration department being a service provider largely depends on customer satisfaction for its growth and development. Individual job performance plays a vital role in an organizational growth, as the performance highly influences the overall organizational performance. Contextual and task performance of employees play a critical role in keeping customers satisfied. Bonache and Noethen (2014) supports that employees' behaviors affect the efforts and emphasis on work performance to directly affect employees' job performance. For example, contextual performers are hardworking, self-disciplined, initiative and follow rules and regulations to support objectives of the organization. Fernandez-del-Rio et al., (2019) further shows that the two performance dimensions (TP and CP) contribute highly to effectiveness of organizational performance.

Research indicates that high performance of employees is greatly influenced by the level of happiness of the employees (Falola et al., 2014). Bandura's theory (1989) provided views of human behavior where individual's efficacy beliefs' influences one's capacity to exercise control and personal agency as individuals are both the products and producers of their own environments. Carter et al. (2018) found that self-efficacy influences performance. Their study further indicated that employees' engagement contributed to 12% appointments while over 39% products were sold out. Employees with high self-efficacy are able to handle challenges, gain self-control and resilience in dealing with problems emanating from family environment. They are competent on their perceived skills to perform tasks and strive to reach their set personal and organizational goals.

In Kenyan public sector, Performance Appraisal System (PAS) is one of the government initiatives aimed at enhancing efficiency and effectiveness in public service delivery. Ochoti et al. (2012) researched on factors affecting employee performance in Nyamira County. The research found PAS was a good employee performance tool. The results further indicated that 55.1% of employee performance appraisal is highly influenced by the implementation process as opposed to factors such as accuracy of rating and attitude of employees among other. However, the study did not consider marital life of employees as a factor that would influence performance of employees in the public service. The current study sought to fill this gap by addressing correlation between marital satisfaction and job performance in the civil service.

2.3.3. Relationship between Marital Satisfaction and Job Performance

The third objective of the study sought to establish the relationship between marital satisfaction and job performance of married employees of National Registration Bureau, Nairobi. It is often believed that family and work are inseparable domains, though independent with permeable boundaries. Coccia (2019) argues that performance of employees is influenced by intrinsic and extrinsic motivation. However, performance of employees may also depend on the level of happiness of the individual employee. Employees' happiness relates to psychological well-being and productivity (Hwang et al, 2018). According to US labor statistics bureau (2018), women who participated in labor force increased from 11% to 43% by 2017 showing that more women have entered the job market, probably due to economic global challenges. This is supported by VerBruggen and Wang (2019) that adults of 18 to 50 years in US, 28% married mothers preferred full time work, while 40% preferred working on part time and only 23% considered not to work at all.

Cooke and Gash (2010) study on wife's part-time working and marriage stability among British, West Germany and in U.S showed that the effects of employed wives on marital stability varied across the countries. In West Germany, partners with the wife working on part time basis were significantly more satisfied with marriage. West Germany and British husband's unemployment appeared to affect marriage stability than the wives' employment.

Further, Rayner-Thomas et al., (2016) in a study of 1638 participants examined the effect of domestic violence on absenteeism and worker productivity in New Zealand. The results showed that domestic violence affected over 55% of employees' ability to report to work and work performance. Their study further showed that 84.4% participants were late for work. Further their findings show that majority of those who experienced domestic violence were female at 86% compared to male 14%. Employees with such spousal challenges may be unable to undertake their individual task performance effectively and may further lower the performance standard of the organization.

A study conducted in Iran on employees of a welfare association provided a significant association between marital satisfaction and job satisfaction ($p < 0.05$) (Tazekand et al., 2013). Their participants included married employees both male and female with male participants experiencing more marital satisfaction than female ($p < 0.05$).

Similarly, Falola et al., (2016) research on effects of marital instability on performance of employees in selected banks in Nigeria revealed marital instability has effects on employee emotions and job performance ($p < 0.05$). However, their study cut across various marital statuses. Employees' challenges at home are likely to affect their level of performance (Ojo et al., 2014). In addition, employees with marital problems are prone to reduced performance, industrial accidents, low motivation, inability to concentrate, inefficiency and negative feelings about work.

It is evident from the literature that marital instability may lead to inefficiency in an employee's job performance. Although the research was not done within Kenyan culture, the researcher was of the view that some couples could be in unstable marriages and yet perform well in their work place, a factor that the current study wishes to establish.

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. Their study is supported by Adigeb and Mbua (2015) that sexual activities and communication influence marital satisfaction. 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 substantial influence of marital satisfaction on job satisfaction.

Rogers and May (2003), in widely cited research, concluded that increased marital satisfaction was related with increased job satisfaction ($p < 0.05$). However, some researchers portray having a family as a distraction from work, and as a hindrance of workers' performance. For example, a husband taking the wife for routine checkups, and attending to young children and elderly parents in the absence of house helps. In addition, employees would feel motivated if they see their jobs as benefiting to their families as they are empowered to take care of their families and dependents. Having a family may therefore provide additional impetus to get work done for meeting family needs and goals.

In Kenya, a study by Mboi (2014) examined various factors that influence performance of public servants in Machakos County such as management practices, work environment,

equipment, and motivation. However, an employee could be in possession of sufficient and effective equipment, a conducive working environment, visionary management structures and organizational motivation but still fail to meet organizational performance targets due to challenges emanating from the employee's family environment. The external factors unlike internal factors of an individual are uncontrollable and are determined by many forces such as forces in the family domain.

In Nairobi County, a study by Kondo (2014) examined technological, social, economic, political and legal factors influencing performance of employees at National Registration Bureau. However, their studies did not consider family environment as an external factor that would influence employee performance at National Registration Bureau, bearing in mind that the family has been depicted as the foundation of the society (Gladding, 2014). Daily family conflicts may for example affect an employee's job performance through changes in volatile personal resources such as concentration and mood. The current study addresses this knowledge gap by focusing on interrelations between marital satisfaction and work performance of married employees at National Registration, Nairobi County.

2.4. Conceptual Framework

The study focused on the relationship between marital satisfaction and job performance among married employees of National Registration Bureau, Nairobi, Kenya. Marital satisfaction is the independent variable while job performance is the dependent variable. The conceptual framework was presented on the belief that marital satisfaction was correlating with job performance and socio-demographic variables as presented in Figure 1.

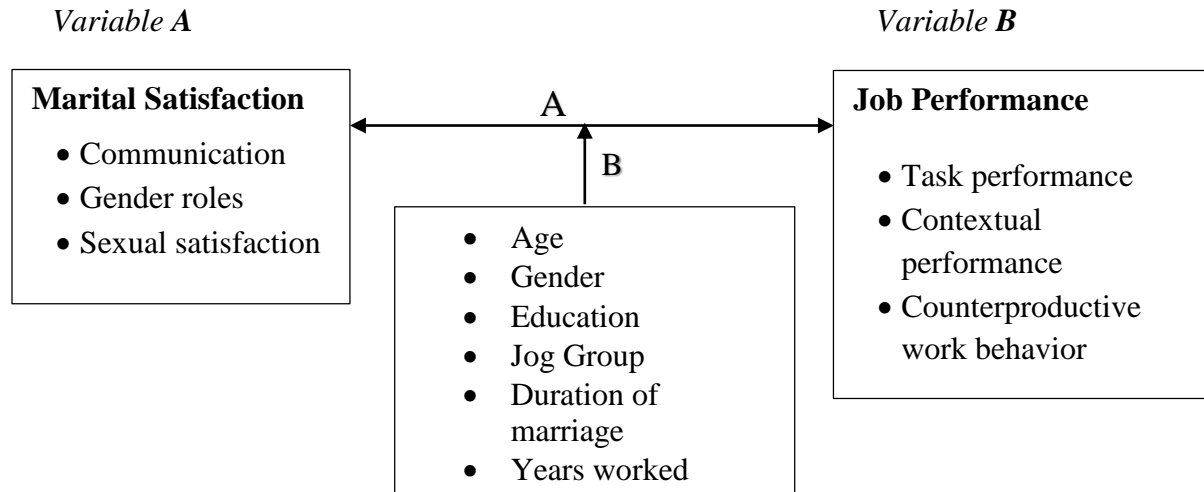


Figure 1: Conceptual Framework

Key: A= Marital Satisfaction interrelating with Job Performance

B= Socio-demographic characteristics relating with marital satisfaction and Job Performance.

Moderating variables were the demographic characteristics of married employees' age, gender, education, job group, the duration in marriage relationship, and the years the employees have worked. However, the level of relationship satisfaction and the level of job performance may not be related in similar ways among married men and women. Some individuals may perform well even in unstable marriages. The study however did not examine cause and effect of marital satisfaction.

2.5. Chapter Summary

This chapter has presented review of related literature with the aim of establishing the relationship between marital satisfaction and job performance of married employees in the department of National Registration, with consideration to study objectives and research questions. Several studies that were reviewed recognized aspects of marital life that influence work performance. The research therefore offered a methodology for understanding family and work domains within the psychological context, in view of the increased marital instability in the society and the decreased service delivery within the public service. The theoretical perspective has demonstrated important components for understanding the research variables and their interrelationships. The next chapter presents the methodology that was adopted in this study.

CHAPTER 3

METHODS

3.1. Introduction

The chapter presents the methodological stages applied in the study. It describes the study design, location, target population, sampling techniques, sample size, research tools, pre-testing, and data gathering procedures, data analysis and ethical concerns.

3.2. Research Design

The study was quantitative in nature. Quantitative design was useful for the study as it enabled recognition of data relationships and distribution of variables. Further, it provided an empirical representation of numerical data in describing and explaining the phenomena under research. The study employed descriptive correlational design. Correlational design was the most appropriate for examining the relationship between marital satisfaction and job performance among married employees of National Registration, Nairobi. However, the design only covered the relationship between study variables and not causation.

3.3. Location of the Study

The study was undertaken at the National Registration Bureau, Nairobi County. The department is located at the Social Security House (NSSF building) Block B, 8th floor, along Bishops Road, (latitude 1°17'32"E, longitude 36°48'47"S. NSSF building is a few meters from the main road and is adjacent to the Kenya Prisons headquarters, Nairobi. It is on the right side opposite Bishop House. The study's location was selected due to its proximity to the researcher as well as due to its nature of services as the only processing and printing point for Identity Cards for Kenyans. In addition, Nairobi City County is metropolitan being the Kenya Capital City. It has

a higher rate of ID applications owing to the high population in the city, and from the surrounding counties.

3.4. Population

The target population was 1,918 employees at National Registration Bureau, headquarters, Nairobi. The target population constituted married employees (male and female), working within the five sections; quality assurance section, registration and field services section, production services, fingerprint services and administrative services section.

3.5. Sample Size and Sampling Technique

This section presents the sampling size, the sampling technique, and sampling frame.

3.5.1 Sample Size

Sample size was calculated using Krejcie and Morgan formula with a 95% confidence interval and a 5% error estimate in determining the sample size as follows:

$$S = \frac{x^2 NP(1 - P)}{d^2(N - 1) + x^2 P(1 - P)}$$

S = the requisite sample size

x^2 = the table value of Chi-square for Freedom of 1 degree of 95% confidence level (that is 3.841)

N = Population size

P = Population proportion (0.50 is used, it is the maximum proportion)

1-P = estimated percentage of failures

d^2 = square of the utmost allowance for inaccuracy between the true percentage and sample proportion (in the study, it is set at 5%)

Based on a population of 1,918, the method gives a sample size of 320 employees calculated as follows:

$$S = \frac{x^2 NP(1-P)}{d^2(N-1) + x^2 P(1-P)}$$

$$S = \frac{1.96^2 \times 1918 \times 0.5(1-0.5)}{0.05^2(1918-1) + 1.96^2 \times 0.5(1-0.5)}$$

$$S = \frac{1842.05}{4.7945 + 0.9604} = 320.19 \quad n=320 \text{ participants}$$

3.5.2. Sampling Technique

Probability and simple random sampling techniques were used to identify participants to complete the questionnaire. Probability sampling aimed at ensuring that every participant has a chance of being selected. Additionally, the technique eliminated chances of biasness. Simple random technique was considered for this study because of its simplicity in execution. The technique enabled the selected members to be evenly spread to cover the entire population. The technique assured that every participant in the study population was given equal opportunity of contributing to the study. The researcher prepared small folded pieces of papers written yes and no. Participants picked the folded pieces one each. The small papers were equal to the study sample. The participants were identified by randomly picking one of the folded piece of paper either marked 'yes' or 'no'. Those who picked papers marked 'yes' participated in the study while those who picked 'no' did not participate.

3.5.3. Sampling Frame

The sampling frame consisted of 1,918 married employees attached at the five sections of National Registration Bureau, Nairobi (NRB Departmental Returns, 2021).

Table 3.1: Sample size distribution

| Section | Married Employees | Sample Size | % Proportion |
|------------------------------|------------------------------|------------------------|-------------------------|
| Training & Quality Assurance | 123 | 21 | 6 |
| Administration | 300 | 50 | 16 |
| Field Services | 68 | 11 | 3 |
| Finger Prints | 317 | 53 | 17 |
| Production | 1,110 | 185 | 58 |
| TOTAL | 1,918 | 320 | 100% |

Source: NRB Departmental Returns, (2021)

3.6. Research Instrument

The study used three questionnaires; the researcher developed questionnaire and two standardized questionnaires; Couple Satisfaction Index (CSI) by Funk and Rogge (2007), and Individual Work Performance (IWP) by Koopmans (2015) respectively.

3.6.1 Questionnaires

Greener (2013) suggested that a questionnaire enables the researcher to have a straight forward comparison of variables. The researcher developed tool was used to gather participants' socio demographic information including age, gender level of education, job group/scale, duration in marriage, and number of years worked. The questionnaire presented frequency and percentage scores of participants' personal data. The second questionnaire, Couple Satisfaction Index (CSI) by Funk and Rogge (2007), was used to address the first research question. The tool has 16-items that assesses the level of marital satisfaction of couples in a marriage relationship. Scores are rated by summing up the cores of all the items and then divided by the number of items, the higher the scores the higher the level of relationship satisfaction. Scores falling below or equal to 51.5 points are classified to present relationship dissatisfaction, whereas respondents who scored more than or

equal to 51.6 points are considered to present notable relationship satisfaction. The scale has good psychometric properties on previous studies and was readily available for use.

The third questionnaire, Individual Work Performance (IWP) by Linda Koopmans (2015), was used to answer the second question. It is 18-item scale that measures domains of job performance (task, contextual and counterproductive work behavior). It is generic instrument and is applicable to employees of all types of occupations. It is greatly recommended for assessing and evaluating work performance in general, with a reliable coefficient for each dimension. (TP: 0.78; CP: 0.85; CWB: 0.79). The questions in scales 1 and 2 (Task and Contextual performance) were in 5-Item-Likert scale: 1 = Seldom, 2 = Sometimes, 3 = regularly, 4 = Often, and 5 = Always. The questions in scale 3 (Counterproductive work behavior) were in 5-Item Likert scale: 1 = Never, 2 = Seldom, 3 = Sometimes, 4 = Regularly and 5 = Often. Mean score was obtained by adding all the scores on the items in the subscale, divided by the number of items in the subscale. Higher ratings represent better work performance while zero represent total lack of performance.

3.7. Pre-testing of the study instruments

The instrument was pre-tested to establish its suitability in the study environment. The researcher explained the purpose of pilot testing exercise before issuing the questionnaire. The pre-test sample was randomly selected from NRB Huduma Centre at Nairobi. The pre-testing sample was not included in the study sample. Huduma Centre sample was used in pre-testing because the subjects shared similar characteristics with the sample population of married employees at NRB headquarters, Nairobi. Sixteen (16) married employees, corresponding to 5% of the sample was selected from NRB Huduma Centre, for pre-testing. This is supported by Mugenda (2003) who says that 1-10% of the pre-test sample is adequate. Pre-testing helped in assessing participants

responses in data gathering, assess accessibility of respondents and mobility. The results enabled modification, and adjustment of the instrument so as to generate meaningful data.

3.7.1. Validity of the Instruments

Validity of research tools aims at measuring the extent upon which findings from the study sample provides a real representation of the phenomenon being studied. According to Mugenda (2003, p.99), validity means accuracy and meaningfulness of inferences, which are based on the research results. He further says that validity coefficient can be obtained by correlating measurements from two instruments. The researcher operationalized the instrument with the research objectives and literature on related studies to ensure legality of the instrument. The researcher ensured the instrument measured what they intended to measure.

3.7.2. Reliability

Reliability measures the extent to which an instrument provides consistent results on consecutive trials. The study used standardized questionnaires in order to enhance internal consistency of the data, and to avoid measurement inconsistencies that would arise as a result of inaccurate coding, interviewer's and interviewee's dispositions among others. Replication of results in related procedure indicate that the instrument is trustworthy and reliable. The researcher established the reliability of the questionnaire by test-retest where she administered again the instrument to the same subjects under the same circumstances after a period of two weeks. The researcher considered the two weeks period appropriate as it reduced likelihood of recall and modification of the respondents' behavior during the study.

3.8. Data Collection Procedure

The researcher after defending her proposal successfully requested permission to conduct research from Tangaza University College Research Ethics Committee (TUCREC), and authorization from National Commission for Science, Technology, and Innovation (NACOSTI). The researcher then visited National Registration Bureau for approval of data collection and to familiarize self with the study environment. The researcher visited the Director who then introduced her to the administrator for a letter to allow her proceed with the study. On receipt of the letter granting permission to undertake the study, she liaised with the Human Resource Managers and administrators. The researcher was introduced to the officer in charge who was to guide through the study on logistic issues relating to the department. The researcher explained the nature and purpose of current study to the officer and requested him to assist in identification of the participants, and was thereby provided a room to utilize during the data collection.

The participants were informed of the purpose and rationale of the research, their ethical and autonomy to participate. The participants were not to include their names to ensure privacy and protection of identity and to maintain confidentiality. The researcher first sought the participants' consent by letting them sign before continuing with the study. It was after signing that the researcher administered the questionnaire to the participants. Data was collected within four weeks. The researcher individually administered the instrument to participants. Once the questionnaires were completed and returned for analysis, the researcher organized a debriefing session to appreciate the participants and to address any issues relating to the study. The collected data was put in a water proof bag to safeguard information and the envelopes were securely sealed. The researcher maintained honesty while reporting the findings to ensure authentic data from the participants.

3.9. Data Analysis

The study used quantitative analysis method. Data validation and analysis was done in relation to study objectives, through Statistical Package for Social Sciences (SPSS) version 21. Every entry in the questionnaires was captured effectively ensuring accuracy of all entries. The Interpretation of the findings guided the researcher in making appropriate analysis and recommendations. Socio-demographic data was presented in frequency and percentages. Objective one and two was presented in percentages and frequencies. Objective three was presented through Pearson correlation(r) to indicate the relationship between marital satisfaction and job performance. Regression test was done to measure strength, and direction of correlation between study variables.

3.10. Ethical Considerations

The researcher obtained permission to conduct research from Tangaza University College Research Ethical Committee (TUCREC). She sought certification and authorization from National Commission for Science, Technology, and Innovation (NACOSTI). The researcher upon successful authorization, sought permission to conduct research from the Director, National Registration Bureau, Nairobi. The researcher explained the purpose and rationale of the study to the Director. The participants were introduced to the study and were requested to exercise honesty in their responses. The respondents were informed of their freedom to participate in the study without being coerced, that they were at liberty to discontinue from the study at any stage. The participants were informed that there was no monetary compensation for their participation in the study. To ensure confidentiality of the respondent's information, they were informed not to indicate their names on the questionnaires.

The researcher adhered to the proposed academic data collection procedures. The researcher ensured that participants signed the consent form as a sign of their willingness to participate. The researcher upheld respect and protected participants from unintentional harm. The information gathered was treated confidentially and was not shared with the authority as it was meant for research purposes only. The researcher ensured no misrepresentation of views of the participants. The researcher after successful data collection organized a debriefing session to thank the participants, and to counsel those who experienced concerns as a result of the study.

3.11. Chapter Summary

The chapter has presented a representation of the methodological process used in establishing the relationship between marital satisfaction and job performance of married employees of National Registration Bureau, Nairobi. The chapter has provided information on respondents' data including the design, study site, study population, technique of sampling, research tools, pre-testing, procedures of data collection, analysis, and ethical consideration respectively. The next chapter contains data compilation and analysis.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

The chapter presents the analysis and interpretation of research findings on the relationship between marital satisfaction and job performance of married employees at the National Registration Bureau, Nairobi County, Kenya. The study used quantitative approach in research and employed a correlational design to determine the relationship between the study variables. Data was collected using a researcher-generated socio-demographic questionnaire and standardized instruments namely: The Couple Satisfaction Index (CSI) and Individual Work Performance (IWP). The demographic information of the respondents is presented at the first section, while the second section presents the research findings as per the research objectives.

4.1. Respondents response rate

Table 4.1: Questionnaires Return Rate

| Questionnaires administered | Questionnaires returned | Return rate |
|------------------------------------|--------------------------------|--------------------|
| 320 | 195 | 61% |

Table 4.1 presents the questionnaire return rate. As indicated on Table 4.1 above, 320 questionnaires were distributed and administered, out of which 195 questionnaires were returned for data analysis. This constitutes 61% return rate. Thus, the return rate in this study was good enough for data analysis at 61%. Mugenda (2003) supports that 60% response rate is good for data analysis.

4.3. Socio-Demographic Information

Socio-demographic information obtained from the respondents included their age, gender, level of education, job groups, duration in marriage, and years of working. The frequency of all the socio-demographic characteristics is presented in Table 4.2 below.

Table 4.2: Respondents' socio-demographic characteristics

| Variables | Frequency | Percent |
|----------------------------------|------------------|----------------|
| Respondent's age in Years | | |
| 20-29 | 25 | 12.8 |
| 30-39 | 79 | 40.5 |
| 40-49 | 47 | 24.1 |
| 50 and above | 44 | 22.6 |
| Respondent's Gender | | |
| Male | 107 | 54.9 |
| Female | 88 | 45.1 |
| Level of education | | |
| Secondary | 15 | 7.7 |
| Certificate | 33 | 16.9 |
| Diploma | 74 | 37.9 |
| Degree | 53 | 27.2 |
| Master's | 18 | 9.2 |
| PhD 1 | 2 | 1.0 |
| Respondent's Job Groups | | |
| P and above | 16 | 8.2 |
| K-N | 59 | 30.3 |
| C-J | 120 | 61.5 |
| Duration of marriage | | |
| 0-5 years | 44 | 22.6 |
| 6-15 years | 73 | 37.4 |
| 16-25 years | 34 | 17.4 |
| 26-35 years | 32 | 16.4 |
| 36 years + | 12 | 6.2 |
| Years of working | | |
| 1-5 years | 67 | 34.5 |
| 6-10 years | 60 | 30.9 |
| 11-15 years | 41 | 21.1 |
| 16 years + | 26 | 13.4 |

Table 4.2 above presents the distribution of socio-demographic information of the respondents. With regard to the respondents' age, the frequency of respondents aged 30-39 years was higher (79, 40.5%) compared to respondents aged 20-29 years (25, 12.8%), 40-49 years (47, 24.1%) and 50 years and above (44, 22.6%). This implies that the age range of the married employees at the National Registration Bureau, Nairobi County, Kenya who participated was between 20 to above 50 years and that respondents between ages 30-39 years were more than the other age brackets. Further, it shows frequency of gender distribution among respondents. It shows that the frequency of male gender was higher (107, 54.9%) as opposed to female respondents (88, 45.1%). This suggests that majority of respondents were male.

Concerning the respondent's level of academic and professional qualifications as shown on Table 4.2 above, the frequency of Diploma holders was higher (74, 37.9%) compared to secondary school certificate holders (15, 7.7%), post-secondary certificate holders (33, 16.9%), undergraduate degree holders (53, 27.2%), Master's degree holders (18, 9.2%), and PhD holders (2, 1.0%). The data shows that the respondents are learned, had ability to read and write. Majority of the respondents had diploma and university degree certificate.

Further, frequency of the respondents' job group showed that majority of the respondents were at scale C-J job (120, 61.5%) as compared to those at scale K-N (59, 30.3%), and P and above at (16, 8.2%). Consequently, Table 4.2 similarly presents the duration in marriage. Respondents who have been married for 6 to 15 years are higher (73, 37.4%) compared to the frequency of those who have been married for 0-5 years (44, 22.6%), 16-25 years (34, 17.4%), 26-35 years (32, 16.4%) and 36 years and above (12, 6.2%). This can be interpreted to mean that all the respondents are married and that majority of them have been married for a period of 6 to 15 years.

With regard to the years of working, Table 4.2 indicates that many have working experience of 1-5 years (67, 34.5%). Also, the Table shows that the frequency of respondents who have worked for 6-10 years is higher (60, 30.9%) than those who have worked for 11-15 years (41, 21.1%), and 16 years and above (26, 13.4%). This background information indicates that the respondents are experienced and eligible to provide needed information for this study both as married persons and workers.

4.4 Objective 1: Level of marital satisfaction among married employees

The first objective assessed the level of marital satisfaction among the married employees at National Registration Bureau, Nairobi County, Kenya. The researcher-generated socio-demographic questionnaire and the Couple Satisfaction Index (CSI) gathered data to answer the first question/objective. Table 4.3 presents the proportion of levels of couple satisfaction observed.

Table 4.3: Participants classification of Marital Satisfaction

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

Table 4.3 shows classification of marital satisfaction among respondents. As shown on the Table, the proportion of participants classified to present notable relationship dissatisfaction was significantly higher at 64.6% as opposed to respondents classified as presenting notable relationship satisfaction at 35.4%. This implies that majority of married employees at the National Registration Bureau, Nairobi County, Kenya were observed to present notable dissatisfaction in their marital relationship.

Table 4.4: Respondents' socio-demographic characteristics and marital satisfaction

| Variables | Total | Level of couple satisfaction | | Chi-Square Test | | |
|-----------------------------------|-----------|------------------------------|--------------|-----------------|----|-------|
| | | Dissatisfaction | Satisfaction | χ^2 | df | Sig. |
| Respondent's age | | | | | | |
| 20-29 years | 25(12.8) | 11(5.6) | 14(7.2) | 12.014 | 3 | 0.007 |
| 30-39 years | 79(40.5) | 49(25.1) | 30(15.4) | | | |
| 40-49 years | 47(24.1) | 39(20.0) | 8(4.1) | | | |
| 50 years + | 44(22.6) | 27(13.8) | 17(8.7) | | | |
| Respondent Gender | | | | | | |
| Male | 107(54.9) | 68(34.9) | 39(20.0) | 117 | 1 | 0.732 |
| Female | 88(45.1) | 58(29.7) | 30(15.4) | | | |
| Respondents level of education | | | | | | |
| Secondary | 15(7.7) | 12(6.2) | 3(1.5) | 7.931 | 5 | 0.16 |
| Certificate | 33(16.9) | 26(13.3) | 7(3.6) | | | |
| Diploma | 74(37.9) | 47(24.1) | 27(13.8) | | | |
| Degree | 53(27.2) | 28(14.4) | 25(12.8) | | | |
| Masters | 18(9.2) | 12(6.2) | 6(3.1) | | | |
| PhD | 2(1.0) | 1(0.5) | 1(0.5) | | | |
| Respondents job Groups | | | | | | |
| Job group P and above | 16(8.2) | 10(5.1) | 6(3.1) | 7.532 | 2 | 0.023 |
| Job group K-N | 59(30.3) | 30(15.4) | 29(14.9) | | | |
| Job group C-J | 120(61.5) | 86(44.1) | 34(17.4) | | | |
| Respondents' duration of marriage | | | | | | |
| 0-5 years | 44(22.6) | 19(9.7) | 25(12.8) | 16.333 | 4 | 0.003 |
| 6-15 years | 73(37.4) | 53(27.2) | 20(10.3) | | | |
| 16-25 years | 34(17.4) | 25(12.3) | 9 (4.6) | | | |
| 26-35 years | 32(16.4) | 24(12.3) | 8 (4.1) | | | |
| 36 years and above | 12(6.2) | 5(2.6) | 7 (3.6) | | | |
| Respondent's years of working | | | | | | |
| 1-5 years | 67 (34.5) | 35 (18.0) | 32 (16.5) | 9.167 | 3 | 0.027 |
| 6-10 years | 60 (30.9) | 43 (22.2) | 17 (8.8) | | | |
| 11-15 years | 41 (21.1) | 32 (16.5) | 9 (4.6) | | | |
| 16 years + | 26 (13.4) | 16 (8.2) | 10 (5.2) | | | |

Table 4.4 presents the distribution of respondents' socio-demographic characteristics and marital satisfaction. In terms of respondents' age and marital satisfaction, frequency of notable marital relationship dissatisfaction was observed to be higher among the respondents aged 30-39 years at 25.1% compared to those aged 40-49 years at 20%, 20-29 years at 5.6% and 50 years and above at 13.8%. This suggests that married couples aged 30-39 years do have higher feelings of relationship dissatisfaction compared to other age brackets. As regards relationship satisfaction, the data showed that couples aged 30-39 years presented with higher frequency of relationship satisfaction at 15.4% compared to other age categories. Chi-square statistical data implied there is a significant difference in distribution of age variable and marital relationship level of satisfaction ($p=0.007$). This is interpreted to mean that a significant difference exists between couples age and marital satisfaction.

With reference to gender distribution, Table 4.4 shows that male respondents present with higher frequency of marital relationship dissatisfaction at 39.9% compared to female counterparts at 29.7%. Similarly, higher frequency of relationship satisfaction was also among male respondents at 20% compared to female respondents at 15.4%. The statistical data shows insignificant difference in the distribution of gender and level of marital relationship satisfaction ($p=0.732$). This implies there is no significant difference in distribution of respondents' gender and level of marital relationship satisfaction.

Regarding respondents' education level and marital relationship satisfaction, data shows that respondents with diploma exhibit higher frequency of relationship dissatisfaction at 24.1% compared to secondary at 6.2%, certificate at 13.3%, degree at 14.4%, Master's degree at 6.2% and PhD holder at 0.5%. In terms of relationships satisfaction, respondents with diploma equally presents high level of relationship satisfaction at 13.8% compared to other levels of education

categories. Chi-square test implied that there is no significant difference in the distribution of respondents' level of education and levels of relationship satisfaction ($p=0.160$). This suggests that there is no significant difference in distribution of level of education and marital satisfaction.

Data on the respondents' job groups and levels of marital relationship satisfaction indicated that frequency of relationship dissatisfaction was significantly higher among respondents whose job groups were in job group C-J at 44.1% as opposed to K-N at 15.4%, and job group P and above at 5.1%. Likewise, slightly higher frequency of relationship satisfaction was noted to be among respondents whose job group was C-J at 17.4% compared to job group K-N at 14.9%, and P and above at 3.1%. Meanwhile, chi-square test indicated a significant difference in the distribution of respondents' job groups and marital relationship satisfaction ($p=0.023$). This suggests a significant difference in distribution of respondents' job groups and level of marital relationship satisfaction.

The analysis of the number of years the respondents had been married and marital satisfaction showed that frequency of marital dissatisfaction was higher among respondents who were married between 6-15 years at 27.2% compared to those who had been married within 0-5 years at 9.7%, 16-25 years at 12.3%, 26-35 years at 12.3% and 36 years and above at 2.6%. However, in terms of marital relationship satisfaction, higher frequency was observed to be among the respondents who got married early within 0-5 years at 12.8% compared to other categories. Chi-square statistical data shows significant difference in distribution of respondents' duration in marriage and level of marital relationship satisfaction ($p=0.003$). This implies that a significant difference in distribution exists between duration of marriage marital relationship satisfaction.

Regarding respondents' years of working with levels of marital relationship satisfaction, data showed that frequency of relationship dissatisfaction was higher among the respondents who have been working between 6-10 years at 22.2% compared to respondents who have been working

between 1-5 years at 18%, 11-15 years at 16.5% and 16 years and above at 8.2%. However, in terms of respondents who felt satisfied in their relationship, the frequency was higher among the respondents who just started working over 5 years at 16.5% as opposed those who have been working for over 6 years. Results show that there is a significant difference in distribution of their years of working and marital relationship satisfaction ($p=0.027$). This implies the more the years' respondents worked, the higher the level of marital dissatisfaction.

4.5 Objective 2: Level of job performance among married employees

The second objective sought to determine the level of job performance among married employees of National Registration Bureau, Nairobi, Kenya. The Individual Work Performance (IWP) was used as an instrument to measure levels of job performance among the respondents. Job performance was assessed through the three major domains of task performance, contextual performance and counterproductive work behavior.

Table 4.5: Frequency of levels of Job performance among the respondents

| Variables | Frequency | Percent |
|---|-----------|---------|
| Task Performance (TP) | 106 | 54.4 |
| Contextual performance (CP) | 50 | 25.6 |
| Counterproductive Work Behavior performance (CWB) | 33 | 16.9 |

Table 4.5 shows frequency of levels of job performance among the respondents. The respondents who scored higher mean on task performance (TP) was significantly higher at 54.4% compared to contextual performance (CP) at 25.6%) and counterproductive work behavior performance (CWB) at 16.9%. Task performance (TP) at 54.4% shows that majority of respondents are task performers.

Table 4.6: Respondents' socio-demographic characteristics and levels of Job performance

| Variables | Total | Levels of job performance | | | Chi-square test | | |
|---------------------------------------|-----------|---------------------------|-----------|----------|-----------------|----|------|
| | | TP | CP | CWB | χ^2 | Df | Sig. |
| Respondents' Age | | | | | | | |
| 20-29 years | 25(12.8) | 17 (8.7) | 4 (2.1) | 4 (2.1) | 7.953 | 3 | .539 |
| 30-39 years | 79(40.5) | 38 (19.5) | 21 (10.8) | 17 (8.7) | | | |
| 40-49 years | 47(24.1) | 25 (12.8) | 12 (6.2) | 9 (4.6) | | | |
| 50 years + | 44(22.6) | 11 (5.7) | 13 (6.7) | 3 (1.5) | | | |
| Respondents' gender | | | | | | | |
| Male | 107(54.9) | 54(27.7) | 29(14.9) | 20(10.3) | 1.633 | 1 | .652 |
| Female | 88(45.1) | 52(26.7) | 21(10.8) | 13(6.7) | | | |
| Respondents' level of education | | | | | | | |
| Secondary | 15(7.7) | 8(4.1) | 3(1.5) | 2(1.0) | 19.639 | 5 | .186 |
| Certificate | 33(16.9) | 13(6.7) | 10(5.1) | 9(4.6) | | | |
| Diploma | 74(37.9) | 46(23.6) | 13(6.7) | 12(6.2) | | | |
| Degree | 53(27.2) | 28(14.4) | 18(9.2) | 7(3.6) | | | |
| Masters | 18(9.2) | 11(5.6) | 5(2.6) | 2(1.0) | | | |
| PhD | 2(1.0) | 0(0.0) | 1(0.5) | 1(0.5) | | | |
| Respondents' Job groups | | | | | | | |
| P and above | 16(8.2) | 6(3.1) | 5(2.6) | 4(2.1) | 12.213 | 2 | .049 |
| Job group K-N | 59(30.3) | 41(21.0) | 14(7.2) | 3(1.5) | | | |
| Job group C-J | 120(61.5) | 59(30.3) | 31(15.9) | 26(13.3) | | | |
| Respondents' numbers of years married | | | | | | | |
| 0-5 years | 44(22.6) | 29(14.9) | 11(5.6) | 4(2.1) | 20.511 | 4 | .050 |
| 6-15 years | 73(37.4) | 36(18.5) | 16(8.2) | 19(9.7) | | | |
| 16-25 years | 34(17.4) | 17(8.7) | 8(4.1) | 5(2.6) | | | |
| 26-35 years | 32(16.4) | 17(8.7) | 11(5.6) | 4(2.1) | | | |
| 36 years and above | 12(6.2) | 7(3.6) | 4(2.1) | 1(0.2) | | | |
| Respondents' number of years working | | | | | | | |
| 1-5 years | 67 (34.5) | 41(21.1) | 16(8.2) | 8(4.1) | 6.269 | 3 | .713 |
| 6-10 years | 60 (30.9) | 35(18.0) | 13(6.7) | 10(5.2) | | | |
| 11-15 years | 41 (21.1) | 18(9.3) | 12(6.2) | 10(5.2) | | | |
| 16 years + | 26 (13.4) | 11(5.7) | 9(12.6) | 5(2.6) | | | |

Table 4.6 displays the distribution of the respondents' socio-demographic characteristics and levels of job performance. For task performance (TP), frequency was higher among the respondents aged 30-39 years at 19.5% as opposed to those aged 20-29 years at 8.7%, 40-49 years at 12.8% and 50 years and above at 5.7%. Higher frequency of contextual performance was equally among the respondents aged 30-39 years at 10.8% as opposed to other categories. Similarly,

frequency of Counterproductive Work Behavior performance (CWB) was higher among the respondents aged 30-39 years at 8.7% compared to other age categories. The test shows there was no significant difference in distribution of age categories and levels of work performance among the respondents ($p=0.539$). This suggests no significant difference in distribution of age of the respondents and job performance.

In relation to gender distribution, frequency of task performance was slightly higher among male respondents at 27.7% as against female respondents at 26.7%. Higher frequency of contextual performance was noticed to be among male respondents at 14.9% compared to female counterpart at 10.8%. Likewise, counterproductive work behavior was seen to be higher among male respondents at 10.3% as opposed to female respondents at 6.7%. Data shows that differences in the distribution of gender and levels of job performance was insignificant ($p=0.652$). This suggests that differences in distribution of gender and job performance was not significant.

Consequently, in relation to respondents' level of education and job performance, data shows that the frequency of task performance (TP) was higher among diploma degree holder at 23.6% compared to other categories. Also, frequency of contextual performance (CP) was higher among respondents whose level of education was degree at 9.2% as opposed other levels of education. In the same way, the frequency of counterproductive work behavior performance (CWB) was higher among diploma degree holders at 6.2%. Data indicated that differences in distribution of level of education and levels of job performance among the respondents was not significant ($p=0.186$). This seems to imply that differences in distribution of level of education and levels of job performance was insignificant.

Additionally, respondents' job groups and scores on levels of job performance was cross-tabbed. The data shows that the frequency of task performance (TP) was higher among the

respondents whose job groups was C-J at 30.3% compared to K-N group at 21% and P and above at 3.1%. In terms of contextual performance (CP), the frequency was higher among the same respondents at C-J group at 15.9% as opposed the respondents in K-N group at 7.2% and P and above group at 2.6%. Similarly, frequency of Counterproductive work behavior (CWB) performance was higher among the same job group C-J at 13.3% as against the K-N job group at 1.5% and P and above job group at 2.1%. Data indicated that difference in distribution of job groups of the respondents and their scores on the levels of job performance was significant ($p=0.049$). This implies there was insignificant differences in distribution of respondents' job groups and levels of job performance.

Also, in terms of number of years the respondent have been married, and levels of job performance, the frequency of task performance (TP) was higher among the respondents who have been married between 6-15 years (18.5%) as opposed other categories. Similarly, frequency of contextual performance (CP) was higher among the same 6-15 years (8.2%) as opposed other categories. Likewise, concerning counterproductive work behavior (CWB), the frequency was higher among the same group, 6-15 years (9.7%). Statistical analysis shows significant difference in the distribution of duration of marriage and levels of job performance ($p=0.050$). This indicates there is a significant difference in distribution of respondents' duration of marriage and levels of their job performance.

Subsequently, data indicated that frequency of task performance (TP) was higher among the respondents who just started working for the past 5 years (21.1%) compared to those who have been working for the past 6-10 years (18%), 11-15 years (9.3%) and 16 years and above (5.7%). This indicated that the more number of years the respondent works, the more the TP reduces. The same pattern was observed in terms of contextual performance (CP), higher frequency was observed

among the respondents whose number of years working was between 1-5 years (8.2%), compared to 6-10 years (6.7%), 11-15 years (6.2%) and 16 years and above (5.1%). However, concerning counterproductive work behavior (CWB), higher frequency was observed among those who have been working between 6-15 years (5.2%) compared to those who just started working between 1-5 years (4.1%) and 16 years and above (2.6%). Chi-square test implies no significant difference in the distribution of respondents' years of working and job performance ($p=0.713$).

4.6 Objective 3: Marital satisfaction and job performance

The third objective sought to establish the relationship between marital satisfaction and job performance of married employees at the National Registration Bureau, Nairobi, Kenya.

Table 4.7: Fisher's Exact Test showing levels of relationship satisfaction with levels of job performance

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

Table 4.7 presents the Fisher's Exact Test showing levels of marital satisfaction and levels of job performance among the respondents.

As shown on the Table, respondents with notable relationship dissatisfaction scored higher on task performance at 31.3% as opposed to respondents with notable relationship satisfaction at 23.1%. In terms of contextual performance, respondents with notable relationship dissatisfaction

scored higher at 15.4% compared to respondents with notable relationship satisfaction at 10.3%. Similarly, concerning counterproductive work behavior, respondents with notable relationship dissatisfaction were significantly more with CWB at 15.4% as opposed to respondents with notable relationship satisfaction at 1.5%. Fisher's test shows a significant difference in distribution of levels of marital relationship satisfaction and levels of job performance ($p=0.001$). This suggests that differences in distribution of levels of marital relationship satisfaction and levels of job performance was significant.

Table 4.8: Binary Logistic Regression model showing rates of relationship dissatisfaction on job performances

| | | | | | | 95% C.I. for EXP (B) | | |
|---------------------|----------|--------|--------|--------|------|-------------------------|-------|--------------|
| | B | S.E. | Wald | df | Sig. | 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.

The regression analysis shows the rates of notable relationship dissatisfaction on levels of job performance in this study. The Logistic model was generated with adjusted odds ratios of 95% confidence interval. As indicated on Table 4.8, respondents who scored less than or equal to 51.5, which is interpreted to present with notable relationship dissatisfaction are 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, data shows that respondents 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.

Table 4.9: Correlation between Socio-Demographic Characteristics, Levels of Relationship Satisfaction and Levels of Job Performance.

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

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

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

The table presents Pearson correlation between Socio-Demographic Characteristics, Levels of Relationship Satisfaction and Levels of Job Performance. Findings indicated there was a negative correlation between couple's relationship satisfaction (CSI) and individual levels of work performance (IWP) at 2-tailed significant level ($r = -.186$; $p=0.01$). In other words, higher values of relationship satisfaction tend to be associated with lower levels of job performance. Implications of this finding was that respondents dissatisfied in their relationship use job performance to compensate. 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.

4.7. Chapter Summary

This chapter has presented the data, analysis and interpretation of findings of the relationship between marital satisfaction and job performance among married employees of National Registration Bureau, Nairobi. Data was analyzed according to the study objectives. The chapter has provided information on the respondents' response rate and socio-demographic characteristics. It has provided analysis and interpretations of respondents' data on relationship between the study variables through tables. The chapter has shown correlation between socio-demographic characteristics, level of marital satisfaction and levels of job performance of married employees of National Registration. The results indicated there was both positive and negative correlations.

CHAPTER 5

DISCUSSION

5.1. Introduction

This chapter presents a discussion of social demographic information, findings of the study as per the objectives, correlation between socio-demographic information, marital satisfaction and job performance, research questions are restated, conceptual framework has been revisited to align with the new relationship of variables in the study. The study has made suggestions on improvement of theories that the study was anchored on.

5.2. Restating Research Questions

The study sought to establish the relationship between marital satisfaction and job performance of married employees at National Registration Bureau, Nairobi County, Kenya. After analysis and interpretation of data, results indicated negative correlation between couple's relationship satisfaction (CSI) and individual work performance (IWP) at 2-tailed significant level ($r = -.186$; $p = 0.01$). This implies that higher values of relationship satisfaction tend to be associated with lower levels of job performance. This would for example mean that employees who are satisfied in their marriages tend to concentrate more on their families where they find more pleasure relative to their work places. On the hand employees experiencing marital dissatisfaction at home use their jobs to compensate.

5.3. Revisiting Conceptual Framework

The conceptual framework has marital satisfaction as independent variable and job performance as the dependent variable. Moderating variables included age, gender, level of

education, job group, duration in marriage, and years of working. All the variables were found to be significant in the study and were therefore retained.

Figure 5.1 shows the established relationship between socio-demographic characteristics, marital satisfaction, and job performance among married employees of National Registration Bureau, Nairobi.

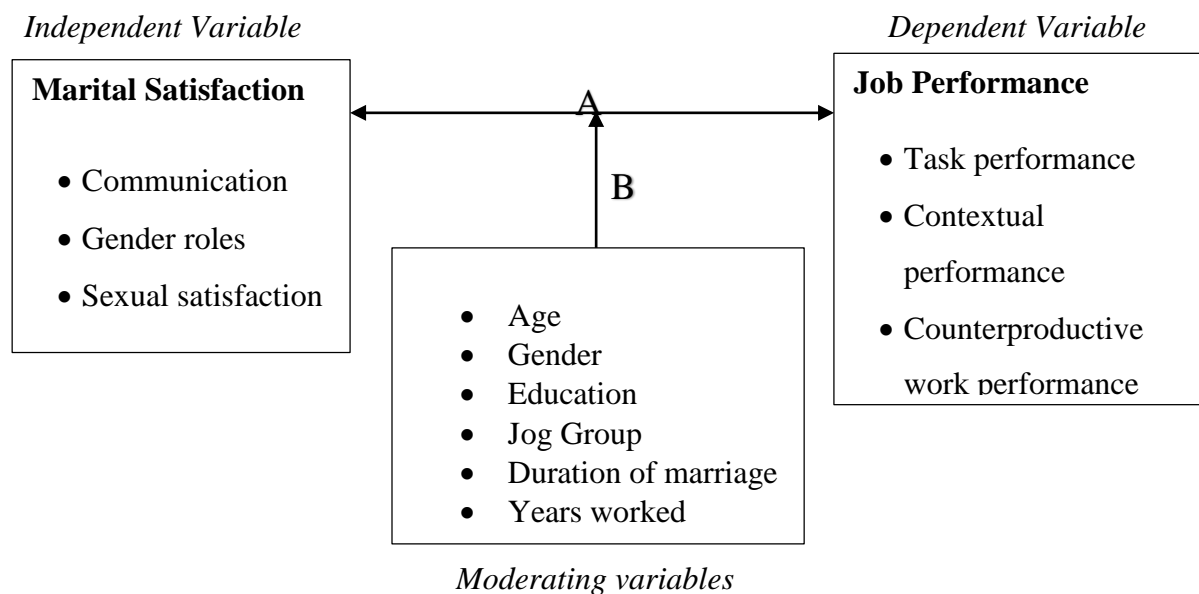


Figure 5.1: Revised Conceptual Framework

The current study found communication, gender roles and sexual satisfaction as significant components in explaining couple marital relationship satisfaction (CSI) and the relationship between marital satisfaction and job performance respectively. Esere et al. (2011) found that lack of effective communication is a great contributor to marital instability. Adigeb and Mbua (2015) support that communication significantly influences marital relationship. In regard to gender roles, Grunow et al., (2012) argue that husbands have decreased contribution and time to child care and discipline. In Kenya, Osur et al., (2021) confirm that sexual dissatisfaction among married couples

was at 26.6% before COVID-19 pandemic and 41.3% during the pandemic, an indication that married couples in Kenya experience marital dissatisfaction.

5.4. Demographic characteristics

The respondents' demographic features included age, gender, level of education, duration in marriage, job group and years worked. The study showed significant difference in the distribution of respondents' age and marital satisfaction. The results indicated that respondents with 30-39 years experienced notable relationship dissatisfaction (25.1%) compared to the other age brackets. The findings revealed a significant relationship between couples age and levels of marital satisfaction ($p=0.007$). The dissatisfaction could be attributed to developmental responsibilities attached to this age bracket such as siblings' education and teenage parenting. The results are in line with findings of a research by Dabone (2014) in Ghana which found that young couples experience more dissatisfaction in marriage than the older ones.

Study findings on duration in marriage found significant difference in the distribution of respondent's duration in marriage and marital relationship satisfaction ($p=0.003$). Marital dissatisfaction was higher among respondents who were married for between 6-15 years at 27% compared to those married within marriage brackets of 5 years (9.7%), and 36 and above years (2.6%). The current findings showed that marital satisfaction was higher among young couples and satisfaction decreased as their years in marriage increases. The findings are supported by Don and Mickelson (2014) who found that wives had higher patterns of satisfaction than their husbands across the transition of parenthood. The findings are also supported by Kim and Seo (2018) where results showed that there is a decrease in marital satisfaction of couples from five years after giving birth to their first born. This is further supported by findings of Addisu et al., (2017) that as the

duration of marriage increases, the level of satisfaction decreases. Their study, however, found no statistical significant difference in marital satisfaction between male and female.

Results of the current study on employees' job group showed a significant difference in distribution of participants' job group and marital relationship satisfaction ($p=0.023$). Employees in job group C-J expressed higher marital relationship dissatisfaction (44.1%) as compared to marital satisfaction (17.4%). Employees' job groups are related to the economic factors and the lower the job group, the little the salary earnings and allowances in the public service which may mean that the employees are not able to meet their financial roles in the family domain. Inability to meet family needs would lead to decreased family well-being and lack of concentration in the work place.

Findings show significant difference in the distribution of job groups of the respondents and their scores on individual levels of job performance ($p=0.049$). Task performance was rated higher among respondents within job group C-J (30.3%) as compared to other performance domains. Koopmans (2011) supports that employees' task performance enables achievement of core goals of the organization. In relation to the number of years the employees have worked, there was a significant association between years' of working and levels of marriage relationship satisfaction ($p=0.027$). Respondents with working experience of 16 years and over had the least dissatisfaction (8.2%) as compared to other brackets. This would mean that the respondents had acquired the requisite working experience which fostered their satisfaction. More working years comes with greater responsibilities in the work place, hence the employees would experience a sense of belonging.

5.5. Discussion of the Key Findings

This section discusses the findings as per the objectives of the study, and in reference to reviewed literature of study variables.

5.5.1. Level of marital satisfaction among married employees

From the findings, 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. The findings are supported by Tazekand et al., (2013) who found significant relationship between the marital satisfaction and job performance. The studies were similar in that they both focused on marital satisfaction of married employees of both male and female. However, the current study differed with their study which found male respondents experienced more marital satisfaction than female which was not the case with the current study. The findings of the present study showed higher marital dissatisfaction of respondents at 64% as opposed to respondents with relationship satisfaction at 35.4%. This is an indication that majority of married employees at National Registration, Nairobi, were experiencing dissatisfaction in their marriage relationship.

Findings showed 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%. This finding has been supported by Seo (2018) that wives generally report less satisfaction in their marriage than their husbands. The findings also revealed that 30-39 years old employees had the highest feelings of marital dissatisfaction (25.1%). The results of current study differ from Asa and Nkan (2017) who reported 62.7% respondents' level of marital satisfaction and 37.3% low satisfaction. Their study was also not similar with the current

study as their sample constituted married couples. In another study, Jackson et al., (2014) found a small gender difference in marital satisfaction where wives were slightly less satisfied than their husbands. They found that wives were only slightly less likely (7%) to be satisfied with their marital relationship than husbands. Majority of wives' dissatisfaction would be attributed to lack of equitable division of labor and childcare.

Results of current study showed that male respondents scored the highest level of marital dissatisfaction at 39.9% while female counterparts scored 29.7%. Results of this study are supported by Seo (2020), which indicated that wives generally report less satisfaction with their marriage than their husbands. Further, data from current study indicate that higher levels of marital dissatisfaction was experienced by respondents within 6-15 years of their marriage at 27.2% as compared to respondents married within 0-5 years at 9.7%, who could still be in honeymoon stage and still excited in marriage. Dissatisfaction of the respondents within this marriage bracket (15 years) who are also in their middle age could be attributed to increased family responsibilities like teenage parenting, education and child discipline.

Employees who were married for 36 years and above experienced less marital dissatisfaction at 2.6%. This is the marriage cycle where some couples experience the second honeymoon, and children have become independent. The valid differences in the level of marital dissatisfaction of participants in the study could be attributed to different stages of their marriage cycle, and the challenges and responsibilities experienced at each stage of family development as supported by Family System Theory in the study. A study by Kim and Seo (2018), reported reduced marital satisfaction of couples from five years after delivery of their first born child. Dissatisfaction of the respondents could be attributed to increased love and attention that the wife may provide to the new born child unlike when all the attention was directed to the husband. Their study agrees

with Family System theory that marital satisfaction of couples contributes greatly to family cohesion.

5.5.2. The level of job performance among married employees

Results of current study show that in all the three dimensions of job performance, Task Performance (TP) had the highest scores (54.4%) with respondents aged between 30-39 years at 19.5% as opposed to other age brackets. This was an indication that majority of the employees of National Registration Bureau, Nairobi are task performers. The study also showed that scores of contextual performance was high among the same respondents. Fernandez-del-Rio, et al., (2019) supported that the two performance dimensions (TP and CP) contribute highly to effective performance. However, counterproductive work behavior occurred within respondents in the same age bracket at 10.8% and could harm the success and growth of the department.

The study also showed that dissatisfied respondents scored higher on task performance at 31.3% (n=61) as compared to other performance domains. Generally, it is believed that marital dissatisfaction influences employees job performance. However, this was not the case with the current study. Results show that majority of the participants experiencing marital dissatisfaction are capable of performing their individual tasks at work place. This is contrary to a research by Falola et al. (2016) which found that marital instability affects an individual 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 with 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 National Registration Bureau, Nairobi County are likely to exhibit

behaviors that are likely to harm desirable interest of the organization. Koopmans, (2011) supports that counterproductive work behaviors are harmful to the interests of the organization and hinder attainment of individual tasks.

The findings of this study indicated that men scored highly on TP, CP, and CWB at 27.7%, 14.9% and 10.3% respectively as compared to female counterparts. Chi-square showed a significant difference in distribution of gender and levels of job performance ($p=0.652$). The differences in performance would be attributed to the socially defined roles within the society. The results are supported by Grunow et al., (2012) who found that husbands have decreased contribution and time to child care as compared to female gender. The differences in performance could also be attributed to cultural practices, which still confine females to domestic related activities.

The findings of the study revealed a statistical significant difference in the distribution of respondent's duration in marriage and job performance ($p= 0.050$). The findings indicated that task performance was higher among employees who were in marriage relationship between 6-15 years (18.5) as opposed to other categories. Similarly, contextual performance (8.2%) and counterproductive work behavior (9.7%) was rated highly by the same respondents married between years 6-15. This can be interpreted to mean that employees experiencing dissatisfaction in their families can either be an asset or a liability to the achievement of the organization. Zhao (2013) supports the findings in that in task performance, employees present contribution to organizational technological core and are familiar with activities in areas of work. He says that in contextual performance, the employee in addition to task activity presents other activities that contribute to the organizational efficiency. Bonache and Noethen (2014) supports this study in that employees' behaviors affect the efforts and emphasis on work performance to directly affect employees' job performance.

5.5.2. Relationship between socio-demographic, marital satisfaction and job performance

Results of Pearson correlation on Socio-Demographic Characteristics, Levels of Relationship Satisfaction, and Levels of Job Performance indicated negative correlation between Couple's relationship satisfaction (CSI) and Individual work performance (IWP) ($r = -.186$; $p = 0.01$). 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 focus more on their performance to compensate for the pleasure they are lacking at home. It may also mean that the participants who experienced satisfaction in their marriage concentrated more on their families which gave them more pleasure than in the work place. For example, satisfied employees may compromise office hours by spending more time at home with their families. On the other hand, dissatisfied employees may seek satisfaction outside of their homes, in search of pleasure that they lack at home. They are likely to spend more hours in the office or work away from home to avoid challenges causing dissatisfaction at home.

The current study found a weak but positive correlation between levels 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) supports that participants with high levels of education experience high levels of marital satisfaction. Green (2012) supports that basic qualification enhances an individual's ability to work, more initiative and to be able to communicate effectively. Generally, marrying an educated man would be associated with significantly high family income. Educated couples are said to have a better understanding of realities of life which makes them better equipped to solve problems.

The findings differ with Barongo et al. (2015) who found no significant relationship between level of education and marital satisfaction ($p=0.171$). However, some employees may possess high academic qualification but fail to perform at work place due to lack of practical skills and experience. The results of the current study imply 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. Further, results indicated strong positive correlation between the respondents' age and duration of marriage ($r = .730^{**}$; $p = 0.01$). Wang-Sheng and McKinnish (2018) found 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. Further, Lee and McKinnish (2017) supports that marital satisfaction declines on the duration of marriage for individuals married to differently aged partners compared to those married to similarly aged partners.

The 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 Mujtaba et al. (2011) who 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. However, older employees may for example have difficulties with complex tasks that require a high level of executive functioning. The study also showed a strong positive correlation between years of marriage and years of working ($r = .672^{**}$; $p = 0.01$). An earlier research by Namayandeh et al. (2020) 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). These findings borrow from Family System theory concept of differentiation as differentiated individuals are capable of adapting to changes emanating from various environments and are able to cope with stress.

5.6. Improvement of theory

The research has generated empirical knowledge for theoretical models investigating relationship between marital satisfaction and job performance of married employees of National Registration Bureau, Nairobi. The findings are supported Bowen's Family Systems Theory (BFST) which emphasizes on family interpersonal relationships and differentiation of individuals. Bowen argued that individuals who are not able to differentiate themselves from tension and anxiety from family of origin are not able to cope with stress and may withdraw from family interactions to seek alternative ways of maintaining stability. Highly differentiated individuals are able to establish flexible boundaries in marriage.

The findings showed that respondents with notable relationship dissatisfaction are 8 times more likely to exhibit counterproductive work behavior (AOR: 7.67; CI: 95%: 1.790-24.826; $p=0.005$). Counter productive work behavior such as absenteeism, theft and rumors at work place causes severe damages on performance and well-being of employees. This finding supports theoretical evidence as participants were not aware that their counterproductive work behavior was as a result of marital dissatisfaction. National registration department can utilize the model in formulating training programs that would help reduce employees' marital dissatisfaction and improve performance.

Psychological Well-being Theory (PWT) focuses on two perspectives of wellbeing, hedonism and eudaimonism. The results of this study showed that employees with high marital dissatisfaction performed well on task and contextual domains which means that they used their jobs to compensate themselves. The model emphasizes on personal growth where individuals are able to confront challenges at different levels. The employees were not able to handle challenges emanating from their family and therefore used work performance for compensation. The results in the model would help in creating self-awareness among the employees. The Human Resource Management may benefit in developing strategies of addressing marital challenges that influence job performance of employees in the department.

CHAPTER 6

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1. Introduction

This chapter presents the summary of the findings, conclusions, and recommendations.

6.2. Summary of Key Findings

The first objective examined the level of marital satisfaction among married employees of National Registration Bureau, Nairobi. The study included married employees only and out of 195 respondents, 107 (54.9%) were male compared to 88 (45.1%) female respondents. The researcher used socio-demographic questionnaire and Couple Satisfaction Index (CSI) to answer the first objective/questionnaire. The results showed that more than half of the participants were experiencing dissatisfaction in their marital relationship (64.6%) compared to the respondents who experienced marital relationship satisfaction (35.4%). Further, the results showed that more male (34.9%) (n=68), than female (29.7% (n=58) experienced marital dissatisfaction.

The study used socio-demographic information and Individual Work Performance (IWP) to answer the second objective/question. Data showed that employees' task performance was rated highest at 106 (54.4%) compared to other performance domains. The results show that majority of employees at National Registration Bureau, Nairobi County are task performers. Further, results indicated that dissatisfied respondents scored higher on task performance at 31.3% (n=61) as compared to other performance domains. This was quite interesting as one would generally think that dissatisfied employees at home would perform poorly in their work place which was not the case in this study. In addition, results show that 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 was an indication that individuals can attain higher performance tasks irrespective of their challenges in marital relationship.

The study used socio-demographic information, marital relationship satisfaction, and job performance to answer the third objective. The results show that there was negative correlation between Couple Satisfaction Index (CSI) and Individual Work Performance (IWP) at 2-tailed significant level ($r = -.186$; $p = 0.01$). Increased values of relationship satisfaction was associated with lower levels of job performance. The implication was that participants who experienced dissatisfied in their marital relationship used job performance to compensate.

6.3. Conclusions

The study revealed that majority of the employees of the National Registration Bureau, Nairobi were experiencing marital dissatisfaction in their marital relationship. Marital dissatisfaction was rated higher among respondents aged between 30-39 years and 40-49 years. This has an implication that employees at this stage could be experiencing mid-life crises. The study revealed an inverse relationship between socio-demographic characteristics, level of marital satisfaction, and level of job performance among the respondents. This implies that employees at the department with higher values of marital satisfaction are associated with lower levels of job performance. This would further mean that the employees seek satisfaction in their work place and may spend more time, energy and resources on their jobs to compensate the satisfaction they lack at home.

6.4. Recommendations

The study found out that there is marital dissatisfaction of married employees at National Registration Bureau, Nairobi County. 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.

Since the study was done in Nairobi County, further research can be undertaken in other counties to establish consistency of current findings in other counties. The researcher recommends other studies to establish predictors and effects of marital instability in Kenyan families with a view of increasing mental and psychological well-being of employees in the public service.

6.5. Suggestions for Further Study

Marital relationship dissatisfaction has been found to be a great predictor of work performance globally. To effectively promote family well-being and stability, there is need to establish what measures other countries have put in place in dealing with family to work challenges among employees. A study should be conducted in the public service to establish causation and effects of marital dissatisfaction and design counselling strategies geared towards increasing mental and psychological well-being of employees.

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APPENDIX 1:

INFORMED CONSENT FORM

Research Title: **Relationship between Marital Satisfaction and Job Performance among married employees of NRB, Nairobi County**

Dear Respondent

My name is Mary Waweru. I am a student at Tangaza University, School of Arts and Social Sciences, Institute of Youth Studies, undertaking a course in Master of Arts, Counselling Psychology. I am conducting a study on the relationship between Marital Satisfaction and Job Performance among married employees of National Registration Bureau, Nairobi. This study is conducted as a requirement for Master of Arts in Counselling Psychology. The research is guided by a series of questions that will take you a few minutes to answer. Please don't indicate your name on the questionnaire for purposes of confidentiality. The study has no reward or monetary gains and you have the freewill to participate or withdraw from this study at any time, and withdrawal will not lead to any penalty. The results of the study will be presented in aggregate form and **not** individually. You are asked to answer the questions freely and voluntarily by ticking in the appropriate box provided.

Mary Waweru
Student, Tangaza University College
P.O. Box 15055 Langata South Rd,
NAIROBI, KENYA
Email: mwanjiru.mw65@gmail.com
Phone: 0722633382

Signature
.....

Date

Statement to be signed by the Participants:

I confirm that the researcher has explained fully the nature of the research project and the activities that I am required to undertake, and that I am at liberty to ask any questions/clarifications.

I understand that my participation in this study is voluntary and I may withdraw at any time without giving any reasons.

In view of the above, I agree to take part in this project by appending my signature here below.

Signature

Date

APPENDIX 2: QUESTIONNAIRES FOR PARTICIPANTS

Dear Respondent,

I am carrying out a study to establish the relationship between marital satisfaction and job performance among married employee of National Registration Bureau, Nairobi County, Kenya.

Kindly answer the questions by **ticking** where applicable.

SECTION 1: PERSONAL DATA

- | | | | | |
|------------------------|-------------|--------------------------|--|--------------------------|
| 1. Your age: | 20-29yrs | <input type="checkbox"/> | 4. Kindly indicate your Job Group: | |
| | 30-39yrs | <input type="checkbox"/> | Job Group P and above | <input type="checkbox"/> |
| | 40-49yrs | <input type="checkbox"/> | Job Group K - N | <input type="checkbox"/> |
| | 50 & Above | <input type="checkbox"/> | Job Group C – J | <input type="checkbox"/> |
| 2. Your Gender: | Male | <input type="checkbox"/> | 5. The number of years you have been married | |
| | Female | <input type="checkbox"/> | 0-5yrs | <input type="checkbox"/> |
| 3. Level of Education: | Primary | <input type="checkbox"/> | 6-15yrs | <input type="checkbox"/> |
| | Secondary | <input type="checkbox"/> | 16-25yrs | <input type="checkbox"/> |
| | Certificate | <input type="checkbox"/> | 26 -35yrs | <input type="checkbox"/> |
| | Diploma | <input type="checkbox"/> | 36 & Above | <input type="checkbox"/> |
| | Degree | <input type="checkbox"/> | 6. State the number of years you have worked in your current grade | |
| | Masters | <input type="checkbox"/> | 1-5 yrs. | <input type="checkbox"/> |
| | PHD | <input type="checkbox"/> | 6-10 yrs. | <input type="checkbox"/> |
| | | | 11-15 yrs. | <input type="checkbox"/> |
| | | | 16 & above | <input type="checkbox"/> |

SECTION 2: COUPLE SATISFACTION INDEX (CSI-16)

This section assesses the level of marital satisfaction in your marriage. It is not a test, and there is no right or wrong answers. Answer each item in a way that most closely and honestly represents your feeling for your relationship by marking on the right number in each question.

- Please indicate the degree of happiness, all things considered, of your relationship.

| Extremely Unhappy | Fairly Unhappy | A Little Unhappy | Happy | Very Happy | Extremely Happy | Perfect |
|-------------------|----------------|------------------|-------|------------|-----------------|---------|
| 0 | 1 | 2 | 3 | 4 | 5 | 6 |

| | | All the time | Most of the time | More often than not | Occasionally | Rarely | Never |
|----|---|--------------|------------------|---------------------|--------------|--------|-------|
| 2. | In general, how often do you think that things between you and your partner are going well? | 5 | 4 | 3 | 2 | 1 | 0 |

| | | Not at all TRUE | A little TRUE | Somewhat TRUE | Mostly TRUE | Almost Completely TRUE | Completely TRUE |
|----|--|-----------------|---------------|---------------|-------------|------------------------|-----------------|
| 3. | Our relationship is strong | 0 | 1 | 2 | 3 | 4 | 5 |
| 4. | My relationship with my partner makes me happy | 0 | 1 | 2 | 3 | 4 | 5 |
| 5. | I have a warm and comfortable relationship with my partner | 0 | 1 | 2 | 3 | 4 | 5 |
| 6. | I really feel like <u>part of a team</u> with my partner | 0 | 1 | 2 | 3 | 4 | 5 |

| | | Not at all | A little | Somewhat | Mostly | Almost Completely | Completely |
|-----|--|------------|----------|----------|--------|-------------------|------------|
| 7. | How rewarding is your relationship with your partner? | 0 | 1 | 2 | 3 | 4 | 5 |
| 8. | How well does your partner meet your needs? | 0 | 1 | 2 | 3 | 4 | 5 |
| 9. | To what extent has your relationship met your original expectations? | 0 | 1 | 2 | 3 | 4 | 5 |
| 10. | In general, how satisfied are you with your relationship? | 0 | 1 | 2 | 3 | 4 | 5 |

For each of the following items, select the answer that best describes *how you feel about your relationship*. Base your responses on your first impressions and immediate feelings about the item.

| | | | | | | | | |
|-----|--------------|---|---|---|---|---|---|-----------|
| 11. | INTERESTING | 5 | 4 | 3 | 2 | 1 | 0 | BORING |
| 12. | BAD | 0 | 1 | 2 | 3 | 4 | 5 | GOOD |
| 13. | FULL | 5 | 4 | 3 | 2 | 1 | 0 | EMPTY |
| 14. | STURDY | 5 | 4 | 3 | 2 | 1 | 0 | FRAGILE |
| 15. | DISCOURAGING | 0 | 1 | 2 | 3 | 4 | 5 | HOPEFUL |
| 16. | ENJOYABLE | 5 | 4 | 3 | 2 | 1 | 0 | MISERABLE |

Source: Funk, J.L., & Rogge, R.D. (2007)

SECTION 3: INDIVIDUAL WORK PERFORMANCE (IWP)

The following questions relate to how you carried your work during the past 3 months. The questionnaire is completely anonymous: your answers will not be seen by your supervisor(s) or colleagues.

1 = Seldom; 2 = Sometimes 3 = Regularly 4 = Often 5 = Always

| Scale 1: Task performance (5 items) | | | | | | |
|--|---|----------|----------|----------|----------|----------|
| In the past 3 months... | | 1 | 2 | 3 | 4 | 5 |
| 1. | I was able to plan my work so that I finished it on time. | | | | | |
| 2. | I kept in mind the work result I needed to achieve. | | | | | |
| 3. | I was able to set priorities. | | | | | |
| 4. | I was able to carry out work my work efficiently. | | | | | |
| 5. | I managed my time well. | | | | | |
| Scale 2: Contextual performance (8 items) | | | | | | |
| In the last 3 months... | | 1 | 2 | 3 | 4 | 5 |
| 6. | On my own initiative, I started new tasks when my old tasks were completed. | | | | | |
| 7. | I took on challenging tasks when they were available. | | | | | |
| 8. | I worked on keeping my job-related knowledge up-to-date. | | | | | |
| 9. | I worked on keeping my work skills up-to-date. | | | | | |
| 10. | I came up with creative solutions for new problems. | | | | | |
| 11. | I took on extra responsibilities. | | | | | |
| 12. | I continually sought new challenges in my work. | | | | | |
| 13. | I actively participated in meetings and/or consultations. | | | | | |
| Scale 3: Counter productive work behavior (5 items) | | | | | | |
| In the last 3 months... | | 1 | 2 | 3 | 4 | 5 |
| 14. | I complained about minor work -related issues at work. | | | | | |
| 15. | I made problems at work bigger that they were. | | | | | |
| 16. | I focused on the negative aspects of situation at work instead of the positive aspects. | | | | | |
| 17. | I talked to colleagues about the negative aspects of my work. | | | | | |
| 18. | I talked to people outside the organization about the negative aspects of my work. | | | | | |

Linda Koopmans, 2015 (Measuring individual work performance at workplace)

APPENDIX 3: PERMISSION FOR COUPLE SATISFACTION INDEX (CSI)

Couple Satisfaction Index scale was developed to assess the level of marital satisfaction. It is freely available for research and clinical use. No further permission is required and the authors do not generate study-specific permission letters.

INTERPRETATION: CSI-16 scores can range from 0 to 81. Higher scores indicate higher levels of relationship satisfaction. CSI-16 scores falling below 51.5 suggest notable relationship dissatisfaction.

Source:

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

APPENDIX 4: CERTIFICATE OF ETHICAL CLEARANCE



TANGAZA UNIVERSITY COLLEGE

The Catholic University of Eastern Africa

OFFICE OF THE DIRECTOR OF POST-GRADUATE STUDIES & RESEARCH

E-mail: dir.pgsr@tangaza.ac.ke

Website: www.tangaza.ac.ke

OUR Ref: DPGSR/ER/05/2022

Date: 22nd June 2022

Mary Wanjiru Waweru
Institute of Youth Studies
School of Arts & Social Sciences
Tangaza University College

Dear Waweru,

RE: ETHICS CLEARANCE FOR MARY W. WAWERU, REG. NO. 18/00698

Reference is made to your letter dated 6th June 2022 requesting for ethical clearance of your research proposal to carry out a study on "*Relationship between marital satisfaction and job performance of married employee of National Registration Bureau, Nairobi - Kenya*".

I am pleased to inform you that, your research proposal has been reviewed and you can now apply for research permit. You are advised to submit your proposal to the National Commission for Science, Technology and Innovation (NACOSTI), for the issuance of a research permit and further guidance before commencing the data collection exercise for your study. You are also advised to adhere to the code of ethics of protection of human subjects during the entire process of your study.

This approval is valid for one year from 22nd June 2022.

Please, ensure that after the data analysis and final write up, you submit a soft copy of the thesis to the Director of Post-Graduate Studies & Research – Tangaza University College for records purposes.

Yours sincerely,




DANIEL M. KITONGA (Ph.D.)

Director, Post-Graduate Studies & Research
Tangaza University College

CC: **Rev. Dr. Hubert Pinto** – Programme Leader, M.A. Counselling Psychology (IYS)

APPENDIX 5: RESEARCH CLEARANCE PERMIT



TANGAZA UNIVERSITY COLLEGE
The Catholic University of Eastern Africa
OFFICE OF THE DIRECTOR OF RESEARCH & POST-GRADUATE STUDIES
E-mail: dir.pgsr@tangaza.ac.ke Website: www.tangaza.ac.ke

OUR Ref: DPGSR/ER/06/2022 **Date:** 22nd June 2022

To The Commission Secretary,
National Commission for Science, Technology and Innovation
P.O. Box 30623,
Nairobi – Kenya.

Dear Sir/Madam,


Re: Research Permit for Mary Wanjiru Waweru

This is to confirm that the person named in this letter is a student at Tangaza University College (TUC). She is registered in the Institute of Youth Studies (Reg. No. 18/00698) and she is pursuing M. A. degree in Counselling Psychology.

Mary has met all our provisional academic requirements leading to data collection. However, she cannot proceed to the field before getting a Research Permit from the National Commission for Science, Technology and Innovation (NACOSTI). Kindly assist her to process the permit for data collection for her M. A. Thesis.

Thanking you in advance for your cooperation

Yours sincerely,



Daniel M. Kitonga (Ph.D.)
Director, Research & Post-Graduate Studies

CC:
Rev. Dr. Hubert Pinto – Programme Leader, M. A. Counselling Psychology (IYS)

P.O. Box 15055 - 00509 Langata, Nairobi Kenya
Tel: +254 20 8097667 / 0732 897 000 / 0733 685 059 / 0722 204 724 / 0714 610 777

Email: inquiries@tangaza.ac.ke
Website: www.tangaza.ac.ke

APPENDIX 6: NACOSTI RESEARCH LICENSE

| | |
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|  | |
| This is to Certify that Ms.. Mary Wanjiru Waweru of Tangaza University College, has been licensed to conduct research in Nairobi on the topic: Relationship between Marital Satisfaction and Job Performance of Married Employee of National Registration Bureau, Nairobi Kenya for the period ending : 13/July/2023. | |
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APPENDIX 7: PERMISSION TO CONDUCT RESEARCH



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Telegram: 'IDENTITY', Nairobi

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Ref No: NRB/CON/ADM/1/5/12/VOL 111/33

NATIONAL REGISTRATION BUREAU

Headquarters

NSSF Complex, Block "B"

Bishops Road

P.O. Box 57007 – 00200

NAIROBI

20th July, 2022

Mary W. Waweru

P.O BOX 1571-00900

KIAMBU

Tel:0722633382

Email: Mwanjiru.mw65@gmail.com

**RE: PERMISSION TO CONDUCT REASEARCH AT NATIONAL
REGISTRATION BUREAU HEADQUARTERS, NAIROBI**

Reference is made to your letter dated on 13th July, 2022 on the above subject.

We hereby acknowledge your interest to do a study in National Registration Bureau. The departments have no objection in you conducting the research.

We wish you all the best in your endeavors.

Leonard Nang'ole

FOR: Secretary/ National Registration Bureau

APPENDIX 8: MAP OF LOCATION OF THE STUDY, NAIROBI COUNTY



Source: Google Map, 2021

APPENDIX 9: ORIGINALITY REPORT

RELATIONSHIP BETWEEN MARITAL SATISFACTION AND JOB PERFORMANCE: A CASE OF MARRIED EMPLOYEES AT THE NATIONAL REGISTRATION BUREAU

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