

**The impact of work environment and marital stress on job performance among the  
working married couples in Lyantonde district.**

**By**

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**A research dissertation to Department of Educational, Social and Organisational  
psychology, in partial fulfillment for the award of a degree in Bachelor of Industrial and  
Organizational psychology of Makerere University**

**October 2022**

### Declaration

I Akampurira Elizabeth declare that this work is an original copy result of my own efforts and findings, and to the best of my knowledge it has never been presented and submitted to any other university for a similar or any other degree award.

Signature.....


Date.....31<sup>st</sup> - October 2022.....

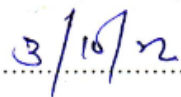
Akampurira Elizabeth

### Approval

I certify that this research dissertation of Akampurira Elizabeth has been approved as having met the basis requirement for the degree of industrial and organizational psychology.

Mr. Magala Dan

Signature.....

Date.....

### **Dedication**

I dedicate this work to my family members; dad, mum and my brother who have installed in me a passion to learn and provided continuous encouragement along the way.

### **Acknowledgement**

My profound thanks go out to everyone who contributed to this work in whatsoever way, notably my supervisor, family, friends, and most importantly, the almighty God for his unending love, provision and blessings.

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### **Abstract**

The purpose of this study was to investigate the impact of work environment and marital stress on job performance among working married couples in Lyantonde district. The study was intending to achieve the following objectives; to determine the relationship between work environment and job performance, to determine the relationship between marital stress and job performance, to determine the impact of work environment and marital stress on job performance. The study was using a sample of 50 respondents who were adopted using simple random sampling technique. Data was therefore collected using self-administered questionnaire and later analyzed using statistical package for social scientists' version 23.

## **Chapter One**

### **Introduction**

#### **Background**

Work environment is the setting, social features and physical conditions in which you perform your job (RL Poudel 2019). Work environment is made up of all of the elements that can affect ones 'day to day productivity, including when, where and how you work. The elements can impact feelings of wellbeing, workplace relationships, collaboration, efficiency and employee health. Physical environment is made up of the size, layout and location of a work place, whether work is conducted indoors or outdoors, the facilities offered in a work place and the furnishings used while working, the Size of ones working environment area can have an impact on whether you have everything at hand to accomplish your job, while at the same time significantly influencing how you feel at work (R Conti, E Phillips, 2018). To evaluate the size of your workspace, consider the amount of space you have to move freely whether you have all the equipment you need nearby and if the area is large enough to accommodate all staff members. Layout, some indoor workplaces have an open floor plan, while others use cubicles or the other dividers to separate spaces. Furnishings include desks ,chairs ,conference tables and other work place also impacts employees on the job thus access to comfortable and adequate seating ,clean workspaces and functional desks can ensure indoor workplaces remain efficient .Equipment ,some roles require special equipment to do their job, and depending on the company ,the employer may or may not provide it such as a mechanic may be required to bring their own set of tools and indoor office spaces equipment's like computers, printers and other essential technology used on the job .Facilities ,other facilities can influence how you feel physically and mentally during your working life such as relaxing spaces and on-site gyms can have a positive influence on employees .Location,

some roles predominantly work inside ,some spend most of their working day outside and certain roles may have a mixture of both indoor and outdoor work (Goldman Sachs 2019).

According to the (Holland theory 1999) of personality and job compatibility, the types of work life environment include ; Realistic – this environment promotes physical activity and may be best for kinesthetic employees also known as “doers” ,Investigative – this environment is built on critical thinking ,experimentation and problem solving ,Artistic –this environment encourages innovation and experimentation as well as personal expression also often best known as “creators” for those who are best in it , Social – this environment promotes communication, helping and education between employees and those who do well in it are often known as “healers” ,Enterprising – this environment also involves communication but has an emphasis in guiding others towards goals and it is best for “persuaders” ,Conventional – this environment is built on specificity, predictability and organization and it is best known for “organizers”.

Identifying a suitable work environment involves; read the job description carefully, research the company online, ask questions at the interview, visit your work place, ask contacts who work at the company, read online reviews, read through your employment contract and introductory documents.

Marital stress is specifically defined as a condition of negative effects , such as frustration and anxiety ,which results from aspects of the marriage .it is the worst when partners take their stress out on each other (Jama, 2000).In a marriage ,some stress is good because it makes each partner at the marriage and the two types of stress include ;Eustress and Distress .Eustress is good stress that makes you do something better while Distress is bad stress that changes you when bad things happen because more than 50 percent of all marriages now end up in divorce .one of the

most common problems in a marriage is Money because many couples fight about who can spend it ,who will earn it , and who will make decisions about it for example if one spouse is a saver and another is a spender .This was at its highest during the COVID -19 epidemic because of the lock down on social –economic activities ,income earned was insufficient and families faced a lot of misunderstandings between spouses because of spending, insufficient funds at home for the needs and a lot of free time spend at home since most people were laid off work.

Job performance, studies of personnel practices and programs designed to improve human work performance have used a wide variety of criterion measures, including supervisory ratings, turnover, salary and promotion. Over the last 20 years ,however researchers have been paying more and more attention to conceptual issues at the root of the so-called criterion problem (see Austin and Villanova ,2000,for a detailed analysis of historical trends).the past decade in particular saw an increasingly energetic literature on the behavioral content of job performance and its casual antecedents (Sackett,2002; Van Dyne ,Viswesvaran and Ones ,2000) .This chapter builds upon ideas developed over the past 20 years or so to present a formal definition of job performance that incorporates explicit and fully articulated assumptions about the conceptual meaning of variation in the performance construct .then it reviews some current efforts to define the behavioral content and antecedents of job performance.

Job performance refers to the accomplishment of a given task measured against the standards of accuracy, completeness, cost, and speed. it encompasses two distinct elements ; contextual and task .job performance relates to how individuals perform in their job duties in terms of expected quantity and quality of their jobs and it has been defined as the overall expected value from employees' behaviors carried out over the course of a set period of time (SJ Motowidlo, 2003) .there are 3 dimensions of job performance ;task performance ,citizenship behavior , and

counterproductive behavior includes employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces .

Examples of job performance management processes or tools include performance appraisals, key performance indicators (KPIs) and management dashboards (J Volmer, 2008). Essentially, performance management is what organizations do to become more successful and stay ahead of their competitors. Effective performance management systems typically include the following three broad elements ; goal setting ,performance review and a performance improvement process .The few ways to measure and evaluate employee performance data include ; Graphic rating scales ,360 –degree feedback , Self – Evaluation , Management by objectives (MBO),Checklists .Ways to improve employee efficiency ; incentivize employees , cut out the excess ,communicate effectively ,match tasks to skills ,embrace telecommuting .

### **Problem**

Work environment especially the physical environment , working conditions and others has an effect on a number of aspects in human life , it has influential power on behavior especially ones job performance including his or her value of the job , maintaining beliefs of the job ,one’s attitude towards his or her job .the information on work environment establishes common understanding of work environment and improves awareness of the impacts of the environment on job performance , as individuals are more willing to accept information if they believe others have accepted it as well . To the working community especially those who are married, it is an attempt to do what they think is entertaining or beneficial for themselves and their colleagues as it acts as a route through which many have gained efficiency productivity.

However, work environment and marital stress have numerous challenges which include it being an extra burden to the job performance of working couples through physical environment like exposure to chemicals , noise ,vibration , climate and marital stress through depression , anxiety ,tension and high levels of worry and sadness , they weaken and reduces employee job performance especially among working individuals and it diminishes their productivity .A lot of individuals have been impacted greatly by the impacts of marital stress and work environment have attracted bad job performance behaviors .it is with this reason that there is need to investigate the role played by work environment , marital stress in influencing job performance among individuals especially working married individuals today.

### **Purpose**

To study the impact of work environment, marital stress on job performance among married working individuals in Kooki ward C Lyantonde District.

### **Objectives of the study**

The objectives of the study,

1. To determine the relationship between work environment and marital stress.
2. To ascertain impact of work environment on job performance.
3. To examine the relationship between marital stress and job performance.

### **Scope of the study**

#### **Geographical scope**

The study was carried out in Lyantonde District, precisely limited to working couples in kooki ward C because the area had a significant number of married working couples from which to draw a representative sample .the study has also helped other scholars in the related studies to

overcome the found out issues and improve performances in the aspects in work environment ,marital stress and job performance.

### **Time scope**

The survey was conducted from June, 2022 up to October, 2022, which was be a period of three months.

### **Contextual scope**

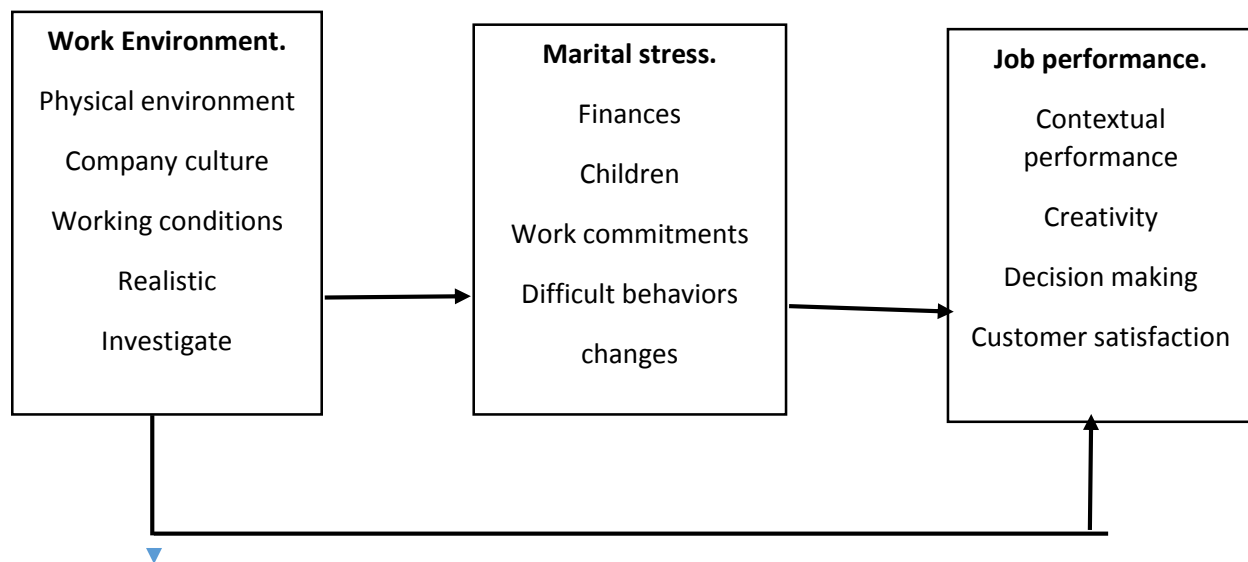
The study was focused on content thus Work environment; physical environment, company culture, working conditions, realistic, investigate, Marital stress; finances, children, work commitments, changes, difficult behaviors. And job performance; contextual performance, creativity, decision making, customer satisfaction.

### **Significance of the study**

1. The study is meant to provide working couples with knowledge and awareness of the effects of the work life environment on job performance.
2. The research findings meant to enable Makerere University's Academic Department to develop programs that promote awareness of how to deal with the effects of work life environment, marital stress on job performance.
3. The research findings are also meant be a source of reference for students and other individuals who may have interest in studying the impact of work life environment and marital stress on job performance or related themes.



## Conceptual Framework



*Figure 1; a conceptual frame work showing the relationship between work life environment, marital stress and job performance.*

Work environment includes physical environment, company culture, working conditions, realistic, investigative, artistic, social, enterprising, and conventional. These many different types of work environments that include a combination of physical components ,company culture and working conditions .what elements make for the best type of work environments depend on an organization’s industry and age , the number of and types of employees and the idea environment the organization wants to cultivate .some of the common causes of stress in a marriage ; finances , children ,work commitments , difficult behaviors , changes .job performance relates to the act of doing a job which is a means to reach a goal or set of goals within a job , role , or organization (Campbell ,2000)but not the actual consequences of the acts performed within a job

.Quality of work (accuracy , thoroughness , competence ) Quantity of work (productivity level , time management ,ability to meet deadlines )job knowledge (skills and understanding of the work ) working relationships [ability to work with others ,communication skills).

## **Chapter Two**

### **Literature Review**

#### **Introduction**

The chapter encompasses of the review of the literature that has been carefully explored by a number of researchers basing on work life environment and its impact on employee performance, marital stress and its impact on behavior at work and job performance and its effectiveness.

#### **Work environment and employee performance.**

A productive work environment has five basic elements; Respect as the foundation of a productive work environment, every employee deserves to be treated with respect and he /she is obligated to treat others with respect as well and to foster respect in the workplace is through ones actions like greetings, Teamwork; involves team members working together towards the same goals because everyone deserves to be part of something bigger than themselves, Training; it is a way to invest in your team. From a Robust online employee training program (T Koren 2015) t too mentoring programs and on-the-job-training, the knowledge shared improves employee productivity, Communication; employees deserve a right to communication because it makes them feel they on the front line with more interaction with the policies and procedures and with consumers, Opportunity; creating opportunities for employees creates career paths for them and sets employees up for success by providing training for newly promoted employees (VM Ekowati 2019).

Employees are driven into job engagement and effective performance using acceptable physical working environment. A physical conductive workplace environment which is

comfortable, flexible and aesthetic to the employee encourages their mobility, concentration, sensory and physical connection to work roles and foster employees' performance. It enhances the physical and mental well-being of the employees not only providing support for the development and maintenance of their working capacity but also enhances it (E Hazan, 2019). This happens since the work environment affects one's cognitive, emotional and physical well-being. A properly designed user-friendly physical workplace environment is central to employee performance and consequently organizational success (M Talha, 2019).

Effective workplace communication is a key factor to improve workplace environment for employee performance. An organization which communicates throughout the workplace in an effective manner is likely to avoid problems with completing the daily procedures, and is less likely to have a problem with improper occurrences. Such an organization generates a stronger morale and a more positive attitude of employees towards work (R Tedrake, 2013). When employees communicate effectively with each other productivity of the employees increases since the effective communication means less complains and more work getting done. It removes confusion and frees up wasted time which would have been otherwise spent on explanation or argument. It makes workplace more enjoyable, less anxiety among co-workers which in turn means positive attitude towards work and increased performance. Besides, another aspect of communication which affects productivity and performance is noise level. Noise has negative influence on communication, frustration levels increase while performance decreases in relation to persistence and loudness of noise (JE Steeger, 2010).

The physical aspects of a workplace environment have a direct impact on the employees' productivity, performance, health and safety, comfort, concentration, job satisfaction, and morale. A proper, helpful, conducive workplace environment brings improvements to the employees'

physical and mental capabilities in performing their daily routine (A Majumdar, 2013). An improper and unfavorable workplace environment leads to work stress. It also causes errors being committed by the employees. Also, unfavorable workplace environment, results into under-utilization of the capabilities available with the employees. It also induces work related stress in the employees. Important factors in the workplace environment include building design and age, workplace layout, cleanliness, workstation set-up.

The workplace environment is the employees immediate surrounding where he/she performs his work. Employees' workplace environment is a key determinant of the quality of their work and their level of performance. Improper surroundings introduce hazards which make the workplace environment unsafe and impede the performance rate of the employee. Hence, the workplace needs an environment in which the employee can carry out his work without any hindrance (SV Rakovic, 2005). An effective workplace is required to have an environment where the expected results can be achieved comfortably. Physical environment affects how employees in an organization interact, perform tasks, and are led. Physical environment as an aspect of the work environment has a direct effect on human sense and it delicately changes interpersonal interactions and thus productivity. This is so because the characteristics of the workplace have consequences regarding productivity and satisfaction level. The workplace environment is the most critical factor for the employees to perform (J Santner, 2010).

Employees' performance is the heart and soul of an organization. The success of the organization is very much dependent on how its employees perform at the workplace. Employees who put forth extra effort often make a big difference in organizational performance. Increasing the employees' productivity is one of the most critical goals of an organization. Workplace

environment influences the employees' behavior at work. In fact, employees' surroundings and the workplace environment impact most the working efficiency of the employees (T Pock, 2010)

Workplace environment and performance are often perceived as two opposites by the managements in some of the organizations. This is because, the managements of such organizations consider workplace environment as an extra, resource-consuming, nonproductive activity, which they dislike because of the lack of production stemming from it (A Saffari, 2010). They believe that the performance enhancement of the employees can be achieved by enhancing the employees' skills. Such managements are ignorant of the fact that majority of the productivity problems reside in the workplace environment in which the employees operate. These managements are not aware that the lower performance and unable to fulfill the urge to increase performance is because of the malfunctioning of workplace environment. The type of work environment in which employees operate determines the way how they perform. Effective workplace environment raises the bar of what is expected from the employees without necessarily giving them extra means or resources to handle this (S Schmidt, 2014).

Noise is one of the leading causes of employees' distraction, leading to reduced productivity, serious inaccuracies, and increased job-related stress. High noise level at workplace reduces employees' performance and increase errors. Also, the employees' performance improves with the availability of natural light and good ventilation at the workplace.

Workplace environment can be anything which exists around the employees where they work and which affect how they carry out their work. It consists of both external and internal conditions which can influence the working spirit and hence, reflect in their performance at work. There exists a strong interaction between employees' performance and physical workplace environment (EK

Kiruja, 2018). The physical environment at work is critical to employees' performance, satisfaction, social relations and health. The environmental conditions at workplace are important factors which has an influence on the employees' morale and job satisfaction and hence performance.

Employees are very important assets in an organization. A good organization is one which takes care of its employees. This is often done by paying attention to their workplace environment. This is because the employees spend substantial part of the time of their work (A Zaheer, 2012; R Imran). Hence, workplace environment influences their cognitive and emotional states, concentration, behavior, actions, and abilities .it plays an important role in the employees' engagement as well as in their performance. In fact, workplace environment has a big contribution for the organization in maintaining a high level of employees' productivity and hence the organizational performance and productivity.

#### Marital stress and work environment

Commitment, involvement and obligation to marriage can be demanding on both partners the husband and wife. spouses are likely not able to cope with demands made on one by marriage and experience some adverse psychological and physical reactions. As a result, the spouse experiences state of psychological or physiological imbalance termed stress (Omoluabi, 2000). stress is a state of mental, emotional strain or tension resulting from adverse or demanding circumstances. Sometimes there may be disparity between situational demands and the individual 's ability or motivation to meet those demands [Kashif et al. 2016]. The inability to cope with or exceed the adaptive capacities which threaten the well-being of the spouse experiencing stress in marriage is termed marital stress. Marital stress is a condition of negative effects such as frustration

and anxiety which results from aspects of the marriage. For married employees the demands of marriage accompanied by the need to be committed to an organization is likely to constitute a threat to one (Patterson 2002). Some indices of marital stress are household chore stress, financial stress (Mann, 2013), relational stress (Ramirez, 2011), parenting stress (Goldberg and Perry-Jenkins, 2004) and elder-care stress. Moreover, as the marriage grows older, the length of marriage may bring about increase demands and pressure.

An employee may experience increased levels of stress as one juggles marriage and work responsibilities. This is pointing to the fact there are likely to be the inevitable presence of spillover from marriage to work and vice-verse. This is a condition that could occur generally with married employees and specifically among married employees who work (SP Wamala 2000). employees are expected to be work irrespective of non-work life domain stress; which may affect their attitude or performance to the job. However, employees are supposed to be polite and cautious with their customers irrespective of what they are going through in their marriage.

Job performance and satisfaction has been the concerns of employers because of the impact and influence it has on job performance. Employees' job satisfaction positively influences job performance (Popp, Cumming, and Goeke-Morey 2009), profitability, financial performance, and efficiency of organizations (Yang, 2010). employee's job satisfaction is a good measure to evaluate employee attitude and activity of the organization. On the other hand, stress is not only work related but also non-work related such as in marriage. there is marital stress emanating from one's role as spouse doubling as employee (Crnic and Booth, 1991) from allocating more time to parenting and children from taking care of either mother-in-law or father-in-law (Matzek and Cooney, 2009) and from live-in relatives who share in division of household labor. These indices may also threaten job performance.



Researchers showed that culture is a predictor of employee attitudes (Saari and Erez, 2002). Other studies found that a strong marriage was a significant predictor of successful balance between work and family life roles (Marks, Bumpass and Jun., 2004). Some researchers also confirmed that marriage and children have effect on job performance (Bradbury, Finch am and Beach, 2000; Lillard and Waite, 2000; Rogers and May, 2003). Perceived stress was analyzed to partially mediate the relationship between negative or positive work-home and job performance. Workplace social support and workplace social cushion stress or threat of married employee.

However, there is a dearth of literature on the influence of marital stress on performance. The focus of the study therefore is need for investigation of the relationship between marital stress and job performance.

#### Job performance and marital stress

Job performance assesses whether a person performs a job well. Job performance, studied academically as part of industrial and organizational psychology, also forms a part human resources management. Performance is an important criterion for organizational outcomes and success. (John Campbell) describes job performance as an individual level variable or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance which are higher-level variables (Sonnentag, 2008). The effectiveness of a job involves communication effectiveness, dependability, organizational knowledge, effective decision making, effective planning, effective problem solving, effective productivity, and responsibility. Campbell allows for exceptions when defining performance as behavior. For instance, he clarifies that performance does not have to be directly observable actions of an individual. It can consist of mental productions such as answers

or decisions (U Bashir 2010, Ramay). However, performance needs to be under the individual 's control, regardless of whether the performance of interest is mental or behavioral. Another way to divide up performance is in terms of task and contextual (citizenship and counterproductive] behaviors. Whereas task performance describes obligatory behaviors, contextual behaviors are behaviors that do not fulfill specific aspects of the job's required role (An Ahmed, M Ramzan, 2013).

Research of emotional intelligence [EI] and job performance shows mixed results; a positive relation has been found in some of the studies, in others there was no relation or an inconsistent one. This led researchers Cote and Miners (2006) to offer a compensatory model between EI and IQ, that posits that the association becomes more positive as cognitive intelligence decreases, an idea first proposed in context of academic performance (pestrides, Frederickson and furnham,2004). The results of the former study supported the compensatory model; employees with low IQ get higher task performance and organizational citizenship behavior directed at the organization, the higher their EI. Ameta-analytic review by Joseph and Newman also revealed that both ability and trait EI tend to predict job performance much better in jobs that require a high degree of emotional labor. In contrast, EI shows little relationship to job performance in jobs that do not require the emotional labor.in other words, emotional intelligence tends to predict job performance for emotional jobs only.

Job performance is a consistent and important outcome of core self-evaluations (CSE). The concept of core self-evaluations was first examined by Judge, Locke, and Durham (2000) as a dispositional predictor of job performance and involves four personality dimensions; locus of control, neuroticism, self-efficacy, and self –esteem. the way in which people appraise themselves using core self-evaluations has the ability to predict positive work outcomes, specifically, job

satisfaction and job performance (U Nimran, 2015). The most popular theory relating the CSE trait to job performance argues that people with high CSE will be more motivated to perform well because they are confident, they have the ability to do so. motivation is generally the most accepted mediator of the core self- evaluations and job performance relationship.

Campbell (2000) also mentioned several performance parameters that may have important implicants for job performance setting and should be investigated by industrial and organizational psychologists. The first one is the distinction between speed and accuracy, this distinction is similar to the one between quantity and quality. Important questions that should be considered include; which is most valued by the organization, maximized speed, maximized accuracy. The second distinction is between typical and maximum performance. (Sackett, Ze deck, and Fogli 2017) did a study on supermarket cashiers and found that there was a substational difference between scores between scores reflecting their typical performance and scores reflecting their maximum performance. The third predictor of performance is motivation which refers to a ‘‘ combined effect from three choice behaviors-choice to expend effort, choice of level of effort to expend and choice to persist in the expenditure of that level of efforts’’ (Campbell, 2000).

**Hypothesis of the study.**

1. There is a significant relationship between work environment and marital stress on job performance among working married couples.
2. There is a significant relationship between work environment and job performance among married working couples.

marital stress significantly influences job performance among working married couples.

Chapter Two

## **Chapter Three**

### **Methodology**

#### **Introduction**

This chapter provided content about the research design, population, sample, instruments, measures, procedure, quality control, data management, data analysis, anticipated problems, references and budget.

#### **Research design**

The study was a Pearson correlational method. This was because this study was carried out once without need for a follow-up study to pick new information.

#### **Population**

The population for this research was including 341 working married couples in kooki ward c Lyantonde district.

#### **Sample Size and Selection**

The total population represented by letter N [341] which was used to check the corresponding minimum sample size represented by letter [s] using the formula by Krejci and Morgan's [1970].

$$s = \frac{X^2 NP [1-P]}{d^2 [N-1] + X^2 P [1-P]}$$

Where s = required sample size.

X<sup>2</sup> = the table value of chi-square for 1 degree of freedom at the desired confidence level [3.841].

N = the population size.

$P$  = the population proportion [assumed to be .50 since this would provide the maximum sample size].

$d$  = the degree of accuracy expressed as a proportion [.05].

1.  $s = 3.841 \times 341 \times 0.5 [1 - 0.5] / 0.05 [341 - 1] + 3.841 \times 0.5 [1 - 0.5]$
2.  $s = 327.44525 / 17.96025$
3.  $s = 124.$

The sample size for respondents was 124. The researcher was using simple random sampling technique with the help of questionnaires.

### **Instruments and Measures**

Self-administered questionnaires were designed from the constructs defined above.

The questionnaire was to measure the effect of work environment, marital stress on job performance. Section A was to measure bio data of the respondent, Section B was to measure work environment, Section C was to measure marital stress, and Section D will measure job performance.

The development of the questionnaire was to include; the 5- point Likert rating that was to range from never to always, 18 item scale where variables was to be measured among a five-point Likert scale where 1 = strongly agree, 2 = Agree, 3 = Not sure, 4 = Disagree and 5 = strongly disagree.

### **Procedure**

The researcher was to get an introductory letter from Makerere University School of Psychology and will be presented to the relevant authorities Makerere University. The researcher had introduced herself to the respondents, introduce the topic, purpose and objectives of the study. Respondents will be directed on how to answer the items on the instrument, issues of confidentiality will clearly be explained to the respondents. Questionnaires will be then distributed and after one day, they were be collected and taken for analysis of data.

### **Quality control**

**Validity;** the validity of the questionnaire was computed using the content validity index. the questionnaire was constructed with in the objectives of the study and it was edited by the research experts to make independent judgment of the items by rating them on the scale as ‘ very relevant ‘ [1] ‘relevant ‘[2] ‘somehow relevant ‘[3] and ‘ not relevant ‘[4].

The ratings were used to compute the content validity index [CVI].

Using the formula  $CVI = \text{Items rated 1 and 2} / \text{total number of items in the questionnaire}$ .

The obtained ratio was used to ascertain if the items measured the parameters they ought to measure.

**Reliability;** the reliability of the questionnaire was established by carrying out a pilot study. The pilot study was carried out in Makerere University and data collected and analyzed to determine whether tool collected data relevant to this study. Using a Cronbach coefficient, the researcher correlated with the findings and the accepted reliability of the questionnaire was established to be 0.9 which is satisfactory [Amin, 2005].

## **Ethical Considerations**

Participants will be briefed about the study and any concerns or questions they had about research which were answered by the researcher.

The identity of the participants will remain anonymous; they will not be required to give or use their names in the research .furthermore, the intention of the study will be made clear to them at the very beginning of the study before they start responding to items in the questionnaires.

## **Data Analysis**

Data from the respondents will be coded and analyzed using statistical package for social scientists [SPSS]. Frequency tables will be generated to further analyze the respondents' bio data and other information about the variables. Pearson's product correlation coefficient will be used to establish the relationship between work environment, marital stress and job performance among working married couples in Lyantonde district. Bio data will be analyzed from the frequency percentage table.

## **Anticipated problems/ limitations**

The study was based on self-reports, which increased the likelihood of the respondents to be subjected on social desirability bias.

Participants may not be honest with their answers for fear of being identified on the questionnaire. The researcher was telling them not to indicate their names so that information is not tracked back to them and will promise the confidentiality of their respondents so that they answer the questionnaire honestly.

Time and money were one of the problems while conducting the research in terms of services for examples secretarial, photocopying, printing, binding, stationery among others.



Participants may not be willing to fill in or complete the questionnaires. The researcher will handle this by clarifying to them how relevant this study will be to them prior giving out the questionnaire.

Some respondents may fail to cooperate by being negative towards the questionnaires provided by the researcher while others might not provide genuine answers to items provided in the questionnaire. Some respondents may also delay returning the questionnaires which will lead to time consumption while others may misplace their questionnaires hence leading to reprinting them thus making the study so costly.

## Chapter Four

### Results and interpretation

#### Introduction

This chapter consists of results and interpretation of the findings in line with the objectives and hypothesis, data is presented in form of frequencies and percentages followed by correlations between work environment, marital stress and job performance.

#### Descriptive statistics

In this section, the respondent's personal data results are presented in form of frequencies and percentages as shown in the tables below;

**Table 1;**

*Personal data for respondents*

variable	category	frequency	Percentage %
Age	20-25years	10	22.2
	26-30years	15	33.3
	31-above	20	44.4
Gender	Male	30	60
	female	20	40
Level of education	UACE	12	24
	Diploma	15	30
	DEGREE	18	36

	MASTERS	5	10
Working experience	Less than 5 years	14	32
	5-10years	24	48
	10 years and above	12	20
Marital status	married	40	80
	divorced	5	20
No of children	0-10	42	85
	12-20	3	15
	30+	0	0
Work setting	formal	30	60
	informal	20	40
Duration of work	6-8 hours	10	20
	6-12 hours	40	80
Religious affiliation	moslem	10	20
	catholic	12	24
	protestant	18	36
	Born again	20	40
	others	5	10

Variables included; age, gender, marital status, working duration, level of education.

Results in table 1 show that majority of the respondents were male (60%). This shows that there is gender inequality in the organization hence it is biased on recruitment depending on gender abilities since people still believe that men are more efficient than women. Further more the results in the table show that majority of the working people in Lyantonde are 31 years of age and above

(44.4%) this reflects that firms offer opportunities to mature qualified individuals and they are maintained for a long time. Relatively the table shows that the working duration of most people in Lyantonde district is (80%) implying that married people are highly valued in firms for employment opportunities and the table shows that majority of the working class in Lyantonde district are at degree level (36%) thus they have a moderate tenure of education level. Majority of the working class in Lyantonde district have between 0-10 children (85%) and results show that most of the working class in Lyantonde district are protestants (36%). Results from the table show that most work settings are formal making (60%). lastly the results show that majority working class work 6-12 hours a day (80%) thus most people are doing formal work settings especially government orientated work.

**Table 2;**

*Responses to work environment*

S/N	Items	percentage of responses (%)					always
		Never	Very rarely	rarely	often	Very often	
1	How often is your environment favorable for your work	18.5	3.8	3.9	5.4	30.7	35.8
2	How often does your work environment interfere with your work	15.4	4.5	3.6	15.8	28.8	37.8

3	How often does your work environment boast your job	13.4	4.8	12.8	15.4	46.2	45.9
4	How suitable is your work environment during morning hours	3.8	12.3	26.7	27.0	32.5	57.7
5	How suitable is your work environment during lunch hours	7.8	18.4	45.6	34.5	60.1	25.0
6	How suitable is work environment during evening hours	10.7	13.8	12.5	20.0	45.3	56.7
7	How effective is your work environment to your job	7.5	8.4	23.4	22.5	33.4	35.0
8	How often is your environment adjusted to be suitable for your job	6.7	8.9	37.8	23.1	25.6	43.5

According to the results in table 2, most of the respondents are satisfied with their work environment and benefit from the benefits their environment provides for their work (67.4%) which shows that they are motivated by their work environment to improve and implement their work at their firms. additionally few respondents have a problem with their work environment (32.4%). overall, the respondents are relatively satisfied with their work environment by their management implying that they are motivated by the atmosphere of their environment.

**Table 3;***Responses to marital stress*

S/N	Items	percentage of responses (%)				
		Very much like me	Like me	Somewhat like me	A little like me	Not like me
1	In our marriage, disagreements are often left unresolved	23.4	26.9	15.4	8.90	12.3
2	My marital conditions are difficult for me	34.5	23.0	12.5	20.6	34.8
3	I am satisfied with my intimate relationship with my spouse	48.3	37.0	23.7	26.4	23.8
4	My spouse behaves maturely	34.7	34.5	37.6	23.7	17.5
5	My spouse and I respect each other's privacy	55.3	38.7	21.6	15.8	13.6

6	I get disturbed by my marriage issues	34.7	27.9	27.6	21.0	14.8
7	I remain anxious about my family responsibilities	37.9	32.0	29.0	16.7	10.6
8	My spouse consults me regarding issues related to our family	33.9	35.9	25.0	28.1	19.7
9	My spouse and I can resolve our problems regardless of our differences in opinions and views	45.9	33.6	23.5	22.7	11.8
10	I am able to fulfill my moral responsibilities	45.8	22.7	15.7	26.9	12.8
11	I feel like my partner is affectionate enough	34.6	38.0	20.8	33.8	19.6
12	I feel like our marriage is so dull	34.8	28.0	21.6	32.1	12.8

13	I feel like we do a great job managing our finances	43.7	33.6	33.3	23.8	13.8
14	I feel like our future is bright together	22.7	29.6	12.7	32.1	15.6
15	It is difficult for me to deal with family issues and other responsibilities	23.4	33.5	24.7	15.9	11.9
16	I tend to over react to situations	27.0	22.6	17.0	23.8	12.8
17	I feel sad and depressed at times	34.9	43.3	20.1	13.5	9.0
18	Continually cleaning up messes at home	31.4	33.9	14.8	23.7	12.8
19	Difficult in being on time in most issues	23.6	32.5	44.4	22.2	18.0
20	I am happy with my partner	56.7	34.7	13.7	34.7	10.7
21	Difficulties in interactions and	32.4	22.9	12.6	29.6	18.0



	conservations with my partner					
22	Difficulties in getting privacy	43.0	28.0	32.7	27.4	15.9
23	Being nagged whined at complained to a lot	12.5	24.8	23.9	37.8	11.9
24	Having to change my plans to unprecedented family needs	23.4	25.6	34.7	27.9	8.9

According to the results in table 3, majority of the respondents often times do their work stressed by marital stress effects (64.3%) and most of them are always trying to balance their work stress and marital stress implying that working couples especially women are usually demotivated by their marital stress at their firms and it absorbs them and immersed their work therefore it gets tough for them to balance and be dedicated to work in the firms since (34.5%) of the working couples a literally not so absorbed in their marital stress especially men .

**Table 4;**

*Responses to job performance*

S/N	Items	percentage of responses (%)
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		Strongly agree	agree	disagree	Not sure	Strongly disagree
1	I demonstrate genuine attentiveness to the contents of an interaction by demonstrating, listening, responsiveness	22.5	23.7	14.3	12.5	7.8
2	I communicate personally	39.0	25.7		17.4	15.4
3	I use body movements and expressions to show attentiveness	28.5	22.5	9.4	19.0	9.1
4	I am self-aware, self-regulate, motivate, socially adapt	23.7	33.9	12.5	17.9	10.2
5	I motivate and encourage others	30.4	31.7	4.3	2.6	12.8

	to make contributions at work					
6	I am able to do my assigned tasks	29.5	26.0	8.4	0.0	9.0
7	I am open and dutiful at my performance	32.0	36.9	6.7	9.6	13.4
8	I take on extra responsibilities fit in my time	40.6	21.9	12.5	11.9	8.9
9	I work at keeping my job skills and moral duties separately	32.0	23.8	13.2	12.8	7.9
10	I came up with creative solutions to my responsibilities	54.1	34.9	11.6	14.5	9.0
11	I was able to separate main	36.8	45.0	20.1	12.6	16.7

	issues from side issues at work					
12	I know what procedures to use to get my job done gracefully	48.7	38.9	13.9	10.8	16.4
13	I know exactly what is expected of me in my job	24.6	38.6	3.7	22.9	14.9
14	I am able to work under vague directives	27.8	38.9	12.6	13.4	20.0
15	My work keeps me away from family activities	45.7	34.6	0.6	12.8	23.5
16	I am often so emotionally drained after work	36.9	22.5	16.5	11.6	23.5
17	My working environment is equally	45.8	18.5	11.6	22.7	18.4

	responsible for my performance					
18	The time between my family responsibilities and work responsibilities is difficult to balance	35.0	10.9	12.7	21.5	22.3

According to the results in table 4, majority of the respondents report on that job performance is fair (54.6%) implying fair treatment at work resulting into just performance at the assigned tasks similarly most people in Lyantonde district show that they abide with the company policies (60.8%). this implies that there is average job performance in Lyantonde district by the working couples. Most respondents complain about the job performance being affected by other factors like work environment, some non-tolerant company policies that are so hard on employees then marital stress which brings about anxiety and depression at work affecting the efficient work performance by respondents.

### **Inferential statistics**

The table below presents Pearson's product moment correlation coefficient of the relationship between work environment and marital stress.

### **Table 5;**

*Correlation of work environment and marital stress*

Work environment	Pearson correlation	1	.499**
	Sig.(2-tailed)		.000
	N	50	50
Marital stress	Pearson correlation	.499**	1
	N	.000	
		50	50

The first hypothesis stated that work environment is significantly related to marital stress. Findings in table 5 show that there is a statistically significant positive correlation of work environment scores with marital stress ( $r=0.499$ ,  $p<0.01$ ). since p value is below 0.001, this implies that employees who have a suitable work environment have a significant control over their marital stress in firms. The hypothesis is retained and it is conducted that there is a significant positive relationship between work environment and marital stress which implies that if the work environment is suitable that marital stress can be managed from affecting work.

**Table 6;**

*Correlation of work environment and job performance*

Work environment	Pearson correlation	1	.721**
	Sig. 2- tailed)		.005
	N	50	50
Job performance	Pearson correlation	.721**	1

	Sig. (2-tailed)	.005	
	N	50	50

The second hypothesis stated that work environment is significantly related to job performance. Results in table 6 show that there is a statistically significant positive correlation of motivation with job performance ( $r=0.511$ ,  $p<0.01$ ). this implies that a convenient work environment improves job performance by motivating employees to take advantage of their suitable work environment to focus and accomplish their assigned tasks. the results attain and confirms the taken hypothesis and concludes that work environment and job performance are positively related to one another therefore the convenient the work environment the efficient the job performance and the unfavorable the work environment the decrease in job performance.

**Table 7;**

*Correlation between marital stress and job performance.*

Marital stress	Pearson correlation	1	. -112**
	Sig. (2- tailed)		0.02
	N	50	50
Job performance	Pearson correlation	. -112**	1
	Sig. (2-tailed)	.0.02	
	N	50	50

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

The third hypothesis stated that marital stress is significantly related to job performance especially the married working couples. findings in table 7 show that there is a statistically

significant negative correlation of marital stress with job performance ( $r = -0.112$ ,  $p < 0.01$ ). This implies that as marital stress scores increase among working couples, job performances decline. Thus, when marital stress scores decline, then job performance scores increase because people are distressed by their family issues while performing their tasks.



**Table 8;**

*Multiple regression analysis for work environment, marital stress and job performance among working couples in Lyantonde district.*

a. Dependent variable; overall job performance									
Independent variable	Unstandardized coefficients		Standardized coefficients	T	Sig.	R square	Adjusted R square	F	Sig.
	B	Std. error	beta						
constant	38.34	4.67		4.90	.00	.284	.34.9	23.84	.00
Work environment levels	.458	.143	.466	4.65	.001				
Marital stress	-.023	.124	-.022	-.24	.000				

The results from table 8 indicate that 34.9% of the variation in the staff job performance is attributed to independent attributes of work environment levels  $p(0.00, \beta = 0.55, t=4.76)$  and to overall marital stress ( $p=0.001, \beta = 0.46, t= 0.272$ ). both marital stress and work environment were statistically significant predictions of job performance therefore both relate with employee job performance and have ability to increase or decrease it.



## **Chapter Five**

### **Discussion, Conclusion and Recommendation**

#### **Introduction**

This chapter presents the summary of the data findings on work environment, marital stress and job performance Relations in Building sustainable corporate image, the conclusions and recommendations drawn there to. The chapter is hence structured into summary of findings, conclusions, recommendations and area for further research.

#### **Discussion**

Relationship between work environment and job performance

The findings are in agreement with several models that have been proposed to explain how work environment and job performance influence each other relatively . The findings are in agreement with researchers who discovered that only individuals react to situations but they also affect those situations through continuous interactions .a suitable and favorable work environment scores positively on one's job performance since the atmosphere at work is convenient and accommodative for the performance of assigned tasks by the employees .from the study it even indicates that majority Percentages of workers ,their performance is greatly affected by their work environment aspects .

From the study, it was evident that majority of respondents from Lyantonde district, who happens to be the staff of Lyantonde district local government, are aged 31 years and above, majority of them are males. The study also found out that that most of the respondents have attained

a degree, thus had rich information and knowledge on the impact of working environment and marital stress on job performance among the married couples.

Relationship between marital stress and job performance .

The findings are in agreement with several models that have been proposed before the study made to explain that marital stress has a negative impact on job performance of an individual .the findings in the study explain how different aspects of marital stress cause factors like anxiety and depression among others and there is a negative significance discovered by researchers between marital stress and job performance as experienced by majority Percentages of people over the different studies .

The study also found out that that majority of the respondents knew what marital stress is all about. Further the study indicates that creation and maintenance of good attitude and favorable opinion about Lyantonde district enhance services appreciation. Also respondents disagreed that there are deliberate attempts by the district to seek customers' approval on certain issues concerning them before taking a decision. In addition, the study established that marital stress control has a vital role to play in creating a favorable and smooth running of any district/organization.

Relationship between work environment and marital stress

The findings in the previous and the current study indicate and explain the relationship between work environment and marital stress and how positively the two factors reflect on one another .the significant relationship between the two show that work environment also impacts on the marital stress weight on an individual faced with it for example a frustrated work environment leads to distress and discomfort which might bring about Marital status in the process .

The findings revealed that communication effort of the district is good. The study established that sound principles seem to guide Lyantonde district's behavior and treats people fairly and justly. However, Lyantonde District does not listen to what people like to say. The study also revealed that Lyantonde district is not trying to maintain a long-term commitment with people. In addition, the public don't feel they are important to Lyantonde district. Further, the study revealed that respondents said that the services were poor.

From the study, The study found out that Lyantonde district should have a communication link with its staff and the public's. Also the findings indicate that management restructures should be used as a way of improving Lyantonde district's efficiency.

### **Conclusion**

Further the study concludes that creation and maintenance of good attitude and favorable opinion about organization enhance services appreciation thus customer satisfaction.

Also the study concludes that communication effort of the district/organization is poor. The study also concluded that Lyantonde district is not trying to maintain a long-term commitment with people. In addition, people don't feel they are important. Further, the study concludes that respondents said that the services were poor.

### **Recommendations for Improvement**

Communication effort of the Lyantonde district is poor. In relation to this, the study recommends that stronger communication mechanisms should be installed and well integrated in the system to ensure easier and convenience in dissemination of information to the public.

The study established PR department of any organization contributes to its development and enhances customer's satisfaction. In this line, the study recommends that strong and well integrated PR department should be installed in district and therefore should be sufficiently funded to ensure its success.

Further, the study recommends that organizations should devise ways and means to maintain a long-term commitment with staff and residents.

### **Suggestion for Further Research**

Further research is necessary as the findings were limited on Lyantonde district based on a relatively small sample that may have influenced the nature of results that were obtained. There is need to expand on the sample size and carry out similar research in other districts or organizations. The analysis that was used is not sufficient to draw conclusions on the impact of work environment and marital stress on job performance among the working married people, and to provide adequate information that can be used for policy development. Further research focusing on inferential analysis is necessary to study the impact of work environment and marital stress on job performance among the working married couples.

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**Appendix 1**  
**Questionnaire**  
**Makerere University**

**Introduction**

Dear respondent this questionnaire has been designed to established a relationship between work environment, marital stress and job performance among married working couples in Lyantonde district. The information gathered will be used purely for the purpose of academic research and your response will be treated with strict confidentiality. Please read the questions carefully and respond as honestly as possible.

**Section A; Personal Data [fill in or tick the choice from the categories below].**

No	Item	Coding category	Response[tick or fill]
1	Sex	Male	
		Female	
2	Age group of respondents	20-25 years	
		26-35 years	
		36-45 years	
		46-60 years	
3	Marital status	Married	
		Divorced	
		Widowed	

4	No of children	0-10	
		12-20	
		30+	
5	Work setting	Formal	
		Informal	
6	Duration of work	6-8 hours	
		6-12 hours	
7	Religious affiliation	Moslem	
		Catholic	
		Protestant	
		Born again	
		Others	

### Section B; work environment

Read each statement carefully and tick the score that closely corresponds with how often you are affected by work environment.

Never	Very rarely	Rarely	Often	Very often	Always
1	2	3	4	5	6

1	How often is your environment favorable for your work?	1	2	3	4	5	6
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2	How often does your work environment interfere with your work						
3	How often does your work environment boast your job						
4	How suitable is your work environment during morning hours						
5	How suitable is your work environment during lunch hours						
6	How suitable is work environment during evening hours						
7	How effective is your work environment to your job						
8	How often is your environment adjusted to be suitable for your job						

### Section C; Marital stress

This section will measure how effective marital stress is to working married couples in job performance.

Very much like me	Like me	Somewhat like me	A little like me	Not like me

1	In our marriage, disagreements are often left unresolved	1	2	3	4	5
2	My marital conditions are difficult for me					

3	I am satisfied with my intimate relationship with my spouse					
4	My spouse behaves maturely					
5	My spouse and I respect each other's privacy					
6	I get disturbed by my marriage issues					
7	I remain anxious about my family responsibilities					
8	My spouse consults me regarding issues related to our family					
9	My spouse and I can resolve our problems regardless of our differences in opinions and views					
10	I am able to fulfill my moral responsibilities					
11	I feel like my partner is affectionate enough					
12	I feel like our marriage is so dull					
13	I feel like we do a great job managing our finances					
14	I feel like our future is bright together					
15	It is difficult for me to deal with family issues and other responsibilities					
16	I tend to over react to situations					
17	I feel sad and depressed at times					
18	Continually cleaning up messes at home					

19	Difficult in being on time in most issues					
20	I am happy with my partner					
21	Difficulties in getting privacy					
22	Difficulties in interactions and conversations with my partner					
23	Being nagged, whined at, complained to a lot					
24	Having to change my plans to unprecedented family needs					

### Section D; Job performance

This section will measure job performance; please indicate the degree which is most appropriate to your personal assessment on the scale below.

Strongly agree	Agree	Disagree	Not sure	Strongly disagree
1	2	3	4	5

1	I demonstrate genuine attentiveness to the contents of an interaction by demonstrating listening, responsiveness	1	2	3	4	5
2	I communicate personally					
3	I use body movements and expressions to show attentiveness					
4	I am self-aware, self-regulate, motivate, socially adept					
5	I motivate and encourage others to make contributions at work					

6	I am able to do my assigned tasks					
7	I am open and dutiful at my performance					
8	I take on extra responsibilities fit in my time					
9	I work at keeping my job skills and moral duties separately					
10	I came up with creative solutions to my responsibilities					
11	I was able to separate main issues from side issues at work					
12	I know what procedures to use to get my job done gracefully					
13	I know exactly what is expected of me in my job					
14	I am able to work under vague directives					
15	My work keeps me away from family activities					
16	I am often so emotionally drained after work					
17	My working environment is equally responsible for my performance					
18	The time between my family responsibilities and work responsibilities is difficult to balance					

## Appendix 2

### Budget

NO	ITEM	QUANTITY	DESCRIPTION	ESTIMATED AMOUNT
1	Stationary	1	1 ream x 15,000/=	15,000/=
2	Airtime	3	3 pieces x 10,000/=	30,000/=
3	Transport	-	Transport to and from the field  100,000/=	100,000/=
4	Typing	120	120 pagesx500/=	60,000/=
5	Printing	120	120 pages x 3001=	36,000/=
6	Photocopying	5	5 copies x 12opages  x 100/=	60,000/=
7	Binding	3	3 copies x 12,000/=	36,000/=
8	Miscellaneous	-		170,000/=
	<b>Total</b>			<b>507,000/=</b>

**Appendix 3****Time schedule**

Activity	Period
Report writing	May to June
Questionnaire construction	June to July
Data collection and analysis	July to September
Dissertation writing	September to October