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Research Paper

Exploring the Relationship between Marital Adjustment and Employee Performance among College Professors in Karnataka

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ABSTRACT

This study investigates the relationship between marital adjustment and employee performance among college professors in Holenarsipura, Karnataka. In India's socio-cultural context, family dynamics significantly influence professional well-being. However, little empirical research has explored how marital harmony affects occupational performance, especially in academic settings. A descriptive survey design was used, with 89 married teaching professionals participating. Data were collected through validated scales assessing marital adjustment and employee performance. The Pearson correlation coefficient ($r = 0.207$, $p = 0.051$) indicated a weak, non-significant positive relationship. These findings suggest that while marital adjustment may have some influence on job performance, the link is not statistically significant. Implications and recommendations for future research are discussed.

Keywords: *Marital Adjustment, Employee Performance, Professors, Indian Academia, Correlation, Work-Life Balance*

In the Indian socio-cultural context, the family unit—particularly the marital relationship—plays a vital role in shaping an individual's overall well-being, including their professional functioning. For college professors, who often juggle multiple academic, administrative, and personal responsibilities, the quality of marital life may directly or indirectly influence their performance at work. A harmonious marital relationship may provide emotional stability, which could enhance job satisfaction, productivity, and collaboration. Conversely, marital discord might lead to stress, distraction, and reduced occupational performance.

Despite the relevance of this topic, empirical research investigating the link between marital adjustment and employee performance in the Indian academic sector is sparse. This study seeks to bridge this gap by examining the relationship between these two constructs among professors working in colleges in and around Holenarsipura, Karnataka.

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Objectives of the Study

1. To assess the level of marital adjustment among college professors.
2. To assess the level of employee performance among college professors.
3. To examine the relationship of marital adjustment with employee performance.

Hypothesis

- **H_1**: There is a significant positive relationship between marital adjustment and employee performance among college professors.

RESEARCH DESIGN AND METHODOLOGY

Design:

A Correlational research Design was employed for this study.

Participants:

The sample consisted of 89 married college professors (Assistant Professors, Associate Professors, Professors) from the following institutions:

- Government Home Science College for Women (GHSCW)
- Government First Grade College for Women (GFGCW), Holenarsipura
- Model Residential College, Hardanahalli
- Government First Grade College (GFGC), Holenarsipura

Participants were selected using convenience sampling, and data were collected through online questionnaires administered via Google Forms.

Variables:

- Marital Adjustment
- Employee Performance

Instruments:

1. **Marital Adjustment Scale (2025)**: Developed by Dr. Krishnamurthy V. S., Department of Psychology, GHSCW, with 20 items across multiple marital domains. Reliability (Cronbach's Alpha = .753) and validity (PCA explaining ~69% variance) were acceptable.
2. **Employee Performance Measurement Scale (EPMS)**: Also developed by Dr. Krishnamurthy V. S., Department of Psychology, GHSCW in 2025, this 30-item scale assessed various performance domains. It demonstrated excellent reliability ($\alpha = .975$) and good construct validity (PCA cumulative variance = 72.6%).

Data Analysis:

- Descriptive statistics were used to summarize scores.
- Pearson's Product Moment Correlation was applied to test the hypothesis.
- Reliability of scales was confirmed through Cronbach's Alpha.

RESULTS AND DISCUSSION

Table 1 Pearson Correlation between Marital Adjustment and Employee Performance

Variable	Total Score on Marital Adjustment	Employee Performance
Total Score on Marital Adjustment	1	0.207
Employee Performance	0.207	1
Sig. (2-tailed)	0.051	0.051
N	89	89

The results revealed a weak positive correlation ($r = 0.207$) between marital adjustment and employee performance. However, the p-value of 0.051 slightly exceeds the standard threshold for statistical significance ($p < 0.05$). Hence, the hypothesis that there is a significant relationship between the two variables is not supported at the 5% significance level.

These findings indicate that, while a trend towards a positive relationship exists, it is not strong enough to assert a statistically significant effect of marital adjustment on employee performance within this sample. A number of explanations could account for this outcome. First, employee performance may be influenced by several other external and internal factors such as institutional support, personal coping skills, job role clarity, or organizational climate, which may buffer or amplify the effect of marital life. Second, given the modest sample size and reliance on self-reported measures, the study may have been underpowered to detect subtle but meaningful relationships.

Notably, similar research conducted in Indian and international settings has yielded mixed findings. Some studies affirm that a supportive marital environment contributes to occupational engagement, while others suggest that professional identity and performance are independently regulated by workplace factors. Therefore, while this study contributes to the limited pool of evidence in the Indian academic context, it also highlights the need for more nuanced and comprehensive investigations, possibly integrating qualitative methods or longitudinal data.

CONCLUSION

This study explored the potential relationship between marital adjustment and employee performance among college professors. Although the data revealed a weak positive correlation, it was not statistically significant. These results suggest that while marital harmony may play a role in occupational outcomes, it is likely just one of many contributing factors. Further research with larger, more diverse samples and possibly longitudinal or mixed-method designs is recommended to better understand the interplay between personal life and professional effectiveness in academia.

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Conflict of Interest

The author(s) declared no conflict of interest.

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