

## MANAGING OCCUPATIONAL MALADJUSTMENT, MARITAL DYSFUNCTION AND JOB PERFORMANCE AMONG MARRIED SECONDARY SCHOOL TEACHERS IN BAYELSA STATE NIGERIA

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### Abstract

*This study examined managing occupational maladjustment, marital dysfunction and performance among married public secondary school teachers in Bayelsa State. For the study, a correlational survey design was used. To direct the investigation, two research questions were posed. Married public secondary school teachers in Bayelsa State made up the study's whole population. The study employed a sample of 430 respondents chosen at random from the general community. An "Occupational Maladjustment, Marital Dysfunction and job Performance Questionnaire" that was adapted by the researcher and approved by professionals served as the data gathering tool. Using the Cronbach Alpha Formula, the dependability analysis produced a value of 0.79. The Pearson Product Moment Correlation (PPMC) was used to test the hypotheses at the 0.05 level of significance. The findings revealed that the occupational maladjustment and marital dysfunction has a significant relationship with performance among married teachers in Bayelsa State. It was recommended that adequate and regular funding should be provided for continuous workshop and conferences on how these issues of performance and occupational maladjustment can be handled.*

**Keywords:** Occupation, Maladjustment, Marital dysfunction, Performance, Secondary School, Teachers

### Introduction

Teachers are indispensable assets in the Nigerian State if the goals of education enshrined in the National Policy of Education must be achieved. The instructor is seen to be the most crucial component of the educational programme. The responsibility for carrying out educational programmes at whatever level rests with the instructor (Ikogi, et. al., 2021). Teacher's level of performance and commitment is proportional to the satisfaction they derive from their homes and the school environment (Oudou-Matthew, 2021). This therefore implies that the government and other stakeholders must have a thorough understanding of what makes the teacher happy; which in turn will propel the actualization of educational goals.

Teachers face a plethora of challenges despite their universally accepted roles, in various educational endeavour. These challenges range from poor remuneration to neglect by the government and other stakeholders. Obineli (2020) and Openhmere (2010) reported that teachers are major victims of occupational maladjustment, which in most cases has led to marital dysfunction. Also, Olubusayo, (2014) noted that teachers with marital challenges oftentimes, are more sensitive to threats, defensive around co-workers and pessimistic. A handful of research endeavours have focused on addressing the issues surrounding teacher's challenges (Ikogi, et al., 2021, Abandom, 2021, Mark-Welson, 2019).

However, it is worthy to note that, a scant evidence of research activities on occupational maladjustment and job performance as they affect marital dysfunction among married teachers exist.

Amato (2019) observed that occupational maladjustment was characterised as a psychological condition characterised by a considerable impairment in the ability to work that is either brought on by the employee's personal qualities or by a combination of those characteristics and working environment. The amount that organisations exacerbate or reduce stress varies. Jobs can be poorly planned and managers can act like ogres or in a highly pushy manner in an effort to satisfy their own wants. Co-workers can sometimes be petty, vengeful, and hostile. Workplace settings, especially those that provide little room for control but a lot of responsibility, can affect an employee's health and wellbeing in measurable ways. Occupational maladjustment frequently precedes a propensity for incapacity. In order to properly support people who may exhibit work maladjustment through subpar work performance, interpersonal conflict, or absenteeism, integrated disability management programmes are crucial. Okorie and Ezeji (2018) went on to emphasise that every move a worker takes in a work environment is likely to be a reaction to earlier encounters or the outcome of an internal adjustment to many life influences. In other words, the worker may work more productively in a conflict- and pressure-free environment. This is corroborated by Cummings et al (2015) assertion that strong family act as stress-relieving mechanisms. They emphasise that this is so because the house is thought of as a refuge.

The degree to which the performance of pupils improves after a period of teaching “in a way that is compatible with the aims of instruction” is a measure of a teacher's job performance (Olatoye, 2016). For any organisation to achieve its strategic objectives and compete favourably, the performance of the employee will play a vital role. Performance is related to production in terms of quantity and quality, punctuality, availability and presence on the job, and effectiveness of work accomplished, job satisfaction, a positive feeling of ones' Job resulting from an evaluation of its characteristics. Performance can also be measured by accuracy, completeness, cost, and speed (Olarinonye, 2018).

Marital dysfunction involves breaking apart, starting over on one's own, and moving on without the spouse that one has possibly relied on for a long time. Each partner carries the load alone and vents their resentment whenever there is a chance on their children, spouse, relatives, co-workers, or everyone else they come into touch with (Ezeokana, 2019). When a marriage lacks these fundamental components—such as the love and sharing that must exist between partners, reciprocity, tolerance, and unity, and cohesion— marriage dysfunction results. Regardless of whether the partners have known one other from infancy, a marriage is said to be in danger when the psychological tie of intimacy is missing (Okoye, 2011).

The family continues to be the foundation of every civilization, as has been established. “The institution of the family has been acknowledged as the most fundamental unit of social structure, charged with carrying out some significant functions like socialisation,” in both pre-modern and contemporary countries (Haralambos, Holborn & Heald, 2018). In other words, even if their nature, patterns, and processes may alter noticeably from simple to complex civilizations, some familial qualities are likely to persist (Olutayo & Yusuff, 2012). According to Hyeladi, Alfred & Gyang (2014), Arthur (2015), Sam, Peltzer & Mayer (2015), family size is a significant concern for the world's population, socioeconomic status, and reproductive health. The size of a family might be viewed as huge or tiny, ideal or real. Every choice about a family's size and conduct towards reproductive health naturally has

certain repercussions depending on the family in question “(National Population Commission of Nigeria and Health Policy Project, 2015).” Also, Hyeladi, Alfred and Gyang (2014) stated that there is a direct link between marital problems and family size. The health of the women, the food security of the home, and the quality of the marriage are all negatively impacted by large family sizes (Adebayo, 2012; Alam, 2012). Family size is significantly a deciding element in terms of children's access to quality fundamental necessities for survival including food, housing, clothes, healthcare, and education, among other things, which also serve as spices to marital joy (Peltzer, & Mayer, 2015). Le-Grand and Mbacke (2003) made the disconcerting observation that “big family size choice decision and status are related to poverty, deviance, and illiteracy.”

There is abundant evidence from the above to show that occupational maladjustment has a relationship with marital dysfunction. Also, job performance is strongly linked to marital dysfunction. However, no known study has established the empirical evidence on occupational maladjustment, marital dysfunction and job performance among married teachers’ secondary school teachers in Bayelsa State. This study therefore, seeks to fill this gap.

### **Statement of Problem**

Every move a worker takes in a professional setting typically stems from prior encounters. Simply put, a person can function more efficiently in a conflict- and pressure-free environment. Instead, there has been a widespread protest against the occupational maladjustment of teachers, including absenteeism, lateness and illegal extortion from students, endless school runs, among other things. These offences are probably signs of a poorly adjusted workforce, which might be connected to the situation at home. These observed occupational maladjustment being manifested by the teachers may have negatively affected the educational system and the state generally. The aforementioned scenario coincided with rising cases of marital dysfunction, which in turn has triggered grave concern amongst observers and stakeholders in the State.

Given the significance of the educators in the financial advancement of the express, the scientist is stressed over the conceivable connection between word related maladjustment and execution of these instructors. It is against this setting that this study examined occupational maladjustment, marital dysfunction and teachers’ job performance in public secondary schools in Bayelsa State.

### **Objectives of the Study**

The study examined managing occupational maladjustment, marital dysfunction and Job performance among secondary school teachers in Bayelsa State. Specifically, the study sought to:

1. determine the relationship between occupational maladjustment and Job performance among married secondary school teachers in Bayelsa State.
2. determine the relationship between marital dysfunction and Job performance among married secondary school teachers in Bayelsa State.

### **Hypotheses**

The following hypotheses are formulated to guide the study:

1. There is no significant relationship between occupational maladjustment and job performance among married secondary school teachers in Bayelsa State.
2. There is no significance relationship between marital dysfunction and job performance among

married secondary school teachers in Bayelsa State.

### **Methodology**

The correlational survey design was used in this investigation. A correlational survey, according to Gay (2016), is a research that gathers information to ascertain if and to what extent a link exists between two or more measurable variables. 6893 teachers from the 193 public senior high schools in Bayelsa State will make up the study's population. A sample of 499 teachers out of 6893 was used for the study. The minimal sample size needed was determined using the Taro Yamen formula. Three of the eight Local Government Areas were sampled using stratified random sampling methods based on the state's three senate districts. Five (5) schools were chosen at random from each of the local government regions using simple random selection. The teachers occupying all serial numbers that are multiples of 3 in the nominal roll of various schools, were systematically selected to form the sample. All the 499 teachers from the 15 schools formed the sample of the study.

The instruments used for data collection are Occupational Maladjustment Scale (OMS), Maslach Performance Inventory (MPI) and Marital Dysfunction Scale (MDS), adapted by the researcher. Occupational Maladjustment Scale (OMS) is a combination of items selected from Spancier's (1976) dyadic adjustment scale and items constructed specifically for this study on occupational adjustment based on relationship domain of Moos and Insel's (1971) work environment scale. In compiling the items of MDS, items from Spancier's (1976) subscales – During a thorough analysis of family concerns, personal relationships, and general attitudes towards marriage, the pertinent items were picked out and put within identical subscale. For the occupational maladjustment scale (OMS) items were constructed to elicit information on the relationship between teacher and factors that constitute problems at work such as promotion, co-workers, supervision and work in general as highlighted by Smith, Kendal and Hulin (1969). To measure job burnout amongst married teachers, Maslach Performance Inventory was adopted. The instrument has 3 major components which are, exhaustion, depersonalization and personal achievement. Items in Marital Dysfunction Inventory were styled on a 4-point scale of 1, 2, 3, 4 (Always Agree, Agree, Disagree and Always Disagree).

The instrument also elicited information on personal relation issues like how much laughter they share, how often they work together on a project amongst others. These items are in a 4-point rating scale of often, rarely, never, with assigned values of 1,2,3,4. The items of OMS range from “Strongly Agree, Agree, Disagree, Strongly Disagree with assigned values of 1,2,3, and 4 respectively.” The respondents were meant to assess their general feeling about the occupation on the level of Very Satisfied, Satisfied, Unsatisfied and Very Unsatisfied. Two (2) duplicates of the instruments were given to experts in Instructive Estimation and Assessment for face and content approval. The aggregate reliability coefficient for the instruments were recorded as 0.86, 0.83 and 0.89 respectively. Pearson Product Moment Correlation was used to assess the hypotheses. With the use of Pearson Product Moment Correlation, the data was analysed to provide answers to the study's questions and evaluate its assumptions. The decision rule for answering the research questions was that r-value above 0.50 was interpreted as strong relationship, while the r-value lower than 0.5 was interpreted as weak relationship. The rule of decision for the hypothesis is that the null hypothesis will be discarded if the computed alpha-value is larger than the crucial or table value; else, it will not be rejected.

### **Results**

**Hypotheses Testing**

**HO<sub>1</sub>:** There is no significant relationship between occupational maladjustment and job performance among married secondary school teachers in Bayelsa State.

Variable	Correlation	Occupational maladjustment	Job performance
Occupational maladjustment	Pearson Correlation	1	.676**
	Sig. (2-tailed)		.000
	N	499	499
Job performance	Pearson Correlation	.676**	1
	Sig. (2-tailed)	.000	
	N	499	499

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

The result in table 1 revealed that the correlational coefficient between occupational maladjustment and job performance among secondary school teachers in Bayelsa State, “is  $r=0.676$ , at  $n=499$  and a p-value of 0.00. Since the p-value is less than 0.05 ( $p<0.05$ ), then the null hypothesis is rejected. Thus, there is a significant relationship between occupational maladjustment and job performance among married secondary school teachers in Bayelsa State.”

**HO<sub>2</sub>:** There is no significance relationship between marital dysfunction and job performance among married secondary school teachers in Bayelsa State.

Variable	Correlation	Marital dysfunction	Job performance
Marital dysfunction	Pearson Correlation	1	.577**
	Sig. (2-tailed)		.000
	N	499	499
Job performance	Pearson Correlation	.577**	1
	Sig. (2-tailed)	.000	
	N	499	499

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

The result in table 2 revealed that the correlational coefficient between marital dysfunction and job performance among secondary school teachers in Bayelsa State, “is  $r = 0.577$ , at  $n=499$  and a p-value of 0.00. Since the p-value is less than 0.05 ( $p<0.05$ ), then the null hypothesis is rejected. Thus, there is a significant relationship between marital dysfunction and job performance among secondary school teachers in Bayelsa State.”

**Discussion of Finding**

According to study question 1's findings, occupational imbalance and work effectiveness amongst secondary school teachers in Bayelsa State are strongly correlated. A strong correlation between occupational maladjustment and work performance was found among secondary school teachers in Bayelsa State, according to result from hypothesis 1. These findings supports Zainah (2012) who carried out a study to ascertain the differences in marital satisfaction based on demographic variables among 423 married couples and reported that occupational maladjustment influences job

performance.

The outcome of study question 2 showed that among “secondary school teachers in Bayelsa State, there is a significant correlation between marital dysfunction and work performance. Another finding from hypothesis 2 was that among secondary school teachers in Bayelsa State, there is a strong correlation between marital dysfunction and work performance.” These results confirm in a study on rank and marital adjustment among married women working in the Cross River State civil service in Calabar, Denga (2013) found a link between marital dysfunction and job performance.

### Conclusion

The study has established that there is a strong relationship between occupational maladjustment, marital dysfunction and job performance among secondary school teachers in Bayelsa State. The study also affirmed that there is a significant relationship between occupational maladjustment, marital dysfunction and job performance among secondary school teachers.

### Recommendations

The following suggestions are made in light of the study's results and conclusion:

1. Government should ensure adequate and regular funding should be provided for continuous workshop and conferences on how these issues of performance and occupational maladjustment can be handled.
2. Stakeholders in educational management should continue to ensure that married teachers acquire what it takes to achieve a balance between their career and family.
3. The government should continue to create avenues for married teachers to satisfy marital needs as well as achieve organisational goals simultaneously.

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