

MARITAL SATISFACTION, PERCEIVED ORGANIZATIONAL SUPPORT AND JOB INVOLVEMENT AMONG EMPLOYED WOMEN IN SOUTH-WEST NIGERIA

Ngozi Caroline Uwannah^A, Ayodele O. Adeoye^B, Nma C. James^C, Anelechi O. Uwannah^D, Clara O. K. Egwuonwu^E



ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 18 August 2023</p> <p>Accepted 22 November 2023</p>	<p>Purpose: The purpose of this study was to identify if there were relative and combined influence of marital satisfaction, perceived organizational support on job involvement of employed women.</p>
<p>Keywords:</p> <p>Marital Satisfaction; Perceived Organizational Support; Job Involvement; Employed Women.</p> <div data-bbox="172 987 480 1234" style="text-align: center;">  </div>	<p>Theoretical framework: Despite their demanding roles at home, employed women are expected to be at their best in the work-front. The study investigated the influence of marital satisfaction and perceived organizational support on job involvement among employed women.</p> <p>Design/Methodology/Approach: Two hundred employed women from South-West Nigeria chosen through proportional stratified random sampling technique served as participants. The 5-item Job Involvement Questionnaire (JIQ), a 20-item Perceived Organizational Support Questionnaire (POSQ), and Enrich Marital Satisfaction Scale (EMSS) of 16 items were the instruments used. Three hypotheses were tested at .05 level of significance with multiple regression analysis and correlation matrices.</p> <p>Findings: Results showed that marital satisfaction and organizational support combined to influence job involvement ($F_{(2, 197)} = 40.942, p < .05$), organizational support ($\beta = .202; t = 14.613; p < .05$) and marital satisfaction ($\beta = .134; t = 10.402; p < .05$) had significant relative influence on job involvement, and there were significant positive bivariate relationships among the variables of the study.</p> <p>Research, Practical & Social implications: It was concluded that marital satisfaction is an important area of life for employed women and along with organizational support, could significantly impact job involvement.</p> <p>Originality/Value: Results revealed that relationships among marital satisfaction, perceived organizational support, and job involvement exist hence employees do have perceptions of organizations that may affect their attitudes, behaviours and performance.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i11.4100</p>

^ASenior Lecturer. Babcock University. Department of Education. Ilishan, Ogun State, Nigeria.

E-mail: uwannahn@babcock.edu.ng Orcid: <https://orcid.org/0000-0001-5146-5578>

^BAssociate Professor. Department of Education. Babcock University, Ilishan, Ogun State, Nigeria.

E-mail: adeoyea@babcock.edu.ng Orcid: <https://orcid.org/0000-0002-9763-7862>

^CLecturer I. Department of Education. Babcock University, Ilishan, Ogun State, Nigeria.

E-mail: jamesn@babcock.edu.ng Orcid: <https://orcid.org/0009-0001-3380-8597>

^DAdjunct Lecturer. Department of Business Administration and Marketing. Babcock University, Ilishan, Ogun State, Nigeria. E-mail: uwannaha@babcock.edu.ng Orcid: <https://orcid.org/0009-0005-5935-7623>

^ELecturer I. Department of Education. Babcock University, Ilishan, Ogun State, Nigeria.

E-mail: egwuonwuc@babcock.edu.ng Orcid: <https://orcid.org/0000-0003-4260-2109>

SATISFAÇÃO CONJUGAL, APOIO ORGANIZACIONAL PERCEBIDO E ENVOLVIMENTO NO TRABALHO ENTRE MULHERES EMPREGADAS NO SUDOESTE DA NIGÉRIA

RESUMO

Objetivo: O objetivo deste estudo foi identificar se havia influência relativa e combinada da satisfação conjugal e do apoio organizacional percebido no envolvimento profissional de mulheres empregadas.

Enquadramento teórico: Apesar das suas exigentes funções em casa, espera-se que as mulheres empregadas dêem o seu melhor no trabalho. O estudo investigou a influência da satisfação conjugal e do apoio organizacional percebido no envolvimento no trabalho entre mulheres empregadas.

Desenho/Metodologia/Abordagem: Duzentas mulheres empregadas do Sudoeste da Nigéria escolhidas através da técnica de amostragem aleatória estratificada proporcional serviram como participantes. Os instrumentos utilizados foram o Questionário de Envolvimento no Trabalho (JIQ) de 5 itens, o Questionário de Apoio Organizacional Percebido (POSQ) de 20 itens e a Escala Enriquecida de Satisfação Conjugal (EMSS) de 16 itens. Três hipóteses foram testadas com nível de significância de 0,05 com análise de regressão múltipla e matrizes de correlação.

Resultados: Os resultados mostraram que a satisfação conjugal e o apoio organizacional combinaram-se para influenciar o envolvimento no trabalho ($F(2, 197) = 40,942, p < 0,05$), o apoio organizacional ($\beta = 0,202; t = 14,613; p < 0,05$) e o apoio conjugal. a satisfação ($\beta = 0,134; t = 10,402; p < 0,05$) teve influência relativa significativa no envolvimento no trabalho, e houve relações bivariadas positivas significativas entre as variáveis do estudo.

Implicações de investigação, práticas e sociais: Concluiu-se que a satisfação conjugal é uma área importante da vida das mulheres empregadas e, juntamente com o apoio organizacional, pode ter um impacto significativo no envolvimento no trabalho.

Originalidade/Valor: Os resultados revelaram que existem relações entre satisfação conjugal, apoio organizacional percebido e envolvimento no trabalho, portanto, os funcionários têm percepções das organizações que podem afetar suas atitudes, comportamentos e desempenho.

Palavras-chave: Satisfação Conjugal, Suporte organizacional Percebido, Envolvimento no Trabalho, Mulheres Empregadas.

SATISFACCIÓN MARITAL, APOYO ORGANIZATIVO PERCIBIDO Y PARTICIPACIÓN LABORAL ENTRE LAS MUJERES EMPLEADAS EN EL SUDOESTE DE NIGERIA

RESUMEN

Propósito: El propósito de este estudio fue identificar si existía una influencia relativa y combinada de la satisfacción conyugal y el apoyo organizacional percibido en la participación laboral de las mujeres empleadas.

Marco teórico: A pesar de sus exigentes roles en el hogar, se espera que las mujeres empleadas den lo mejor de sí en el frente laboral. El estudio investigó la influencia de la satisfacción conyugal y el apoyo organizacional percibido en la participación laboral entre las mujeres empleadas.

Diseño/Metodología/Enfoque: Doscientas mujeres empleadas del suroeste de Nigeria elegidas mediante una técnica de muestreo aleatorio estratificado proporcional sirvieron como participantes. Los instrumentos utilizados fueron el Cuestionario de participación laboral (JIQ) de 5 ítems, un Cuestionario de apoyo organizacional percibido (POSQ) de 20 ítems y la Escala de satisfacción conyugal Enrich (EMSS) de 16 ítems. Se probaron tres hipótesis con un nivel de significancia de 0,05 con análisis de regresión múltiple y matrices de correlación.

Hallazgos: Los resultados mostraron que la satisfacción conyugal y el apoyo organizacional se combinaron para influir en la participación laboral ($F(2, 197) = 40,942, p < 0,05$), el apoyo organizacional ($\beta = 0,202; t = 14,613; p < 0,05$) y el apoyo conyugal. la satisfacción ($\beta = 0,134; t = 10,402; p < 0,05$) tuvo una influencia relativa significativa en la implicación laboral y hubo relaciones bivariadas positivas significativas entre las variables del estudio.

Implicaciones de investigación, prácticas y sociales: Se concluyó que la satisfacción conyugal es un área importante de la vida de las mujeres empleadas y, junto con el apoyo organizacional, podría afectar significativamente la participación laboral.

Originalidad/Valor: Los resultados revelaron que existen relaciones entre la satisfacción conyugal, el apoyo organizacional percibido y la participación en el trabajo, por lo que los empleados tienen percepciones de las organizaciones que pueden afectar sus actitudes, comportamientos y desempeño.

Palabras clave: Satisfacción Conyugal, Apoyo Organizacional Percibido, Participación Laboral, Mujeres ocupadas.

INTRODUCTION

Employed women in our contemporary society are increasing on a daily basis due to the impact of Western education, access to employment opportunities, and significant bridging of the gender gap in many aspects of life. Today, women constitute a significant proportion of the workforce in Nigeria and can be found participating actively in virtually all sectors of the economy. Their relative productivity is therefore crucial to overall organizational effectiveness. To give their best to the organization requires employed women to be fully involved with their assigned tasks. Understanding employees' involvement to their jobs and its antecedents is therefore of significance to industrial and organizational psychologists.

Job involvement is an indication of the extent at which an employee is psychologically attached to her job or the degree of importance attached to her work in her total self-image (Biswas, 2011). Job involvement is connected with the degree to which a worker associates with a given organization, its objectives and goals and desires to remain in the organization. It is the extent to which employees are engaged cognitively in their jobs (Paullay, Alliger, & Stone-Romero, 1994). Observation has shown that employees who are high on job involvement can become workaholics, with their work completely dominating their lives making them to show high level of identification with and commitment to their work in the organization. According to Hodson and Resigno (2004), job involvement is widely recognized as an important factor for understanding work behaviour and attitudes of employees and as a variable that could contribute to organizational effectiveness (Hyun, 2010). To facilitate the achievement of its goals, therefore, it is necessary that a firm puts effort in place to assure full involvement of their employees. To be fully involved needs commitment and commitment is achieved when a worker is willing to integrate his faith with his work behavior. More research is needed therefore to investigate the factors that could influence job involvement of employed women and subsequently their productivity. Marital satisfaction and organizational support are two of such factors and the ones that are of interest in this study.

Marital satisfaction has been defined as a person's assessment of the marital relationship with his or her partner which is subjective in nature (Taylor, Peplau, & Sears, 1997). This assessment could be a positive measure of his or her marital relations. Several factors can determine marital satisfaction. According to Ofovwe, et al. (2013), personality compatibility, educational compatibility, religious compatibility, level of income, age at marriage, and length of marriage could influence marital satisfaction. However, it is believed that marriage is a blessed and ordained relationship meant to last as long as the couple live (Seventh-day

Adventist Fundamental Belief, 2020), hence to achieve marital satisfaction, there should be respect, mutual love, and willingness to support and assist one another. For successful family life and occupational growth, marital satisfaction and happiness is essential. Success in career and positive development will be possible only when the relationship between husband and wife is coherent and satisfactory. Abdu (2013) strongly believe that the partner's personality, his or her type of job, level of child rearing responsibilities, sexual satisfaction, and patterns of communication among couples will determine the extent of satisfaction. These factors influence marital satisfaction of employed women in several dimensions. Kalpana (2015) opined that women employees are often stressed by their dual role in the office and at home and the way they perceive that their organization supports them have significant influence on their commitment and involvement. Although the role of women as employees help to increase gender equality and participation but simultaneously it is having implications on family life in a society like Nigeria. Employed women face the problems of double responsibility which can have influence on both marital and work life. According to Oguntuase (2015), marital dissatisfaction can lead to transference and impact job involvement especially among female employees because a woman with marital issues will likely transfer them to her work life, leading to negative work outcomes including less job involvement. Conversely, a person who is satisfied with his or her marital life is likely to have greater job involvement (Gopinath & Kalpana, 2020). However, there is a paucity of research on marital satisfaction and perceived organizational support in Nigeria, particularly in relation to job involvement.

Perceived organizational support is a situation in which employees perceive their organizations as supportive and concerned about their welfare. This can make employees reciprocate with more commitment and higher engagement (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). Employees believe their organization is supportive when they feel it values their contributions and puts paramount interest in their welfare (Rhoades & Eisenberger, 2012). Perceived organizational support is often employed as a parameter to measure how an organization is committed to her employees (Makanjee, Hartzer, & Uys, 2006). Sluss, Klimchak, and Holmes (2008) maintain that perceived organizational support is elevated when a firm makes available packages such as rewards, promotional opportunities, provision of feedback, and show interest in employees. Abdallah, Obeidat, Aggad, Al Janini and Dahiyat (2017) are of the view that when the above is put in place, employees' job involvement and commitment will be assured. As a matter of fact, the essence of organizational support is to guarantee organizational commitment and job involvement on the part of employees.

Rhoades and Eisenberger (2012) conducted a meta-analysis on perceived organizational support and concluded that its major antecedents include fair organizational procedures, supervisor support, and favourable rewards/job conditions, while among its consequences are organizational commitment, increased performance, and reduced withdrawal behaviours. When employees perceive that the organization is supportive, they will identify more with it and feel committed to it. This implies that there are significant relationships among perceived organization support, organizational commitment, job involvement, and employee performance. Onuoha (2015) studied the joint and relative influence of perceived organizational support and satisfaction with life on organizational involvement among bank employees in South-East, Nigeria and found that there was a significant combined contribution of perceived organizational support and satisfaction with life on job involvement and that perceived organizational support and satisfaction with life jointly accounted for 27% of the variance in job involvement.

Purpose

The purpose of this study was to identify the relative and combined influence of marital influence and perceived organizational support on job involvement of employed women in South-West Nigeria

Hypotheses

The study tested the following null hypotheses:

- (i) There is no significant combined influence of marital satisfaction and organizational support on job involvement among employed women in South-West Nigeria.
- (ii) There is no significant relative influence of marital satisfaction and organizational support on job involvement among employed women in South-West Nigeria.
- (iii) There are no significant relationships among marital satisfaction, organizational support, and job involvement of employed women in South-West Nigeria.

LITERATURE REVIEW

Job Involvement

Lawler and Hall (2010) see job involvement as the degree to which someone feels that his work is an important part of his life and his identity due to the opportunity it offers in satisfying his crucial needs. Job involvement explains a worker's relationship with his current job. Job involvement emanates from the feeling an employee has that his job will be an avenue to satisfy his personal needs while at work (Fletcher, 1998). People who are involved with their jobs are described as having psychological attachment with their jobs. Blau and Blau (1987) comments that involved employees are likely to be committed to their jobs and to the organization as a whole because they are motivated and this motivation makes them more flexible and likely to conform to organizational policies. Thus, job involvement is crucial to organizational growth and success. It is based on the above that Blau and Boal (2011) opine that firms whose employees are not involved with their jobs witness high turnover rates, absenteeism and tardiness.

Marital Satisfaction and Job Involvement

Marriage is seen by many people as an important part of their lives (Pace, 2022), a holy agreement that leads to the establishment of a home (Sayehmiri, Kareem, Abdi, Dalvand & Gheshlash, 2020), and an important factor which should be treated specially in order to avoid divorce and maintain happiness (Pace, 2022). Absence of marital satisfaction leads to failed relationships, failed marriages and is a treat to the health and well-being of an individual as well as a threat to family survival. Marital satisfaction has been defined as a situation in which married couples are happy and contented with the gains and losses they incur while married to their spouses (Pace, 2022) or the behaviour a person exhibits in his or her relationship with his or her spouse (King, 2016). Marital satisfaction is vital as happiness in marriage leads to better physical health, relationship stability, intimacy, better parenting skills, stable and conducive environment for children upbringing and individual's well-being (King, 2016; Sayehmiri et al., 2020). Pace (2022) and Sokowski, Randall, Groyecka, Frackowiak, Cantarero and Hilpert et al.(2017) itemize communication, respect, trust, intimacy, appreciation, commitment, acceptance, time investment, support, love and time spent together as the factors that promote marital satisfaction while financial constraints, pessimism, temptations, comparison, lack of communication leads to marital dissatisfaction. On the other hand, Sayehmiri et al. (2020) observed that personality trait can be a determinant of marital satisfaction and strongly opine

that marital satisfaction is a determining factor of a couple's quality of marital relationship. According to them, marital satisfaction can be achieved through the couple's effort especially when expectations before marriage matches expectations in marriage.

Marital satisfaction has been linked with employees' job involvement and performance (Sun, Mao & Zhou, 2002). In a study conducted by Rich et al. (2010), it was discovered that when family relationships are intimate, workers bring to work the extension of the happiness they feel at home thereby reducing stress, tension and anxiety at work which stimulates their positive emotion at work making them more involved in their jobs. Furthermore, Uwannah, Aderanti, Starris-Onyema and Mark (2019) found that marital satisfaction is linked with work life and impacts positively on the health and level of productivity of workers. This implication of this is that an employee who experiences dissatisfaction with marriage may not be highly involved with his job assignments.

Perceived Organisational Support and Job Involvement

Perceived organizational support describes the extent at which employees feel that their organization cares and support them by providing policies that will enable them balance work and family life (Uwannah, 2023). Dixon and Bruening (2005) submit that such support can come in form of providing policies that will enable flexibility of work assignments, provision of child care facilities and breastfeeding support for young working mothers and other family friendly policies. Hon (2002) discovered that provision of family friendly policies at workplace led to better involvement and commitment among workers. This is because employees who perceive their organisations to be supportive of their work life balance are happier, better satisfied and more involved with their jobs.

METHOD

Research Design

A descriptive survey research design was adopted for this study.

Population

The population of this study consisted of all employed women in South-West, Nigeria.

Participants

A sample of 200 participants was chosen through the proportional stratified random sampling technique. The population was divided into three strata, namely, Ekiti and Ondo States, Lagos and Ogun States, and Osun and Oyo States, being the six States of South-West, Nigeria. Employed women in each stratum were further sub-divided into three categories: Civil servants, public servants, and staff of private organizations. The simple random sampling technique was then used to choose participants from each stratum and category.

Instruments

The instruments used for data collection were the following:

1. Demographic Data Inventory (DDI)

The Demographic Data Inventory (DDI) having five items was developed by this researcher and used to gather data on some demographic characteristics of the respondents such as occupation, age, type of organization, job status, and length of marriage.

2. Job Involvement Questionnaire (JIQ)

The Job Involvement Questionnaire (JIQ) was designed by Kanungo (1982) to measure an individual's psychological identification with a specific job and with work in general. The JIS is a 10-item Likert-type instrument with responses ranging from 1 = strongly disagree to 5 = strongly agree. Examples of items on the scale are *I live, eat, and breathe my job* and *Most of my interests are centred around my job*.

Kanungo (1982) reports a one-dimensional variable with a Cronbach's alpha coefficient ranging from .81 to .86. Over the past years the instrument has test-retest reliabilities of .87 and .85 respectively (Elloy, Everett, & Flynn, 1995; Kanungo, 1982).

3. Perceived Organizational Support Questionnaire (OSQ)

The Perceived Organizational Support Questionnaire (POSQ) was developed by Eisenberger *et al.* (2001) to measure the extent to which respondents believed their organization valued their contribution, considered their goals and interests, made help available to solve personal problems, and cared about the employee's well-being. It is a 20-item Likert-type instrument with five points and having responses ranging from 1 = strongly disagree to 5 = strongly agree. Examples of items on the scale are *In this organization it is generally okay to talk about one's family at work* and *In this organization, employees are encouraged to strike a balance between their work and family lives*.

The developers reported a Cronbach's alpha of .86 for this scale, showing that it has good internal consistency reliability. Exploratory factor analysis has also been used to establish its construct validity. Lynch, Eisenberger, and Armeli (1999) reported a confirmatory factor analysis of the short version of POSQ similar to a unitary factor structure and the items indicated a Cronbach's alpha of .90 (Lynch et al., 1999; Eisenberger, Cummings, Armeli, & Lynch, 1997). The validity of the POSQ was further determined by a statistically significantly positive relationship between perceived organizational support and other work-related outcomes (Shanock & Eisenberger, 2006).

4. Enrich Marital Satisfaction Scale (EMSS)

The Enrich Marital Satisfaction Scale (EMSS) was developed by Blame and David (1993) to seek information on respondents' general level of satisfaction in their marital life. It is a 15-item scale with a 5-point response format ranging from 1 = strongly disagree to 5 = strongly agree. It consists of two components which are Idealistic Distortion and Communication and Sexual Relationship. Examples of items on the scale are *I am very happy with how we handle role responsibilities in our marriage* and *I am unhappy about our financial position and financial practice and the way we make decisions*.

Blame and David (1993) reported the Cronbach's alpha of $r = .86$, and test-retest reliability over a period of four weeks also of $r = .86$ was reported. Looking at concurrent validity, when correlating with one item measure of satisfaction with sample of 7261, the coefficient was 0.71 for men and .77 for women. Thus, the scale is reliable and valid.

Procedure

The instruments were administered on the participants personally by the researcher after meeting and obtaining permission from the authorities in their organizations. The participants were given directions on how to fill the questionnaires and an appeal was made for frank and sincere responses, with assurance that information obtained would be treated as strictly confidential and used only for the purpose of this study. The instruments were then distributed and the researcher waited for collection.

Method of Data Analysis

Data collected were subjected to statistical investigations using multiple regression analysis and Pearson's r . Tests were carried out at the .05 level of significance.

RESULTS

Hypothesis One

Ho1: There is no significant combined influence of marital satisfaction and organizational support on job involvement among employed women in South-West Nigeria.

Table 1: Model Summary of the Multiple Regression Analysis for the Combined Influence of Marital Satisfaction and Organizational Support on Job Involvement

Source of Variation	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1760.431	2	880.216	40.942	.000
Residual	4235.257	197	21.499		
Total	5995.688	199			
Model Summary R = .468; R ² = .219; R ² _(Adj) = .212; Std. Error = 9.58223					

Dependent Variable: Job Involvement
 Predictors: (Constant), Marital Satisfaction, Organizational Support
 Source: Field Survey, 2023

Results in Table 1 showed that marital satisfaction and organizational support combined to significantly influence job involvement among employed women in South-West Nigeria ($F_{(2, 197)} = 40.942, p < .05$). The null hypothesis that there is no significant combined influence of marital satisfaction and organizational support on job involvement among employed women in South-West Nigeria was therefore rejected, leading to the conclusion that there is a significant combined influence of marital satisfaction and organizational support on job involvement among employed women in South-West Nigeria. Table 1 further showed that marital satisfaction and organizational support accounted for 21.2% of the variance in job involvement among employed women in South-West Nigeria (Adj. R² = .212).

Hypothesis Two

Ho2: There is no significant relative influence of marital satisfaction and organizational support on job involvement among employed women in South-West Nigeria.

Table 2: Coefficients of the Multiple Regression Analysis for the Relative Influence of Marital Satisfaction and Organizational Support on Job Involvement

	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
(Constant)	52.096	1.699		30.666	.000
Marital Satisfaction	.105	.013	.134	10.402	.000
Organizational Support	.079	.027	.202	14.613	.000

Dependent Variable: Job Involvement
 Predictors: (Constant), Marital Satisfaction, Organizational Support
 Source: Field Survey, 2023

Table 2 revealed significant results, leading to the rejection of the null hypothesis and the upholding of the alternative hypothesis that there is significant relative influence of marital satisfaction and organizational support on job involvement among employed women in South-West Nigeria. Specifically, organizational support ($B = .079$; $\beta = .202$; $t = 14.613$; $p < .05$) had a stronger influence on job involvement than marital satisfaction ($B = .105$; $\beta = .134$; $t = 10.402$; $p < .05$).

Hypothesis Three

Ho3: There will be no significant relationships among marital satisfaction, organizational support, and job involvement of employed women in South-West Nigeria.

Table 3: Correlation Matrix for the Relationships among Marital Satisfaction, Organizational Support, and Job Involvement

	Marital Satisfaction	Organizational Support	Job Involvement
Marital Satisfaction	1.000	.217*	.306*
Organizational Support		1.000	.341*
Job Involvement			1.000

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

Source: Field Survey, 2023

Results in Table 3 were significant. The null hypothesis is therefore rejected in favour of the alternative hypothesis, leading to the conclusion that there are significant positive relationships among marital satisfaction, organizational support, and job involvement of employed women in South-West Nigeria. Specifically, the strongest relationship was between organizational support and job involvement ($r = .341$, $p < .05$). This was successively followed by the relationships between marital satisfaction and job involvement ($r = .306$, $p < .05$) and marital satisfaction and organizational support ($r = .217$, $p < .05$).

DISCUSSION

This study investigated the influence of marital satisfaction and organizational support on job involvement among employed women in South-West Nigeria using a sample of 200 participants in the study area. In order to accomplish the objectives of the study, three null hypotheses were formulated. The first hypothesis stated that there is no significant combined influence of marital satisfaction and organizational support on job involvement among employed women in South-West Nigeria. This hypothesis was tested and found to be

significant. It was therefore rejected in favour of the alternative hypothesis leading to the conclusion that there is a significant combined influence of marital satisfaction and organizational support on job involvement among employed women in South-West Nigeria. This finding indirectly agreed with that of Onuoha (2015) who investigated the influence of perceived organizational support and life satisfaction on organizational involvement among bank employees in South-East, Nigeria and concluded that there was a significant combined influence of perceived organizational support and life satisfaction on organizational involvement. Consequently, Gopinath and Kalpana (2020) in their studies found that marital satisfaction and perceived organizational support influence job involvement while Kalpano (2015) discovered that perceived organization support has significant influence on organizational commitment of female faculty member. It could be argued that marital satisfaction is a significant aspect of life satisfaction and therefore that the combination of perceived organizational support and marital satisfaction would have a similar impact on job involvement.

The second null hypothesis stated that there is no significant relative influence of marital satisfaction and organizational support on job involvement among employed women in South-West Nigeria. The test of this hypothesis yielded significant results. It was therefore rejected, while the alternative hypothesis was upheld. Subsequently it was concluded that there was significant relative influence of marital satisfaction and organizational support on job involvement among employed women in South-West Nigeria with perceived organizational support having more influence than marital satisfaction. This finding agreed with that of Sluss, Klimchak and Holmes (2008) that perceived organizational support is high when an organization provides resources such as rewards, promotion opportunity, giving feedback, and showing interest in its employees and that these can go a long way in enhancing employee job involvement and commitment. This finding also corroborated that of Oguntuase (2015) who concluded in his study that marital dissatisfaction can lead to transference and impact job involvement negatively especially among female employees because a woman with marital issues tends to transfer them to her work life, leading to negative work outcomes including less job involvement.

The third null hypothesis stated that there were no significant relationships among marital satisfaction, organizational support, and job involvement of employed women in South-West Nigeria. This hypothesis was tested and significant results were obtained. Hence, the null hypothesis was rejected and the alternative hypothesis was upheld, leading to the conclusion

that there were significant (positive) relationships among marital satisfaction, organizational support, and job involvement of employed women in South-West Nigeria. The finding of a significant and positive relationship between perceived organizational support and job involvement was in line with the finding of Rhoades and Eisenberger (2012) that significant relationships exist among perceived organization support, organizational commitment, job involvement, and employee performance. Abdallah et al. (2017) also concluded in their studies that perceived organizational support is related with how workers see their job and how it affects them.

CONCLUSION

Based on the findings of this study, both marital satisfaction and perceived organizational support individually and collectively influenced job involvement among employed women in South-West, Nigeria. It is important for employed women to be more involved in their jobs and achieve better performance. For this to materialize there is need for routine evaluation and improvement in their marital life and adequate support by the organizations in which they work. Marital satisfaction is arguably one of the most important areas of post-marriage life which is playing a crucial role in the job involvement of the married worker. In fact, for many women, marital satisfaction is a yardstick for measuring general life satisfaction, personal fulfillment, and well-being of the worker. Working women should therefore integrate their faith with their work and marital life while organizations should seek to promote marital satisfaction in their employees. The results of the current study also revealed that very unique relationships among marital satisfaction, perceived organizational support, and job involvement indeed exist. Results of this study also highlighted the fact that employees do have perceptions of organizations that may eventually affect their attitudes and behaviour as well as the performance in the organization.

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