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Spousal communication among dual-income early career couples as predictor of employee's behaviour at work: An empirical study of selected banks in Lagos

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Abstract

The study examined the influence of spousal communication on job outcomes at work among dual-income earner early career couples. Anchoring on the Zedeck and Mosier (1990) Spillover-Crossover Model conflict theory, a survey design was used to gather information from the respondents. Data was collected from 268 dual-income earner early career married couples from randomly selected banks in the Lagos mainland metropolis using a 26-item scale to measure of job productivity. It was hypothesized that employees with effective spousal communication will report a high job productivity compared to their counterparts with ineffective spousal communication. Likewise, employees with verbal spousal communication will report more productivity than their counterpart with non-verbal spousal communication method, and finally that ineffective spousal communication style will predict low employee job productivity. Results showed that quality spousal communication influenced employee job productivity and promote emotional balance. Similarly, high structure quality home-based care and verbal spousal communication was linked with positive behavioural outcome that promote productivity among the sampled employees. The findings of this study underscore the need for employee assistance programme directed toward enhancing spousal bonding, spousal communication and coping flexibility in the workplace. The study recommended the introduction of program directed towards optimizing the gains of quality spousal communication for employee's job productivity.
Results were discussed in the light of extant literatures.

Keywords: Spousal Communication; Emotional well-being, Behavioural Outcomes, Job Productivity

Introduction

When communication between couples becomes strained or even non-existent, the entire foundation of the relationship is affected. Communication as a concept has its origin from a Latin word "communicare" which means to share or establish commonness. Communication is a tool for inter-personal relationship which involves sharing of ideas and information towards reaching an understandable agreement or view (Alexander, 1985). Communication can be described as a social process that uses signs, symbols, languages and other such means to bring about inter-exchange of thought and meaning between and among individuals and groups for better understanding and relationships (Repetti, 1989; Milkie, Melissa & Pia Peltola, 1999; Neff, & Karney, 2004). Many people usually think of communication primarily in oral or written form but the fact remains that communication is far much more than that, for instance, a gentle touch can enable one communicate a message louder and clearer.

Most people think of communication as merely speaking, yet communication is multifaceted and involves listening skills and non-verbal communications as well (Hertz 1996). According to Perkins (2008), most people are unaware that when they are speaking, it is just a replay of something they have been taught to think as right or wrong, healthy or unhealthy. However,

many people do not know that it is important to have the ability to listen to what another person is saying. Linda (2010) corroborated this when she indicated that listening to and focusing on what another person says can eliminate ambiguities and avoid miscommunication of potential disagreements. Communication can be defined as the transfer of information that is meaningful to those involved (Byars & Rue, 1991). Noller and Fitzpatrick (1990) identified inadequate communication to be a major contributive factor of poor emotional wellbeing and adversely low productivity. Klinetob and Smith (1996) also suggested poor communication or a lack thereof to be an important source of distress in work and family life. Communication can either be effective (competent) or ineffective (negative). Communication is vital in creating and maintaining a relationship, whether it is an intimate relationship - such as with a spouse, child, or a professional relationship such as with a co-worker, supervisor, or client. An employee's communication skills affect how he/she solves problems, how one resolves conflict, and the level of trust a spouse generates in the relationships. A lack of communication may result in confusion, misunderstandings, and the development of poor communication patterns. Communication is a complex and multidisciplinary concept, and, across the several disciplines that use the term, there is no consensus on exactly how it should be defined.

Background of the Study

Effective communication can keep marriages together even in the most difficult times. One can conclude that the most important element of a successful marriage should be the couples' ability to communicate with each other (Adegoke & Esere, 1998, Esere 2018). Gottman and Levenson (1988) have offered specific couple communication patterns that contributed immensely to satisfactory couple relationship, with specific focus on the close personal relationship of marriage. Ineffective spousal communication is an important source of stress for individuals and organizations alike and has been linked to negative consequences, some severe (Olagunju & Eweniyi, 2002; Esere, 2016). These include increased health risks for employed spouses, poorer productivity in roles (at work and home), absenteeism, turnover, poor emotional wellbeing and reduced life satisfaction (Duxbury & Higgins, 1991; Thomas & Ganster, 1995). Nigerian organizations now have difficulties to retain talent due to the competitive nature of the country's economy. Many organizations now use progressive family policies as a means of competing for employees. Women and men are realizing the importance of both work and family; thus people identify employers that will allow them to act responsibly toward their families and still satisfy their career ambitions. Today, organizations have realized that inflexibility may have an adverse effect on productivity, such as higher levels of stress, greater absenteeism and lower job satisfaction.

In recent times, the seeming increase in the number of families with two working spouses has made traditional approaches to the coordination of work and family lives inappropriate. Women are increasingly being forced to deal with job-related demands that limit their performance of family roles.

These dysfunctional, negative consequences highlight the importance of further understanding of the interrelationship between spousal communication and employee's productivity. An imbalance between these two domains may even lead to marital dissatisfaction or marital distress (Sumer & Knight, 2001). The implications for employers of labour are productivity losses and absenteeism due to accidents caused by increased levels of fatigue (Ganster & Schaubroeck, 1991; Greenhaus & Beutell, 1985, Thomas & Ganster, 1995). Nigerian workers are increasingly working longer hours in comparison with employees in other nations. This is taking place at a time when the structure of Nigerian families and the labour market is changing. Dual earner families and female earner families

have become more common than the traditional male-headed household. There have long been a proportion of Nigerian households that are dual earners in structure, and time has always been in short supply in these households. The relationship between marital status, spillovers and job productivity is complex. Spending time with spouse is critical aspect of life, as balancing work hours for effective job productivity is crucial leaving enough hours for healthy family life is germane.

Statement of the Problem

There has been a global hue and cry about the growing number of women in employment, as well as dual-income earners in modern societies. Career women are growing in their numbers in workplace establishments with grave implication on spousal communication and African family institutions. Spousal communication is a valued part of many people's marital lives. However, if there are problems in communication, they may take up more of employees' emotional resources, and potentially their time. Given that those with more job resources (i.e., aspects of the job that are either functional in achieving work goals, reducing job demands, or stimulating personal growth, learning, and development) perform better at work, it then seems logical that the resources developed or freed by improving couple/family relationships may also benefit employees in their workplaces. In spite of the clear cut process of evaluating job productivity and employee's emotional wellbeing, many factors beyond their control tend to limit their productivity. Many couples are unable to reach a level of understanding and therefore issues are left unresolved and tension deepens, leading to lack of understanding and respect with serious implication to workplace performance and productivity.

Unfortunately, modern societies in past few decades have witnessed dramatic changes in the way family life is viewed and structured. The Nigeria experience is particularly disturbing to organizations, hence the growing interest in workplace and family issues. Gabarro (1992) proposed some reasons why organizations are becoming interested in these issues. Firstly, the work-force demographics are changing. Talent and skills were always freely available and people were willing to make the traditional sacrifices for success, such as travel, overtime and relocation. Secondly, employee perceptions are changing. Spousal communication has become an important issue in the determination of organizational productivity and total wellbeing of employees. In recent years, there has been an increase in competitive pressures on Nigerian organizations to increase productivity and an increase in time demands on the workforce, leaving less time available for the employees to be with their spouses. Moreover, the workforce composition has changed in recent years, with an increase in women in the workplace and there has been an increase in men being involved in family life (Cardson, 2005). Communication is one of the primary means by which people affect one another at home and in the workplace. In the light of this, it is expected that the study of communication at intra-spousal level and workplace behaviour should be investigated. The study has observed a dearth of studies in this respect, therefore the need for this study to examine perceived employees low job productivity within an organization as a function of the quality of employees' spousal communication.

Objectives of the Study

The major objective of the research is to study the role spousal communication plays in the life of married employee in Nigerian organization. Other research objectives include -

1. To study the extent to which participants (married couples that are gainfully employed) are aware of the role of communication between themselves and their spouses in marriage
2. To study the methods of communication between spouses in the marriage context

3. To study the level of satisfaction married couples derive in communicating with their spouses
4. To study the influence of a particular spousal communication style on on the productivity of married employee.

Theoretical Framework

The study is anchored on the Zedeck and Mosier (1990) Spillover-Crossover model. The theory posited that the work and family environment are incompatible because they have distinct norms and requirements (Zedeck & Mosier, 1990). Specifically, work-family conflict is defined as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role (Greenhaus & Beutell, 1985). Although the latter authors explicitly stated that work-family conflict is inherently non-directional. Most scholars distinguish between two types of inter-role conflict: (1) work-family conflict (WFC), referring to a situation in which role pressures at work hamper functioning at home; and (2) family-work conflict (FWC), referring to role pressures at home interfering with functioning at work. *Crossover***:** Once experiences built up at work have spilled over to the family domain, they may influence the partner. Crossover is the term used to describe the interpersonal process that occurs when job stress or psychological strain experienced by one person affects the level of strain of another person in the same social environment (Bolger, DeLongis, Kessler & Schilling, 1989). Researchers have focused on the crossover of job stressors from the individual to the spouse, others have examined the process whereby job stressors of the individual affect the strain of the spouse, and yet others have studied how psychological strain of one partner affects the strain of the other (Westman, 2001; 2013).

Westman (2001) suggested several possible mechanisms to explain the crossover process. First, direct crossover can take place between two spouses/partners through empathic processes. That is, since spouses/partners spend considerable time together they become aware of and are affected by each other's affective states. Second, spouses/partners may share some common stressors (e.g., financial pressures, life events) that can lead to increased levels of common strains (e.g., negative affect). Third, crossover may be an indirect process in which the transmission of strain is mediated by the communication and interaction of spouses/partners (e.g., coping strategies, social undermining, and lack of social support). The Spillover-Crossover model (SCM) combines the spillover and crossover literatures, and proposes that work-related experiences first spill over to the home domain, and then cross over to the partner through social interaction. In contrast, crossover involves transmission across individuals, whereby demands and their consequent strain cross over between closely related persons (Westman, 2001). Thus, in crossover, job strain experienced by an individual may lead to strain being experienced by the individual's partner at home. For example, a person who feels chronically fatigued and has become cynical about the meaning of work may transfer such feelings and attitudes to the partner during conversations at home.

Literature Review

Communication is at the center of human relationships, on this landmark- all other relationships including interactions in the organization is built. For married couples, their closest relationship is their spouses, communication between spouses (spousal communication) could be seen as a key factor to how satisfied the couple is and is expected to influence other aspects of their life including their work productivity. A marriage can stand or fall on the basis of how well the couples can communicate with each other. The major

factors responsible for lack of effective communications among married couples in Lagos State were; sexual dissatisfaction, finance status, and single word responses (Esere 2016; Esere, 2028; Akinwalere & Akinrinola, 2024). The study concluded that respondents' level of education, religiosity and level of income had influence on effective communication among married couples. Committed couples care about and consistently work at the quality of their relationship (Eboni & Deborah, 2010). Couples, who have healthy marriages, love and respect each other and use many factors that are important in the success of a marriage. Despite the difficulties couples may experience, those who can communicate clearly with each other have a much better chance of overcoming problems and staying together. Awosan, Iroye & Okolo (2023) while investigating the influence of spousal communication on marital stability and productivity in Nigeria found that females typically speak more in marriage; they see it as a way of releasing tension and providing some emotional relief, unlike men who talk less because they view it as un-masculine. Marriages with open communication between partners are happier than those without it (Esere, Yusuf & Omotosho, 2011; Awosan, Iroye & Okolo, 2023). Effective marriage communication positively influences marital conflict resolution, facilitates marital stability, and improves productivity. The level of effective spousal communication was sub-optimal across the country, with the major obstacles being couples not spending sufficient time together, using a harsh tone of voice during a conversation, bringing up memories of past adverse events, not having trust in one's spouse, and not considering spouse's opinion during a discussion, among others (Esere et al., 2011; Awosan, Iroye & Okolo, 2023). This study showed a sub-optimal level of effective communication among couples in Nigeria, which in turn negatively impacts marital stability and productivity across the country.

Spousal communication situation affects the behaviour of both parties. The study of Schwarz, Strack and others illustrate some consequences of this observation (Schwarz, Strack, Hilton & Naderer,1991; Bless, Strack & Schwarz, 1993; Bless, Strack & Schwarz, 1993; Esere et al, 2011). In the Nigerian society lately, men are becoming more involved with their families and their priorities may even be shifting away from work. Esere, et al. (2011) reported that most of the married couples agree to the statement that lack of effective communication is the bane to marital stability. It was also found that there was significant difference in the perception of married adults on the influence of spousal communication on marital stability on the basis of gender and length of years in marriage. Indeed, many studies have now found evidence for spillover effects (Allen, Herst, Bruck, & Sutton, 2000; Ford, Heinen, & Langkamer, 2007; Amstad, Meier, Fasel, Elfering, & Semmer, 2011). Effective communication between spouses is the ability to reveal private thoughts and feelings about the self with a partner (Karney & Bradbury, 1995). Negative communication includes criticism, excessive complaining and sarcastic remarks. A marriage without effective communication is likely to crumble. Hertz (1986) showed that it is important for dual-career couples to develop a different style of communication from that found in the traditional marital relationships. Husbands and wives with careers spend most of their time engaged in similar activities, which though mostly involving different types of expertise, share a rhythm and a structure. She concluded that dual-career couples have a different level of understanding about each other’s lives, a level that is intimate and empathic. This statement underscores the importance of communication in dual-earner relationships or where couples do not have the same careers.

The strain of trying to balance work and family may lead to dissatisfaction (Duxbury & Higgins, 1991; Frone, Russell & Cooper, 1992, 2002; Thomas & Ganster, 1995) and depression (Goff, Mount & Jamison, 1990). Work-family conflict may also lead to health risks and suicide (Duxbury & Higgins, 1991, Jones & Fletcher, 1996). Jones and Fletcher (1993) discussed the importance of communication of work issues with partners. They found

that a fluctuation in work related daily stressors leads to mood fluctuation by both spouses. Thomas and Ganster (1995) found that employees who perceive that they have adequate knowledge regarding their partners' work and personal matters, experience less conflict within the relationship. They associated a lack of knowledge with more job dissatisfaction, depression, somatic complaints and higher blood cholesterol. It seems that a lack of sharing of job-related information, leads to a decrease in marital satisfaction as well as job satisfaction. It can be postulated that couples that have information regarding their partners' jobs, will have insight into the different roles they have to fulfill within their working environment and their family life. Couples who do not have information regarding their spouses' jobs may not understand the different roles required by their spouses and as a result experience more intra-marital conflict.

Other studies have found that a strong marriage is a significant predictor of successful balance between the work and family roles (Marks, Huston, Johnson and MacDermid, 2001; Milkie and Petola, 1999). However, contrary to the studies mentioned above, Brockwood, Hammer and Neal (2005) found that marital role quality was not a significant predictor of family to work spillover, after controlling for role quality in other familiar roles. Research focusing on the role context in marriage has revealed that the more distressing elements of the environment – elements contributing to one's level of stress – are associated with negative marital processes and outcomes, a phenomenon often referred to as stress spillover (Neff and Karney, 2004; Brock and Lawrence, 2008). Researchers have documented various life events, circumstances and life transitions which serve as marital stress spillover that can have adverse effect on marriage. These include the death of a child (Kamm and Vandenberg, 2001); parenting stress (Belsky, 1990; Heaton, 1997 and Akanbi, 2003); economic stress (Conger, Rueter and Elder, 1999), work related stress (Repetti, 1989) and with a clear onset and offset such as job loss or death of loved ones (Wheaton, 1997), chronic stressors i.e. enduring problems, conflicts and threats with a gradual continuous course such as role strain and chronic illness. Role stain is a form of chronic stress resulting from role occupancy e.g. parental, and occupational roles (Wheaton 1997). This (role strain) has been observed to have contributed to marital discord (Karney, Story & Bradbury, 2005).

Research Questions

The following research questions were raised:

1. Will employees with effective spousal communication report higher job productivity compared to their counterparts with ineffective spousal communication?
2. Will employee with verbal spousal communication report more productivity than their counterpart with non-verbal spousal communication method?
3. Will ineffective spousal communication style predict low employee job productivity?

Research Hypotheses

Based on the research questions above: the following hypotheses have been formulated

1. There will be a relationship between effective spousal communication and job productivity
2. There will be a relationship between method of verbal communication adopted by spouses on and level of productivity

3. Ineffective spousal communication style will predict low employee job productivity.

Method

Setting

The study on spousal communication as a predictor of employee's emotional wellbeing and job productivity in Nigerian organizations was carried out in six banks in Lagos Mainland Metropolis: namely, Guarantee Trust Bank, Access bank and Heritage bank.

Participants and Sampling Technique

A sample of 250 employees from six frontline financial banks in Lagos mainland metropolis participated in this study. The participants who were selected randomly by accidental sampling technique from their various office location consist of male and female respondents. Accidental sampling technique was used to ensure that available and willing participants are given equal opportunity to participate in the study. The inclusion criteria are strictly stated as having been currently married and living with the family at the moment. Three hundred and twenty survey questionnaires were administered, and only 268 were duly completed and found useful representing 83.8% response rate. The total sample consisted of 146 (54.5%) females and 122 (45.5%) males. The ages of the participants ranged from 23 to 58 years, with the average age 36.8.

Design

Survey research design was employed to gather information in this study.

Instrument

1. *Employee's Productivity*: Endicott Work Productivity Scale: The Endicott Work Productivity Scale (EWPS) was developed to provide investigators with a measure that is more sensitive to differences between participants and within participants over time than are the currently available measures. Assessing attitudes and behaviours that affect work productivity and efficiency. The items were selected to describe types of behaviour and subjective feelings that are highly likely to reduce productivity and efficiency in work activities. There are 25 items and the "maximum score possible" (i.e., the worst possible score) is 100 and the best possible score is 0. In addition, information is collected regarding the number of hours of work usually expected, the number worked, and the reason(s) why the subject worked less than usual.

2. *Spousal Communication***:** Various communication aspects was assessed by using Futris, Campbell, Nielsen, and Burwell's (2010) Communication Patterns Questionnaire-Short Form (CPQ-SF). Rather than directly addressing the participant's spouse, the adapted version addressed the participant's partner. Eleven items were scored on a seven-point Likert scale in which 1 = Very Unlikely, 7 = Very Likely. An example item is, "When issues or problems arise, how likely is it that you and your

partner avoid discussing the problem?" Communication skills was assessed by using Burleson, Kunkel, Samter, and Working's (1996) Communication Function Questionnaire. This questionnaire examines eight different communication skills and was scored on a five-point Likert scale where 1 = Strongly Disagree, 5 = Strongly Agree. A sample item is, "[My current romantic partner] makes me feel like I can be really honest about the things in our relationship that produce conflict."

Procedure

The instrument was administered after establishing an adequate and good rapport with the respondents after due permission had been sought and approved by the management and head of units of the sampled organisations and departments/units selected. They were instructed on how to respond to the items in the scale by either ticking or circling their choice response. Participants were also informed of the confidentiality of all responses and were given the opportunity to participate or refuse to participate. Participants responded to the survey within 25-30 minutes and the questionnaires were collected immediately and verified. The incorrectly filled ones were returned to be fully completed, and other badly or uncompleted were discarded. As a result, a total number of 268 participants were used for data analysis.

Results

Data obtained from the research questionnaires were subjected to descriptive and Pearson product moment correlation coefficient. This analysis is solely based on the responses from the questionnaire which are relevant to the objective of the study.

Table 1: Descriptive Statistics and Hypotheses Testing

Variables of Interest	**Mean**	**Standard deviation**
Effective spousal communication	16.18	4.03
verbal spousal communication	27.45	6.14
Ineffective spousal communication	16.04	3.22
Job productivity	67.64	8.13

Hypothesis 1: *There will be a relationship between effective spousal communication and job productivity*

Table 2: Pearson product moment examining the relationship between effective spousal communication and Job Productivity.

Variables	**1**	**2**	**Mean**	**SD**	**Pv**
1 Effective Spousal Communication	1	0.88*	16.18	4.03	0.014
2 Job Productivity	0.85*	1	67.64	8.13	

**significant (p<.05)*

Table 2 presents the results of inter-correlation analysis between effective spousal communication and employee's job productivity. The result reveals significant positive relationship between effective spousal communication and job productivity (r = .88*, p<.05). This result by implication suggest that effective spousal communication accounted for about 77.4% of the observed variance of the employee's productivity, which is quite instructive with positive implication for human resource management functions (R^2 = .774). Thus, hypothesis one which states that there will be a relationship between effective spousal

communication and job productivity was accepted.

Hypothesis 2: *There will be a relationship between method of verbal communication adopted by spouses on and level of productivity*

Table 3: Pearson product moment correlation between verbal spousal communication and Job Productivity.

Variables	1	2	Mean	SD	Pv
1 Verbal Spousal Communication	1	0.79**	27.45	6.14	0.001
2 Job Productivity	0.79**	1	67.64	8.13	

***significant (p<.01)*

Similarly, Table 3 Pearson inter-Correlation analysis reveals significant positive correlation between verbal spousal communication and sampled employees job productivity (r = .79*, p<.01). Also, it is empirically established that verbal spousal communication contributed 62.4% of the observed variance in the job productivity reported by the respondents. Therefore, hypothesis two which states that Employees with verbal spousal communication method will report more productivity than their counterpart with non-verbal spousal communication method was accepted.

Hypothesis 3: Ineffective spousal communication style will predict low employee job productivity.

Table 4: Pearson product moment correlation between ineffective spousal communication and Job Productivity.

Variables	1	2	Mean	SD	Pv
1 Ineffective spousal communication	1	-0.24*	16.04	3.22	0.05
2 Job Productivity	-0.24*	1	67.64	8.13	

***significant (p<.01)*

In contrast to the earlier results, Table 4 presents the Pearson R inter-correlation analysis which reveals significant negative correlation between ineffective communication style and job productivity (r = -0.24*, p<.01), which implies that ineffective communication accounted for about 0.05% of the low level productivity reported by the participants. Hence, hypothesis three which states that ineffective spousal communication style will predict low employee's job productivity was accepted.

Discussion

The results of this study show that spousal communication influenced employee's job productivity. This suggests that effective spousal communication promotes emotional balance which subsequently enables employee to pay more attention to the needs of their employment therefore become productive. This ability is not yet developed among employee with poor spousal communication. These results are in accordance with findings by Awosan, Iroye and Okolo (2023) which reported that effective marriage communication positively influences marital conflict resolution, facilitates marital stability, and improves productivity. However, the present results are seemingly inconsistent with previous findings where employee reported pleasant spousal communication but very low productivity (Greenhaus & Beutell, 1985; Ganster & Schaubroeck, 1991; Thomas & Ganster, 1995). This might occur because there are probably other moderating variables that the employee seems to have been prioritizing over spousal communication. These moderating variables have been studied

extensively (Duxbury & Higgins, 1991; Frone et al., 1992; Thomas & Ganster, 1995) and on depression (Goff, Mount & Jamison, 1990; Duxbury & Higgins, 1991; Jones & Fletcher, 1993; Jones & Fletcher, 1996).).

Interestingly, in our study, high structure quality home-based care and verbal spousal communication was not significantly linked with behavioural outcome that can manifest in low productivity among the sampled employees. However, as noted by others (Jones & Fletcher, 1996; Brockwood, Hammer & Neal, 2003), process quality may mediate the influence of structure quality home-based verbal spousal communication on employee's behavioural outcomes. This result is also consistent with many previous findings (Belsky, 1990; Duxbury & Higgins, 1991; Jones & Fletcher, 1993; Jones & Fletcher, 1996; Herrick, 1998; Heaton, 1997; Akanbi, 2003; Brockwood, Hammer & Neal, 2003) which found that marital role quality was not a significant predictor of family to work spillover, after controlling for role quality in other familiar roles. The management and human resources implications of this findings are far reaching.

Expectedly, and in agreement with the earlier results ineffective spousal communication yielded to low job productivity as reported. This is in tandem with Okun and Kantrowitz (2014) which concluded that effective communication skills are essential for any human interactions, are necessary to develop and maintain healthy relationships, which are applicable in personal, social, and professional settings. Esere et al., (2011) similarly found no evidence for communication frequency having a moderating or mediating effect on an individual's work, stressors and job commitment or their partner's psychological wellbeing. Results suggest that it is not the frequency with which communication takes place, but rather the type/strength of communication and the skills that are employed in conversations that are most strongly related to job productivity.

Conclusion

In conclusion, the findings of this study elucidate how spousal communication of career dual-income earners employees of some selected financial organisations employee manifest in functional and dysfunctional behavioural outcomes as reflected in their job productivity. As situations changed from controllable to uncontrollable, employees that experienced effective spousal communication demonstrated flexibility in coping with job demands by reporting higher job productivity. In contrast, the reported experience of ineffective spousal communication is accompanied with low job productivity. Specifically, the quality of employees' home life and its relation to work was found to be responsible for marriage-to-work spillover, which is costly for families and employers. Thus, future research should examine whether the communication skills that are important between couples can be taught in organisations in hopes that the skills will be transferred home to reduce family-to-work conflict.

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