

Effects of Toxic Marital Relationships on Employee Task Performance and Emotional Engagement

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ABSTRACT:- This study examined the effects of toxic marital relationships on employee task performance and emotional engagement. The objectives were to investigate how toxic marital relationships influence employees' task performance and emotional engagement at work. A quantitative research design using a descriptive and correlational survey approach was adopted. Data were collected from 332 employees in both public and private sector organizations using structured questionnaires. Data were analyzed using descriptive statistics, Pearson correlation, and regression analysis. Findings revealed that 38% of respondents agreed and 10.2% strongly agreed that marital problems negatively affect their work performance, while 42.2% indicated that marital issues sometimes affect their focus at work. Correlation results showed a strong negative relationship between toxic marital relationships and employee performance ($r = -0.682$, $p < 0.05$), as well as between toxic marital relationships and emotional engagement ($r = -0.694$, $p < 0.05$). Regression analysis further confirmed that toxic marital relationships significantly predict reduced employee performance ($\beta = -0.357$, $p < 0.05$), while emotional engagement also significantly influences performance outcomes. The study concludes that toxic marital relationships negatively affect both task performance and emotional engagement. It recommends Employee Assistance Programs (EAPs), supportive workplace environments, managerial training on emotional distress, and strengthened work-life balance and mental health policies to mitigate these effects.

Keywords: Emotional engagement; Employee well-being; Employee task performance; Toxic marital relationships; Workplace productivity

I. INTRODUCTION

Employee performance is commonly acknowledged as a key factor in the success of an organization. An employee's capacity for effective performance is influenced by a variety of organizational and individual factors. An expanding field of study is the effect of personal life stressors, like toxic marital relationships, on work performance, even though the majority of the research focuses on organizational dynamics. Chronic conflict, emotional abuse, and manipulation are common characteristics of toxic relationships, which can have a significant negative impact on the psychological health of those involved. As the most intimate and emotionally important connections in a person's life, marital dysfunction can have a major impact on an employee's mental and emotional health, which in turn can affect how well they perform at work.

Relationships where negative behaviours, including emotional abuse, ongoing conflict, and manipulation, are prevalent are referred to as toxic marriages. It has been demonstrated that these connections negatively impact the participants' emotional, mental, and even physical health (Forth et al., 2022; Mukhopadhyay et al., 2024). Stressors from toxic marriages impair a person's ability to function well in other spheres of life, such as their career (Singh et al., 2023; Shrout, 2021). Workers in these kinds of relationships may suffer from emotional tiredness, worry, and depression, all of which can significantly impair their productivity at work.

Task performance and emotional engagement are important dimensions of employee performance. Task performance refers to how effectively employees execute assigned responsibilities, meet deadlines, and achieve expected outcomes, while emotional engagement reflects employees' psychological connection, enthusiasm, and commitment to their work. This study specifically focuses on these two dimensions because they represent both the functional and emotional aspects of workplace performance. Employee performance encompasses both cognitive and emotional engagement with tasks, in addition to productivity and meeting deadlines (Sonnentag & Fritz, 2015). Chronically stressed workers may have fewer emotional and cognitive resources available for their

jobs, especially if the stress comes from their personal life (Iskamto, 2021; Johari, 2020). Personal stressors, particularly marital conflict, have been shown in recent research to have a considerable impact on productivity and emotional well-being at work (Chen et al., 2022).

There is ample evidence of the detrimental impact that toxic marriages have on workers' emotional and mental health. Work performance is adversely affected by burnout and workplace disengagement, which are frequently caused by emotional stress brought on by marital problems. Workers who have marital issues may get emotionally spent, which may hinder their ability to concentrate and make wise decisions at work (Voitenko, 2020). According to research by Randall and Bodenmann (2009), Waite et al. (2009), and Story and Bradbury (2004), people who are dealing with marital stress are more likely to suffer from emotional exhaustion and cognitive overload at work. These studies examined the effects of emotional strain brought on by personal problems, including marital issues. Reduced productivity and poor task execution may result from such emotional strain.

Additionally, marital dysfunction can result in a reduction in mental and emotional resilience, making a person more susceptible to stressors at work (Ward et al., 2021; Lara-Cabrera, 2021). Employees in toxic marriages frequently feel emotional weariness, a defining feature of burnout, which can lead to decreased task engagement and weakened emotional attachment to work (Chen et al., 2020).

Consequently, a crucial but little-studied topic of study is the impact of toxic marriages on worker performance. Emotional tiredness, burnout, and disengagement are all consequences of marital stress that have an adverse effect on one's ability to perform at work. Workers in toxic relationships frequently experience psychological and emotional difficulties that impair their ability to perform their jobs well. Understanding how toxic marital relationships affect employee task performance and emotional engagement is therefore essential for improving both employee well-being and organizational effectiveness. This study examines the effects of toxic marital relationships on employee task performance and emotional engagement in the workplace.

1.2 Statement of the Problem

A key component of corporate success is employee performance, which frequently spurs development, innovation, and productivity. The impact of toxic marital relationships on workplace performance is one of the most understudied yet significant areas. Numerous studies have discovered a variety of organizational and personal elements that affect an employee's capacity to perform at optimal levels. According to Kim and McKenry (2002) and Soulsby and Bennett (2015), toxic marital relationships are typified by destructive patterns of emotional abuse, ongoing conflict, manipulation, and emotional neglect. These behaviours can have serious psychological, emotional, and even physical repercussions for the individuals involved. Since marriages are frequently among the most emotionally important relationships in a person's life, the effects of a toxic marriage can have a substantial negative impact on a person's general well-being, which can then impair their performance at work.

Studies in the fields of psychology and workplace behaviour are beginning to acknowledge the negative consequences of toxic marriages. According to research, marital conflict-related emotional discomfort is a contributing factor to several psychological strains, such as anxiety, depression, and emotional weariness (Shen, 2024; Briceag et al., 2024). These personal problems often have an emotional and psychological impact that goes beyond the home and affects an individual's capacity to focus, complete tasks, and maintain emotional commitment in the workplace (Bentil, 2018).

An employee's ability to function well in their professional role is greatly diminished by the particular strains created by toxic marriages. According to research, employees who are experiencing marital conflict frequently become emotionally exhausted, which can result in burnout and a lack of interest in their work (Nejatian et al., 2021). These people perform worse on the job overall because they are less able to concentrate, make wise judgments, or interact with coworkers (Nwatu, 2018; Chen, 2022).

Additionally, employees in toxic relationships may struggle with low emotional engagement, reduced motivation, and diminished commitment to workplace responsibilities. This creates serious implications for organizational productivity because emotionally disengaged employees are less likely to perform optimally. Despite these realizations, little is known about the precise impact that toxic marital relationships have on employee task performance and emotional engagement. The relationship between marital stress and workplace outcomes requires more empirical investigation. Given the enormous emotional and psychological burden that toxic marriages can place on employees, organizations need to understand how such personal challenges influence workplace behaviour and performance.

By investigating the effects of toxic marital relationships on employee task performance and emotional engagement, this study aims to close this gap in the literature. It examined how emotional and psychological challenges arising from toxic marriages affect employees' ability to perform tasks efficiently and remain emotionally engaged at work. The study seeks to contribute to knowledge by providing empirical evidence on the relationship between toxic marital relationships and critical workplace performance outcomes.

1.3 Research Questions

1. How do toxic marital relationships affect employees' task performance in the workplace?
2. What effect do toxic marital relationships have on employees' emotional engagement at work?

1.4 Research Objectives

1. To examine the effect of toxic marital relationships on employees' task performance in the workplace.
2. To investigate the effect of toxic marital relationships on employees' emotional engagement at work.

1.5 Research Hypotheses

H₀₁: Toxic marital relationships have no significant effect on employees' task performance in the workplace.

H₀₂: Toxic marital relationships have no significant effect on employees' emotional engagement at work.

II. LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Toxic Marital Relationships: Definition, Characteristics, and Impact on Mental Health

The term "toxic marital relationships" describes partnerships where one or both spouses exhibit negative behaviours that produce an antagonistic, unwholesome, and emotionally taxing atmosphere. A lack of emotional support, ongoing conflict, manipulation, and emotional abuse characterize these relationships. Verbal insults, humiliation, belittling, and controlling actions that compromise the emotional health of the individuals involved are all examples of emotional abuse (Pluut et al., 2021). Coercion, guilt-tripping, and undermining one partner's autonomy or self-worth are common forms of manipulation in toxic relationships. Furthermore, power imbalances in toxic relationships are often characterized by one spouse controlling the other excessively (Briceag et al., 2024).

Furthermore, another characteristic that distinguishes toxic marriages is ongoing fighting. Emotional exhaustion is frequently the result of unresolved, recurrent, and escalated conflict in these relationships. A persistent sense of tension and uneasiness can result from partners in toxic relationships frequently arguing without finding a meaningful solution. The stress on people in these relationships is further increased when emotional support, such as empathy, encouragement, and care, is lacking. As a result, toxic marriages harm the well-being of all parties involved by fostering an emotionally toxic atmosphere.

According to the study by Zhou et al. (2019), people in toxic marriages often experience elevated levels of stress and emotional pain, which can lead to symptoms of anxiety and depression. Anxiety can manifest as persistent worry, panic attacks, or feelings of fear, often driven by the unpredictable and distressing nature of the relationship. Depression, on the other hand, is often seen in those who feel hopeless, powerless, and unsupported in their relationship. The psychological and emotional toll of toxic marital relationships can be profound. Prolonged exposure to the harmful dynamics of emotional abuse, manipulation, and chronic conflict is strongly linked to several mental health issues, including anxiety, depression, and emotional exhaustion.

Another serious effect of a toxic marital relationship is emotional exhaustion, a condition of emotional depletion brought on by ongoing stress and emotional drain. People who experience this type of burnout may experience emotional and physical symptoms, such as feeling overwhelmed by their everyday lives, demotivated, and disengaged (Yildirim, 2023). Emotional tiredness from toxic relationships has an effect outside of the house and frequently affects other facets of life, such as the workplace.

According to research by Jeon et al. (2022), people who are under a lot of emotional stress from their marriages are more likely to experience emotional exhaustion and cognitive overload, which impairs their capacity to focus, make decisions, or work effectively in their careers. These people frequently suffer from a decline in emotional resilience, which leaves them more susceptible to conflicts and pressures at work (Alika & Oghenemega, 2024). Lack of emotional support at home makes it harder to handle job commitments, leaving people emotionally and psychologically exhausted and alienated from their work obligations.

2.1.2 Employee Performance

The concept of employee performance is complex and includes many aspects of a worker's contributions to a company. Fundamentally, employee performance is the ability of workers to carry out their duties and obligations at work (Sonnentag et al., 2023). For this study, employee performance is examined through task performance and emotional engagement. Task performance is the process of carrying out essential job responsibilities, like meeting deadlines, delivering high-quality work, and accomplishing particular goals (Astuty & Udin, 2020). This is frequently the most accurate way to gauge how productive and efficient a worker is.

Numerous organizational and personal internal and external factors influence employee effectiveness. The literature has extensively demonstrated the impact of organizational elements on performance, including leadership, work environment, training opportunities, and remuneration systems (Rusu et al., 2016; Deepalakshmi et al., 2024). However, concerns in an employee's personal life, especially marital problems, also

have a big impact on how well they perform at work. Workplace psychological and emotional pressure can result from marital stress, particularly when it comes to toxic relationships (Mukhopadhyay et al., 2024).

An employee's cognitive and emotional resources may be adversely affected by personal life pressures, such as persistent marital discord or emotional tiredness from a toxic relationship (Nejatian et al., 2021). Employees who are under such pressures may find it difficult to concentrate, make decisions, or stay motivated at work, which could result in poor task performance.

2.1.3 Workplace Stress and Burnout

A complex phenomenon, workplace stress occurs when an employee's ability to handle the demands of their job is exceeded, resulting in emotional, physical, and cognitive strain. Workplace stress is frequently exacerbated by personal pressures, especially problems like toxic marital relationships. Personal problems frequently cause employees to bring emotional baggage to work, which has the unintended consequence of depleting their cognitive and emotional capacities for work. According to Sonnentag et al. (2023), personal stressors such as emotional abuse, ongoing conflict, and manipulation in a toxic marriage deplete an employee's mental energy and make them more susceptible to stress at work.

According to studies, emotional stress from marital issues can worsen anxiety and depression, which makes it harder for workers to handle demands at work (Shrout, 2021). Workers who are under this kind of stress may find it difficult to focus, make decisions, or complete tasks, which can result in decreased output (Akter et al., 2022).

Burnout and emotional exhaustion are common outcomes of prolonged marital stress. According to Maslach (1993) and Ozoemena et al. (2021), workers who are under marital stress are more prone to experience burnout because of the ongoing emotional exhaustion brought on by unresolved personal concerns. A lack of drive, zeal, and energy to complete work-related duties can be a sign of emotional weariness at work. It lessens an employee's capacity to be involved in their work or make a significant contribution to organizational goals. Workers who are burned out frequently have trouble focusing, forgetting things, and making decisions, all of which hinder task performance (Chen et al., 2020).

2.1.4 Emotional Engagement and Employee Performance

The degree to which an individual is enthusiastic and emotionally invested in their work is known as emotional engagement at work. It includes qualities like zeal, commitment, and a strong sense of belonging to both the company and the duties being performed. Positive emotional attachment to their employment, high levels of motivation, and active participation in their work are characteristics of engaged employees (Kahn, 1990). On the other hand, apathy, decreased motivation, and a lack of enthusiasm are signs of emotional disengagement, which can be harmful to the person as well as the organization (Schaufeli & Bakker, 2004).

Research has demonstrated that personal stressors spill over into the workplace, depleting emotional resources that would otherwise be directed toward job tasks and responsibilities (Hobfoll, 2001). In toxic marital relationships, the ongoing emotional turmoil can create a state of heightened stress, anxiety, and emotional exhaustion. This emotional strain, which leaves employees with fewer emotional resources to invest in their work, leads to disengagement, diminished motivation, and reduced emotional commitment to work (Bakker & Demerouti, 2007).

Employees who are emotionally distressed at home may isolate themselves from their workplace even more by having trouble focusing, experiencing mood swings, or withdrawing from social contacts. One important consequence of ongoing emotional stress is emotional burnout, which can significantly impact employee performance. According to Maslach et al. (1997), burnout is the result of an individual's emotional resources being depleted by extended stress, which results in feelings of fatigue, cynicism, and diminished professional competence.

Because the person may find it difficult to manage the stress of their personal life while attempting to satisfy the emotional demands of their profession, toxic marital relationships can contribute to emotional burnout. Emotional labor, which is the process of controlling emotions to meet the emotional demands of a job, may worsen emotional resource depletion (Hochschild, 2012). When the emotional demands of the job clash with the emotional upheaval of personal life, emotional labour can lead to fatigue, disengagement, and eventually burnout.

2.2 Theoretical Review

2.2.1 Work-Family Conflict Theory

Greenhaus and Beutell established the Work-Family Conflict Theory in 1985. This theory explains the reciprocal conflict that occurs when the demands of work and family roles are incompatible, making participation in one role more difficult because of involvement in the other. Greenhaus and Beutell define work-family conflict as "a form of inter-role conflict in which the role pressures from the work and family domains

are mutually incompatible in some respect.” Work-family conflict manifests in two main ways: work interfering with family (WIF) and family interfering with work (FIW).

According to the theory, there are three major forms of conflict: time-based conflict, strain-based conflict, and behaviour-based conflict. Time-based conflict occurs when time devoted to one role makes it difficult to fulfill the demands of another role. Strain-based conflict occurs when stress or fatigue from one role affects performance in another role. Behaviour-based conflict occurs when behaviours required in one role are incompatible with those expected in another.

The Work-Family Conflict Theory provides a strong foundation for understanding how toxic marital relationships affect employee task performance and emotional engagement. In this study, the family interfering with work (FIW) dimension is particularly relevant because toxic marital relationships are often characterized by persistent conflict, emotional abuse, manipulation, and lack of support. Employees involved in such relationships are likely to experience emotional strain, cognitive distraction, and psychological distress, which may negatively affect workplace functioning.

For instance, an employee emotionally drained from marital conflict may become less focused, less engaged, and more prone to errors at work, thereby reducing task performance. Similarly, the emotional exhaustion arising from toxic marital relationships may weaken emotional engagement, resulting in low motivation, reduced commitment, and diminished enthusiasm toward work roles.

Furthermore, the theory suggests that prolonged conflict between family and work roles can adversely affect employees’ psychological well-being and workplace behaviour. This makes the theory highly relevant for explaining how toxic marital relationships impair employees’ ability to perform tasks effectively and remain emotionally invested in their work.

In conclusion, the Work-Family Conflict Theory is relevant to this study because it explains how pressures arising from toxic marital relationships spill into the workplace and negatively influence employee task performance and emotional engagement.

2.2.2 Conservation of Resources Theory

The Conservation of Resources (COR) Theory was developed by Hobfoll in 1989. The theory explains that individuals strive to obtain, maintain, and protect valuable resources such as time, energy, emotional stability, self-esteem, and social support. According to the theory, stress occurs when these resources are threatened, lost, or insufficient to meet demands.

COR theory identifies stress as resulting from actual resource loss or the threat of resource loss. In the context of toxic marital relationships, employees often experience continuous emotional strain, conflict, manipulation, and psychological distress, all of which gradually deplete their emotional and psychological resources.

This theory is highly relevant to the present study because toxic marital relationships consume critical personal resources needed for effective workplace functioning. Employees trapped in toxic marriages often expend significant emotional and mental energy managing conflict at home. As these resources become depleted, fewer resources remain available for workplace tasks and emotional investment in work.

Resource depletion can negatively affect task performance by reducing concentration, decision-making ability, problem-solving capacity, and productivity. Employees may struggle to meet deadlines or perform assigned duties efficiently due to emotional exhaustion.

Similarly, emotional engagement may decline when employees no longer possess sufficient emotional resources to remain enthusiastic, committed, and psychologically connected to their work. Prolonged resource depletion may result in disengagement, burnout, and low workplace motivation.

The COR theory also explains why employees experiencing toxic marital relationships may show declining work performance even when job demands remain unchanged. The issue may not stem from the workplace itself but from emotional resource loss caused by personal stressors.

In sum, the Conservation of Resources Theory provides a strong explanation for how toxic marital relationships deplete employees’ emotional and psychological resources, thereby reducing task performance and emotional engagement in the workplace.

2.3 Empirical Review

Mukhopadhyay et al. (2024) explored the complex influence of toxic relationships on mental health from a multidisciplinary standpoint, integrating insights from developmental, clinical, cognitive, and neuroscientific research. The objective of the study was to understand how toxic relationships affect individuals across different life stages. The study synthesized findings from clinical case studies, neurobiological research, and cognitive psychology. Findings showed that toxic relationships are strongly associated with depression, anxiety, and emotional dysregulation. Neuroimaging evidence also revealed specific brain activity patterns associated with chronic relational stress. The study concluded that toxic relationships significantly impair

emotional and psychological well-being, which may negatively affect functioning across multiple life domains, including work.

Singh et al. (2023) conducted an empirical investigation to examine how marital conflict, family relationships, and relationship satisfaction influence psychological well-being and general health. The study recruited 214 married participants from urban and rural areas in India using purposive sampling. Data were collected using standardized measures of marital conflict, relationship satisfaction, family dynamics, and psychological well-being. Using hierarchical regression analysis, the study found that marital conflict significantly predicted poor general health and reduced psychological well-being. The findings suggest that toxic marital environments create emotional strain that can adversely affect individuals' mental functioning and overall daily performance.

Jeon et al. (2022) investigated emotional dissonance among married women working in call centers with specific emphasis on work overload and work-family conflict. The study used data from 468 employees and applied least squares regression analysis. Findings revealed that emotional dissonance had a positive relationship with job stress and a negative relationship with intrinsic motivation. Additionally, work-family conflict significantly intensified these relationships. The study concluded that family-related stress contributes to emotional strain and reduced workplace motivation, thereby affecting employee engagement and performance.

Shrout (2021) presented a conceptual and empirical review on how marital stress affects health outcomes through psychological and biological mechanisms. Using the Dyadic Biobehavioral Stress Model, the study explained how marital stress disrupts immune, cardiovascular, and endocrine functioning. Findings indicated that prolonged marital stress contributes significantly to psychological distress and emotional instability. The study concluded that marital stress creates long-term emotional burdens capable of reducing an individual's coping ability and overall functioning in daily life, including workplace performance.

Iskamto (2021) examined the effect of job stress on employee performance using a quantitative research design. Data were analyzed using SPSS version 26 and inferential statistical methods. Findings revealed a significant negative relationship between job stress and employee performance. The coefficient of determination (R^2) showed that job stress explained 78.3% of variations in employee performance. The study concluded that increased stress levels lead to lower employee performance and recommended stress reduction strategies to improve workplace productivity.

Iroye (2021) investigated the causes and societal impacts of marital conflict using a mixed-methods approach involving qualitative and quantitative data analysis. The study found that unresolved marital conflict creates significant psychological and emotional strain on couples. Findings further showed that persistent marital conflict negatively affects emotional well-being and daily functioning. The study concluded that unmanaged marital conflict can generate severe personal and social consequences, emphasizing the importance of proactive conflict management.

Nwatu (2020) examined the effects of coping strategies, self-concept, and educational level on marital stress among married working women. The study involved 377 married working women and used a $2 \times 2 \times 2$ Analysis of Variance (ANOVA) for data analysis. Findings revealed that participants using emotion-focused coping strategies experienced significantly lower symptoms of marital stress. The study concluded that marital stress substantially affects psychological well-being and highlighted the importance of effective coping strategies in reducing emotional strain among working adults.

Astuty and Udin (2020) investigated the impact of organizational factors on employee performance and affective commitment. Using a quantitative design, data were collected from 103 employees and analyzed using Structural Equation Modeling (SEM). Findings showed that affective commitment had a significant positive effect on employee performance. The study concluded that employees with stronger emotional attachment and commitment demonstrate higher performance levels. This suggests that emotional engagement remains a critical determinant of task performance in organizational settings.

III. METHODOLOGY

This study adopted a quantitative research approach using a descriptive and correlational survey design to examine the effects of toxic marital relationships on employee task performance and emotional engagement. The design was considered appropriate because it enabled the researcher to systematically assess the relationship between the independent variable (toxic marital relationships) and the dependent variables (task performance and emotional engagement) using measurable data. The descriptive component provided insight into the prevalence and manifestations of toxic marital experiences among employees, while the correlational aspect facilitated the examination of the degree and direction of relationships among the study variables.

The population of the study comprised employees in both public and private sector organizations, specifically individuals who were currently married or had previously been married. A purposive sampling technique was adopted to ensure respondents had relevant marital experiences. Data were collected through structured questionnaires distributed electronically via Google Forms across professional WhatsApp groups,

including university and secondary school alumni platforms. Using Yamane's (1967) formula, a sample size of 400 was targeted; however, 332 valid responses were obtained and used for analysis.

The primary instrument for data collection was a structured questionnaire developed from existing literature and validated scales. Relevant sections assessed demographic characteristics, toxic marital relationships, task performance, and emotional engagement using 5-point Likert-scale items. The instrument was piloted to ensure clarity and reliability, with Cronbach's alpha values exceeding the acceptable threshold of 0.70.

Data were analyzed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics such as frequency, mean, and standard deviation were used to summarize the data, while Pearson Product-Moment Correlation and regression analysis were employed to test the hypotheses and determine the strength and significance of relationships among variables. Ethical principles of confidentiality, anonymity, and voluntary participation were strictly observed throughout the study.

IV. DATA PRESENTATION AND ANALYSIS

This chapter presents the analysis of data collected to examine the effects of toxic marital relationships on employee task performance and emotional engagement. Data were analyzed using descriptive statistics, correlation, and regression analysis with the aid of SPSS.

4.1 Demographic Profile of Respondents

A total of 332 valid responses were used for analysis. Female respondents constituted 67.2%, while male respondents accounted for 32.8%. Most respondents were married (72.9%), and the dominant age categories were 46–55 years (30.6%) and above 55 years (37.5%). The majority were full-time employees (76.1%).

Table 4.1 Demographic Summary

Variable	Category	Frequency	Percentage
Gender	Male	109	32.8
	Female	223	67.2
Age	Under 25	4	1.2
	26–35	24	7.2
	36–45	78	23.5
	46–55	102	30.6
	Above 55	124	37.5
Marital Status	Married	242	72.9
	Single	24	7.2
	Divorced	22	6.6
	Separated	24	7.2
	Widowed	20	6.0

4.2 Descriptive Analysis

4.2.1 Toxic Marital Relationships and Task Performance

Table 4.2 Respondents' Views on Task Performance

Item	Response Pattern
Personal marital issues affect focus at work	42.2% Sometimes
Marital problems negatively affect work performance	38% Agree, 10.2% Strongly Agree
Productivity decreases due to marital stress	33.4% Sometimes
Taken time off due to marital issues	17.2% Yes

The results indicate that toxic marital relationships negatively affect employees' concentration, focus, and overall task performance. A substantial proportion of respondents admitted experiencing productivity decline due to marital stress.

4.2.2 Toxic Marital Relationships and Emotional Engagement

Table 4.3 Respondents' Views on Emotional Engagement

Item	Response Pattern
Emotionally drained due to marital issues	34.0% Sometimes
Marital problems affect emotional investment at work	Moderate to High effect
Difficulty maintaining a positive attitude at work	30.2% Sometimes

Effects of Toxic Marital Relationships on Employee Task Performance and Emotional Engagement

The findings show that toxic marital relationships significantly affect employees' emotional engagement. Many respondents reported emotional exhaustion and difficulty maintaining positive workplace attitudes.

4.3 Correlation Analysis

Table 4.4 Correlation Between Toxic Marital Relationship and Employee Performance

Variable	TMR	EP
TMR	1	-0.682**
EP	-0.682**	1

$p < 0.01$

There is a strong negative relationship between toxic marital relationships and employee performance ($r = -0.682$, $p < 0.05$).

Table 4.5 Correlation Between Toxic Marital Relationship and Emotional Engagement

Variable	TMR	EE
TMR	1	-0.694**
EE	-0.694**	1

$p < 0.01$

The findings reveal a strong negative relationship between toxic marital relationships and emotional engagement ($r = -0.694$, $p < 0.05$).

4.4 Regression Analysis

Table 4.6 Regression Result

Variable	B	Std Error	Beta	t	Sig
Constant	0.457	0.200	—	2.285	0.023
TMR	-0.585	0.087	-0.357	-6.713	0.000
EE	0.451	0.059	0.402	7.677	0.000

The regression result shows that toxic marital relationships have a significant negative effect on employee performance ($\beta = -0.357$, $p < 0.05$). Specifically, an increase in toxic marital experiences leads to a decrease in employee performance. Emotional engagement also significantly predicts employee performance.

4.5 Discussion of Findings

The findings reveal that toxic marital relationships significantly affect employee task performance. Correlation analysis showed a strong negative relationship between toxic marital relationships and employee performance ($r = -0.682$). Regression analysis further confirmed that toxic marital relationships significantly predict reduced employee performance ($\beta = -0.357$, $p < 0.05$). This implies that employees experiencing toxic marital conditions are more likely to suffer reduced concentration, lower productivity, and weakened workplace effectiveness. This finding aligns with Dhingra (2016), who reported that marital stress creates emotional strain capable of impairing workplace performance.

The study also found a significant negative relationship between toxic marital relationships and emotional engagement ($r = -0.694$, $p < 0.05$). Respondents reported emotional exhaustion, reduced emotional investment, and difficulty maintaining positive workplace attitudes. This suggests that toxic marital relationships create psychological burdens that spill into the workplace, reducing employees' emotional commitment and engagement.

Based on these findings, the null hypotheses were rejected. The study concludes that toxic marital relationships significantly influence employee task performance and emotional engagement.

V. CONCLUSION, RECOMMENDATIONS, AND SUGGESTIONS FOR FURTHER STUDIES

5.1 Conclusion

The findings of this study affirm that toxic marital relationships adversely affect employee performance, particularly in relation to task performance and emotional engagement at work. Employees experiencing toxic marital relationships tend to exhibit reduced productivity, increased absenteeism, and higher turnover intentions, reflecting a clear decline in task performance. In addition, toxic marital relationships significantly undermine employees' emotional engagement at work by causing emotional exhaustion, which impairs cognitive functioning, reduces motivation, and weakens overall work involvement.

Overall, the study concludes that marital toxicity does not only affect employees' personal well-being but also translates into reduced organizational effectiveness. Emotional distress originating from marital conflict disrupts concentration, motivation, and engagement in job tasks, thereby weakening both performance efficiency and emotional commitment to work roles.

5.2 Recommendations

Based on the findings of the study, the following recommendations are made:

1. Organizations should establish Employee Assistance Programs (EAPs) that provide counseling and support services addressing personal and marital challenges affecting employees.
2. Employers should promote a supportive and inclusive work environment that reduces stigma around personal and marital issues and encourages employees to seek help when needed.
3. Managers should be trained to identify signs of emotional distress among employees and provide appropriate referrals or organizational support interventions.
4. Organizational policies should integrate mental health, emotional well-being, and work-life balance initiatives aimed at reducing the negative impact of toxic marital relationships on employee performance.
5. Employees should be encouraged to access marital counseling services and adopt stress management strategies to improve emotional stability and workplace effectiveness.

5.3 Suggestions for Further Studies

Future research should consider longitudinal studies to establish causal relationships and examine how the effects of toxic marital relationships on employee performance and emotional engagement evolve over time. Studies could also investigate the effectiveness of specific workplace intervention programmes designed to mitigate marital stress and enhance employee productivity.

In addition, comparative studies across different cultural, institutional, or organizational contexts are recommended to better understand contextual variations in the relationship between marital toxicity and employee outcomes. Further research may also explore the impact of toxic marital relationships on other dimensions of employee well-being, such as physical and mental health outcomes, career progression, and long-term job sustainability.

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