

**THE IMPACT OF ROLE SALIENCE ON MARITAL SATISFACTION AMONG
MANAGERIAL-LEVEL EMPLOYEES IN SELECTED APPAREL COMPANIES OF
NUWARA ELIYA DISTRICT - SRI LANKA**

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INTRODUCTION

Marriage can be identified as a combination of both beliefs and mindsets. To have a happy married life, both spouses must need for it. Meanwhile, there are times when a marriage begins with the will of both parties and ends midway. However, deciding to end a marriage is a difficult task for both of them. Although the rate of divorce was low in the past, researchers have identified that it is currently increasing. That is, surveys have shown that divorce was extremely rare in the UK before 1914, however in the first decade of the twentieth century, there was one divorce in every four hundred and fifty marriages. That is, more than 100,000 married couples are currently divorcing, and surveys have found that more than half of all marriages in the United States end in divorce (Bishop, 2022).

Table 1
Divorce Rates of Different Countries

Country	Per 1000 married person	
	2010	2022
Maldives	4.0	5.52
US	3.6	4.08
Denmark	2.6	2.7
Italy	0.9	1.4

Source: World Population Review 1970-2022

According to the information given above, it appears that the rate of divorce has gradually increased in various countries.

Afonso et al. (2022) also found that higher divorce rates are associated with lower marital satisfaction. That is, when looking at divorce, it seems that there is a problem with marital satisfaction in many married couples in the world. This affects Sri Lanka in the same way. Furthermore, the data available in 2022 shows that there is a divorce rate of 0.15 of Sri Lankan residents (World Population Review, 2023).

Both men and women traditionally have roles to play. However, nowadays, the importance of this role takes a different form in families where only the married woman works or both work. That is, both of them should maintain a balance between their work role and marital role. Otherwise, it affects marital satisfaction. That is, various factors influence the marriage satisfaction of these married couples, and among them, the salience of role plays a prominent role nowadays. Role salience refers to the relative importance and commitment individuals attribute to a particular role in their lives. Researchers have identified that individuals transition through various key roles throughout their lifespans. Research has also found that,

at any given time, one role may be more salient than the others, and that individuals try to balance the competing roles that are salient at that time in their lives (Naidoo & Jano, 2002). Furthermore, research conducted on managerial and professional married women in Sri Lanka has revealed that a woman working more hours at her job affects her family's happiness. This means that a woman's career will negatively affect family happiness by giving more priority to her role at work (Perrone & Civileto, 2004).

There are no systematic studies carried out in Sri Lanka to reveal the impact of role salience on marital satisfaction. Also, there are no kinds of literature available to the researcher to find about the impact or relationship between role salience and marital satisfaction in Sri Lankan apparel companies.

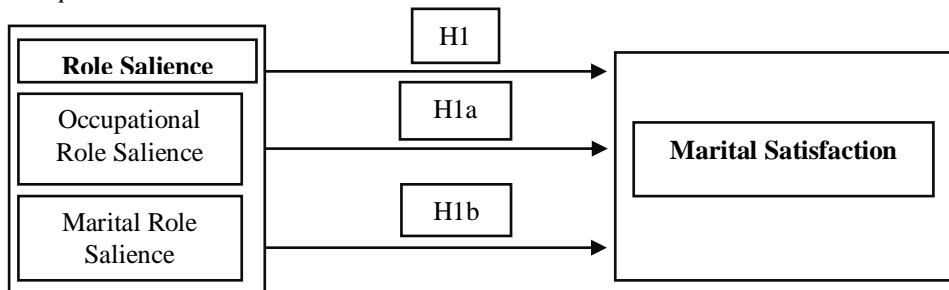
Furthermore, researchers in the past have also offered different views on the salience of role to marital satisfaction. For example, research conducted on women entrepreneurs found that marital satisfaction was negatively affected when married individuals were unable to maintain balance regarding role salience (Neneh, 2020). Furthermore, research conducted on married working couples presented a contradictory idea to this idea. That is, the study revealed that the salience of a person's occupational and marital role had a significant relationship with job satisfaction. However, it did not have a significant relationship with marital satisfaction (Bhowon, 2013).

Likewise, another study showed that married women prioritize the salience of the marital role more than married men. However, if, for some reason, women are unable to prioritize the salience of their marital role over the salience of their occupational role, it has been found that women become stressed, and marital satisfaction decreases as a result (Naidoo & Jano, 2002). The present study was therefore designed to fill the empirical gap. Here the researcher's final objective is to investigate the effect of role salience on the marital satisfaction of managerial employees in the Sri Lankan apparel companies. So, the problem statement will be as follows; What is the impact of role salience on marital satisfaction among managerial-level employees in apparel companies in Sri Lanka?

METHODOLOGY

Figure 1

Conceptual Framework



According to the framework, the independent variable in this study was role salience and the dependent variable in this was marital satisfaction. Considering past literature, the following hypotheses were established in this study.

H₁: There is a significant impact of role salience on managerial-level employees' marital satisfaction

H_{1a}: There is a significant impact of occupational role salience on managerial-level employees' marital satisfaction

H_{1b}: There is a significant impact of marital role salience on managerial-level employees' marital satisfaction

There are two types of research approaches. Namely, the deductive research approach and the inductive research approach. A deductive approach is used in the present study. The survey method has been chosen as the data collection strategy for this research. The researcher used a structured questionnaire as the data collection method. The present study uses only the quantitative method. This is cross-sectional research. The population of this research is 110 managerial employees in the apparel companies in the Nuwara Eliya District. According to the Morgan table, the sample size of this research is 86 married managerial-level employees.

RESULTS AND DISCUSSION

To analyze the reliability of the survey questionnaire, the Cronbach's Alpha test was adopted by the researcher.

Table 2

Reliability Test

Variable	Dimensions	Cronbach's Alpha	N of Items
Independent Variable	ORS	0.720	10
	MRS	0.793	10
Dependent Variable	MS	0.903	22

Table 3

Summary of Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	β		
(Constant)	0.851	0.326		2.615	0.011
Occupational Role Salience	0.126	0.068	0.157	1.846	0.069
Marital Role Salience	0.723	0.091	0.678	7.951	0.000

The above-unstandardized beta coefficient values of ORS and MRS are 0.126 and 0.723 respectively. It means that if ORS and MRS increase by one, marital satisfaction changes by 0.126 and 0.723 respectively. However, the significance value of this beta coefficient of ORC is 0.069, which means it is not less than 0.01, which does not prove the effect significantly.

Table 4
Summary of Hypotheses Testing

Research Objectives	H	Results	Interpretation	Decision
Impact	H_1	B= .741 Sig.=.000	Accepted.	Partially Supported
	H_{1a}	B= .126 Sig.=.069	Rejected.	Not Supported
	H_{1b}	B=.723 Sig.=.000	Accepted	Fully Supported

CONCLUSION AND IMPLICATIONS

Marital satisfaction can be introduced as the main factor that helps in leading a successful family life. However, research data have found that marital satisfaction is problematic today. To further study it, the researcher conducted this research regarding how the role importance of employees influences marital satisfaction. From the results of this research, it can be identified that role salience can be identified as a factor affecting marital satisfaction. Also, the salience of marital roles in the roles that people have to face in life has a strong effect on marital satisfaction. However, the researcher found that the dimension of occupational role salience has no significant effect on marital satisfaction. Therefore, although it was found in the research that role salience affects marital satisfaction, it can be concluded that the effect of H1 is partially supported because one of its dimensions does not have a significant effect on marital satisfaction. Therefore, in future research, it is necessary to exclude the ORS dimension and focus on another dimension that affects marital satisfaction.

This research can be used to understand how to maintain the salience of the role to maintain marital satisfaction for employees. Furthermore, the owners of the organizations can conduct workshops on how to influence the importance of the role to increase the satisfaction of the employees based on the information of this study. That is, programs can be developed to encourage employees to maintain a balance between role salience. Moreover, theoretically, this research can be recognized as a new beginning for the research history of Sri Lanka.

Keywords: Marital role salience, marital satisfaction, occupational role salience, role salience

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