

WORK-FAMILY IMBALANCE AND EMPLOYEE PERFORMANCE IN SELECTED DEPOSIT MONEY BANKS IN BENIN CITY, EDO STATE

By

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Abstract

This study investigates the relationship between work-family imbalance and employee performance in selected deposit money banks in Benin City, Edo State, Nigeria. The banking sector is characterized by demanding work schedules and high-pressure environments, which can lead to work-family conflict. This conflict can manifest in reduced job satisfaction, increased stress, and ultimately lower employee performance. The study explores the concept of work-family imbalance and its negative effects on employee performance. It also reviews relevant literature on the topic within the context of Nigeria's banking sector. The Conservation of Resources Theory and Stimulus-Organism-Response (SOR) theory are used as theoretical frameworks to understand the impact of work-family conflict on employee performance. Empirical studies conducted in Nigeria are examined to demonstrate the negative correlation between work-family imbalance and employee performance. The findings suggest that job insecurity, high workload, and psychological stress all contribute to a decline in employee performance. Overall, the study highlights the importance of work-life balance for employee performance in the banking sector. It emphasizes the need for organizations to implement strategies that support employees in managing their work and family responsibilities.

Keywords: Work-Family Imbalance; Employee Performance; Banking Sector; Stress; Work-Life Balance

Introduction

The interplay between work and family life has garnered significant attention in organizational research, particularly concerning its impact on employee performance. In the banking sector, where the demands of work can be particularly intense, understanding this dynamic is crucial. This study focuses on the relationship between work-family imbalance and employee performance within selected deposit money banks in Benin City, Edo State, Nigeria.

Work-family imbalance (WFI) has emerged as a critical concern in contemporary workplaces, significantly impacting employee well-being and organizational outcomes (Greenhaus & Powell, 2006). It occurs when pressures from work interfere with family life and vice versa, leading to role strain, stress, and reduced job satisfaction (Allen, 2008). This phenomenon is particularly relevant in the banking sector, characterized by demanding work schedules, high-pressure environments, and the constant need to meet performance targets.

In Nigeria, the banking industry has witnessed rapid growth and transformation, with increasing competition and globalization. This dynamic environment places significant demands on employees, often blurring the lines between work and personal life. Long working hours, frequent travel, and the pressure to be constantly available can disrupt family routines, leading to neglect of family responsibilities and increased stress levels (Ogunfowora & Ayeni, 2014).

Studies have shown that WFI can have detrimental effects on employee performance, including decreased job satisfaction, increased absenteeism, reduced productivity, and higher turnover intentions (Greenhaus & Beutell, 1985; Singh & Jain, 2016). Employees experiencing WFI may struggle to concentrate, make effective decisions, and maintain motivation, ultimately impacting their overall contribution to the organization.

Furthermore, WFI can have negative consequences for organizations, such as increased costs associated with recruitment, training, and replacement of employees. It can also damage the organization's reputation and negatively impact customer service due to employee dissatisfaction and burnout.

This study aims to investigate the relationship between WFI and employee performance in selected deposit money banks in Edo State, Nigeria. By understanding the extent and impact of WFI in this context, the study seeks to provide valuable insights for both employees and organizations to develop strategies for mitigating the negative effects of WFI and enhancing employee well-being and performance.

Statement of the Problem

Work-family imbalance refers to the conflict that arises when the demands of work interfere with family responsibilities, or vice versa. This imbalance can lead to stress, reduced job satisfaction, and ultimately lower employee performance (Swanberg et al., 2021). In Nigeria, particularly in Edo State, the banking sector is characterized by high-stress environments and demanding work schedules, which can exacerbate work-family conflicts. The nature of employment in deposit money banks often requires long hours and high levels of commitment, leaving employees with limited time for family obligations (Ogunyemi & Ojo, 2019). Work-family imbalance (WFI) has emerged as a critical concern for employees and organizations globally, including the banking sector in Nigeria (Ogunfowora & Ayeni, 2014). The Nigerian banking industry is characterized by a dynamic and competitive environment, demanding long working hours, frequent travel, and constant pressure to meet performance

targets. These demands often encroach upon employees' personal and family lives, leading to role strain, stress, and reduced job satisfaction (Greenhaus & Beutell, 1985).

While research has explored the impact of WFI on employee well-being and performance in various sectors, limited studies have specifically examined this phenomenon within the context of deposit money banks in Edo State, Nigeria. This gap in knowledge necessitates a focused investigation to understand the specific challenges and consequences of WFI faced by employees in this particular setting.

By addressing this problem, the study seeks to contribute to a better understanding of the WFI challenges faced by employees in the banking sector of Benin City, Edo State and provide valuable insights for both employees and organizations to develop strategies for mitigating the negative effects of WFI and enhancing employee well-being and performance.

Research Objective

This study aims to:

Investigate the relationship between WFI and employee performance in selected deposit money banks in Benin City, Edo State.

Research Hypothesis

A research hypothesis has been formulated to guide the study and stated in their null form to include:

Ho: There is no significant relationship between work family imbalance and employees' performance in selected banks in Benin City, Edo State.

The study will be restricted to the employees of three selected banks in Benin City, Edo State. The banks are First Bank Plc, Guaranty Trust Bank and Zenith Bank. The timeline for this study is April to September 2024.

Literature Review

Conceptual Review

Work-Family Imbalance

Work-family imbalance occurs when the demands of work interfere with family responsibilities or vice versa. This conflict can manifest as work-to-family conflict (WFC) and family-to-work conflict (FWC), both of which can adversely affect an employee's performance (Kahn et al., 1964). Research indicates that high levels of WFC can lead to increased stress and decreased job satisfaction, ultimately harming employee productivity (Anderson, 2002; Shields, 2006).

Individuals experience more conflict between work-life and personal life as they continue to pursue the quality of life they want (Casper Harris, Taylor and Wayne, 2011). Thus, successfully balancing work and family life is one of the major challenges facing individual worker (Halpern, 2005). Historically, work-life issues have been considered personal (Emsile and Hunt, 2009) and employers are beginning to respond to their employees need by providing work place benefits such as on-site childcare services and paid maternity leaves in the work place. The demands of work the potential to spill over and interfere with the individual's personal lies. Long,, uncertain or unsocial hours, working away from home, taking work home, high level of responsibility, job insecurity, and job relocation may adversely affects family responsibilities and leisure activities (BMJ Group, 2015). This is

most likely to negatively affect employee's relocation period outside their work environment employees' performance can also be negatively affected when they perceived lack of social support at home or from friend (Coetzee and Villiers, 2010). This is because family and work life is naturally dependent and interconnected with each other, as one area of life is affected by experiences in other areas (De witte, 2015). Harris and Pringle (2007) posit that work life balance emanates out of the necessity of business to reduce the rate of absenteeism, work stress, labor turnover, enhance productivity and the need to be seen as a responsible organization. Guest (2001) suggested five main descriptive models that have attempted to conceptualize work life balance, these include:

1. The segmentation model which states that work and life outside of work are mutually exclusive such that one sphere does not impact the other.
2. The spill- over model explains that work and life are interdependent and therefore they influence each other
3. The compensation model explains one sphere makes up for the lack that exist in other sphere
4. The instrumental model explains that one sphere emphasizes the other sphere
5. The conflict models states that the each sphere has numerous demands hence individuals have to prioritize and make choices that may not lead to conflict.

Work-life balance is aimed at minimizing the amount of work life conflict experienced by workers (Forest, Wardell and Sawyer, 2011)

Work life conflict has increased due to role over load in the last decade which results in low job satisfaction negative impact on job performance and also increased the cost of running an organization (De Geri, Holmes, Abbott and Petit, 2005).

Employee Performance

Employee performance is often evaluated through various metrics, including productivity, job satisfaction, and overall effectiveness in fulfilling job roles. The banking sector is particularly sensitive to these metrics due to its reliance on customer service and operational efficiency (Meneze, 2005). Studies have shown that employees experiencing work-family imbalance tend to exhibit lower performance levels due to stress and burnout (Aycna et al., 2007). WFI in the Banking Sector

The banking sector is characterized by a dynamic and competitive environment, demanding long working hours, frequent travel, and constant pressure to meet performance targets. These demands often encroach upon employees' personal and family lives, leading to role strain, stress, and reduced job satisfaction (Ogunfowora & Ayeni, 2014). Studies have shown that WFI can have detrimental effects on employee performance in the banking sector, including decreased job satisfaction, increased absenteeism, reduced productivity, and higher turnover intentions (Singh & Jain, 2016).

WFI in Nigeria

In Nigeria, the banking industry has witnessed rapid growth and transformation, with increasing competition and globalization. This dynamic environment places significant demands on employees, often blurring the lines between work and personal life. Long working hours, frequent travel, and the pressure to be constantly available can disrupt family routines, leading to neglect of family responsibilities and increased stress levels (Ogunfowora & Ayeni, 2014).

Research on WFI and Employee Performance in Nigeria

While research has explored the impact of WFI on employee well-being and performance in various sectors, limited studies have specifically examined this phenomenon within the context of deposit money banks in Nigeria. However, some studies have investigated the relationship between work-life balance and employee performance in the Nigerian banking sector (Ogunfowora & Ayeni, 2014). These studies have generally found a negative relationship between WFI and employee performance, with WFI leading to decreased job satisfaction, increased stress, and reduced productivity.

Theoretical Framework

Conservation of Resources Theory

This is a psychological stress theory that was introduced by Hobfoll and Steven, (1989) to explain the drive that enables individuals to maintain their present resources (or job) and continues to seek for how to retain it. In Hobfoll, Halbesleben, Neveu, and Westman (2018), it is described as process by which individuals strive to acquire and ensure the safety of their resources such that when a threat occurs, they would ensure that such resource is highly safeguarded (Ahmad & Omar, 2013; (Hobfoll, *et al*, 2018). Conservation of resources strongly believes that cognition is evolutionary (that is it is liable to changes) with a powerful subjective nature that seeks to maximize gains and minimize losses and proposes the idea that individuals work very hard to secure, maintain, promote and protect his/her values so much. (Hobfoll, *et al*, 2018), which could be their work or employment, the need to earn a living and obtain the dignity of labour. In the process of striving to attain this value, the individual may experience stress when he/she realizes that his/her employment is threatened with loss, when there is a loss or when he/she fails or lack the ability to control the situation (Hobfoll, *et al*, 2018).

The main tenets of conservation of resources include the primacy of loss principle. The conservation of resources emphasizes that the effect of loss of a resources is stronger than the merits of possessing the resource due to the tendency to result to a negative psychological effect on the individual. As a result, the individual tries as much as possible to avoid the losses (Hobfoll, *et al*, 2018). The resource investment principle holds that conservation of resources upholds that in order for individuals to reduce threat of losses, they have to improve in their abilities through skill development and growth opportunities, thereby enhancing their self-efficacy. This enables them to be well prepared to handle difficult times in the organisation (Hobfoll, *et al*, 2018). Also the gain paradox principle of conservation is of the view that in a period of resource loss, it is only those that have acquired adequate skills that survive the situation. While other individuals are experiencing employment losses, they remain on the job and become more useful. The desperation principle of conservation of resources is of the view that an individual can become overworked, and in such situation, the individual has to seek for means of helping his/herself. He/she may have to conserve his/her resources by taking some time out to rest in order to reduce the stress which he/she is currently facing or he/she may have to exit the organisation (Hobfoll, *et al*, 2018).

Conservation of resources has been applied to an increasing number of studies both on stress such as safety behaviour (Halbesleben, 2010; Hagger, 2015) and organisational outcomes such as absenteeism (Van, Bakker, & Nishii, 2016), and turnover (Marchand & Vanderberghe, 2016).

The theory provides explanation to what makes employees to put more effort in the work place and would do what is required to maintain a steady flow of reward. As argued in

Okhaku, (2017) the individual who has a family to cater for will do all that is required to meet the needs of his/her family. However, where he/she realizes that the needs of his/her family are not adequately met, he/she may start considering a better employment opportunity elsewhere.

The conservation of resources finds relevance in this study as it explains how the bank employees strive to work under stressful conditions. The employees will ensure that they put up their best skill on the job in order to retain it despite how stressful the working conditions are.

The Stimulus-Organism-Response (SOR)

The theory provides a framework for understanding how work-family conflict affects employee outcomes. According to this theory, external stressors (stimuli) lead to internal psychological responses (organisms), which then influence behavior (responses) (Hendra & Made, 2019). In this context, high levels of work-family conflict can lead to negative psychological states that diminish employee performance.

Empirical Review

Adegoke (2014) conducted a study on the effects of Job stress on psychological well-being. The purpose of the study was to investigate the relationship between job stress and psychological well-being of employees. The study employed the descriptive research design in which 250 bank employees across five out of the eleven local government areas of Ibadan metropolitan area of Oyo State were sampled. The questionnaire was the research instrument used for the study. The analysis of the data includes both descriptive and inferential statistics. The one-way Analysis of Variance (ANOVA) statistical tool was also used to ascertain the differences in employees' responses. The results revealed that affective factors such as work-load, frustration and depression have significant effects on the psychological well-being of the bank employees. The study further recommended that organisations should manage the psychological attributes of employees. The implication of the above findings to this study is that work-load, frustration and depression are some negative stressors impact on the performance of employees. This further means that an increase in any of the above characteristics will mean a more deteriorating effect on the performance of employees

Ugwu and Asogwa (2015) conducted a study on the examination of the moderating role of mindfulness in the relationship between perceived job insecurity and psychological well-being among telecommunication employees in Nigeria. The study employed a survey design in which 161 employees were sampled from four telecommunication companies in South Eastern Nigeria. The multiple regression analysis was used to analyse the data. The results revealed that a negative and significant relationship exist between perceived high job insecurity and psychological wellbeing. Also a high mindfulness helps in weakening the effect of the negative relationship between perceived high job insecurity and psychological wellbeing. The study further recommended the use of intervention programmes to reduce the negative effect of perceived high job insecurity and psychological wellbeing. The implication of the above findings to this study is that an employment relationship in which the management is mindful of the bank employees, and are able to consider the effect that the activities in the organisation might have on the bank employees, will help in moderating the relationship between job insecurity and psychological well-being. High job insecurity which has a negative impact on psychological well-being can be reduced as a result of the moderating role of mindfulness of the management.

Okeke, Ojeaga and Egheosase (2018) studied the impact of employees' perceptions of job insecurity on organisational performance among selected banks in Anambra state, south-east, Nigeria. The purpose of the study was to examine the impact that bank employee perception has on job insecurity of the employees. The study employed a descriptive research design. The population of the study involved all bank employees in South Eastern Nigeria. A stratified random sampling was used in selecting 250 respondents. The descriptive and multiple regression analysis were used to analyze the data. The findings revealed that a significant relationship exists between the perception of job insecurity and organisation design, unfavorable government policies, and changes in technology. It was further recommended that management of banks should consider organisation design, government policies, and changes in technology in order to mitigate the problem of job insecurity. The implication of the above findings to this study is that organisation design, unfavourable government policies, and changes in technology which are part of the nature of employment relationship and these may lead to job insecurity. An improvement in this aspect can help in reducing the job insecurity level.

Adejiya (2018) conducted a study on the effect of self-esteem on perceived job insecurity, using self-efficacy and gender as a moderating variable. The purpose of the study was to investigate the mediating role of self-efficacy in the relationship between self-esteem and job insecurity. The study adopted a survey design. Data was randomly collected from 217 bank employees out a population of 509. Descriptive and inferential statistics were used to analyse the data. The results revealed that an increase in self-esteem will lead to a significant decrease in job insecurity, but there will be no effect on self-efficacy, which implies that self-efficacy does not moderate significantly between self-esteem and job insecurity.

Alarape, (2014), conducted a study on job insecurity and work motivation in a Nigerian bank. The purpose of the study was to examine the effect of job insecurity on bank employees' performance. The study employed a survey research design and 222 bank employees in Nigeria were sampled. The multiple regression analysis was used to analyses the data collected. The findings revealed that job insecurity has a significant negative relationship with job performance. This is because, the higher the perceived threat of job loss, the lower the job performance and vice versa. The implication of this finding to the study is that one of the ways in which job insecurity is manifested is through threat that the bank employee will lose the job if he/she fails to carry out certain tasks. This perception has been found to lower the job performance, probably because the well-being of the employee has been negatively affected and has become mentally affected. As a result, the performance of the employee drops. The result also points out this fact by revealing that the higher the perceived threat of job, the lower organisational outcomes, hence perceived threat on the job has a negative relationship with psychological well-being of bank employees.

Chukwuemeka, Nwakoby and Onwuka (2019) studied work stress and staff performance. The purpose of the study was to examine the impact of stress on the performance of employees of banks in Anambra state. Work stress was proxied by time for work, nature of leadership, discrimination in the workplace and psychological aspects. A survey research design was adopted. The population of the study was made of 622 bank employees, while the sample size of 560. Questionnaire was used to conduct the study. The data was analysed by descriptive and inferential statistics. It was revealed that time for work, discrimination in the workplace and psychological aspects had negative influence on employee performance while nature of leadership, had positive influence.## Introduction

Work-family imbalance is a significant concern in today's fast-paced work environment, particularly in the banking sector where employees often face high demands both at work and home. This literature review explores the relationship between work-family imbalance and employee performance in selected deposit money banks in Edo State, Nigeria. It synthesizes empirical studies, highlighting how work-family conflict influences job satisfaction, productivity, and overall employee performance.

Work-family imbalance refers to the conflict that arises when the demands of work interfere with family responsibilities or vice versa. This imbalance can lead to stress, decreased job satisfaction, and ultimately poor employee performance (Ogechi & Nwaeke, 2019). The banking sector, characterized by long hours and high-pressure environments, is particularly susceptible to these conflicts (Mmakwe & Ojiabo, 2018).

Numerous studies have documented the detrimental effects of work-family conflict on employee performance. For instance, a study conducted among employees in production departments found that increased work-family conflict significantly lowered job satisfaction and performance levels (International Journal of Economics and Financial Management, 2025). The findings suggest that as work-family conflict intensifies, employees experience emotional exhaustion and psychological stress, which adversely affect their productivity.

Similarly, research focusing on selected deposit money banks in Lagos State indicates that work-life balance directly correlates with employee performance. Employees who struggle to manage their work and family responsibilities report higher levels of stress and lower job satisfaction, leading to decreased productivity (Ogechi & Nwaeke, 2019).

Positive Influences of Work-Life Balance

Conversely, effective work-life balance strategies can lead to improved employee performance. Organizations that implement supportive policies—such as flexible working hours or remote working options—tend to see higher levels of job satisfaction among their employees. This satisfaction translates into enhanced productivity and reduced turnover rates (Mmakwe & Ojiabo, 2018). The systematic review by Jackson and Fransman (2018) further supports this notion by demonstrating that organizations with strong work-life balance practices experience lower absenteeism rates and higher overall productivity.

The empirical literature indicates a clear link between work-family imbalance and employee performance within selected deposit money banks in Edo State. High levels of work-family conflict negatively impact job satisfaction and performance while effective work-life balance strategies can enhance employee productivity. Organizations must prioritize addressing these conflicts through supportive policies to foster a more productive workforce.

Research Gap

Despite the existing literature on work-family conflict and employee performance, there remains a gap concerning empirical studies specifically focused on deposit money banks in Edo State. This research aims to fill this gap by investigating how work-family imbalance affects employee performance within this specific context.

Methodology

The study will employ a quantitative approach, utilizing surveys to collect data from employees working in selected deposit money banks in Edo State. Statistical analysis will be conducted to examine the relationships among work-family balance, job satisfaction, and employee performance. The study was conducted using a survey research design. The population of the study is comprised of bank employees of three banks in Benin City, Edo State. In order to avoid bias in the selection of banks, the three top best performing banks for the year 2023 were selected for the study. As revealed by Africa.businessinsider.com, the top three performing banks for the year 2024 were Zenith bank, GTB and First Bank.

Distribution of employees in selected banks in Benin City as at March, 2024

S/N	Banks	Locations	No of employees
1	First Bank	Sapele Road	30
		Uniben	22
		Ekenwan	27
		Akpakpava	27
		Kings Square	31
		Total	137
2	Guaranty Trust Bank	Sapele Road	27
		Uniben	26
		Ekenwan	28
		Akpakpava	35
		New-Lagos Road	26
		Total	142
3	Zenith	Sapele Road	29
		Uniben	28
		Ekenwan	30
		Akpakpava	36
		New-Lagos Road	27
		Total	150
TOTAL			429

Source: Human Resource Department (2024)

In order to derive an appropriate sample size of the banks, the Yamane (1967) formula was used to calculate the sample size. The calculation was shown below.

$$n = \frac{N}{1 + Ne^2}$$

The sample size estimate calculation is displayed in Table 3.2

Where n = sample size

N = population size

e = level of significance desired

Given that N =429, e = 0.05

$$n = \frac{429}{1 + 429 \times 0.05 \times 0.05}$$

$$n = \frac{429}{2.0725}$$

$$n = 207 \text{ (approximate)}$$

From the above formula, the sample size for this study is 207.

Measurement of Variables

S/N	Variable	Measurement	Operationalization
1	Work-family imbalance	5 point categorical scale	Conflict between work-life and personal life as employees continue to pursue the quality of life they want (Casper Harris, Taylor and Wayne, 2011).
2	Employee Performance	5 point categorical scale	The practice of reviewing employee performance in terms of how work affect family life

Source: Researchers' 2024

Model Specification

The dependent variable (employee performance) is shown to be a function of the independent variable work load stress.

The simple regression model will be used:

$$EMP = \beta_0 + \beta_1 WFI + \mu \dots \dots \dots (1)$$

Where:

EMP = Employee performance
WFI = Work Family imbalance
 μ = Error Term
 β_0 = Constant
 β_1 = Coefficients of the various independent variables

The a priori Expectations are:

$$\beta_1 < 0$$

The a priori expectations show that work load stress can have a negative influence on the employee performance of banks.

Data Presentation and Analyses

Work-family conflict

S/N	Statements	SA	A	N	D	SD	Mean	SD
14	I think more about work when at home.	31 13.5	16 7.0	26 11.3	77 33.5	80 34.8	2.3	1.3
15	My work life and personal life are conflicting	13 5.7	35 15.2	119 51.7	58 25.2	5 2.2	3.0	.8
16	My work encroaches on my relaxation time.	41 17.8	30 13.0	90 39.1	40 17.4	29 12.6	3.0	1.2
17	I need to be left alone while at home.	4 1.7	1 .4	22 9.6	79 34.3	124 53.9	1.7	.8
Grand Mean = 2.0								

Note: Upper values= frequency, Lower values = Percentage

Source: Fieldwork (2024)

The description of work family conflict as shown in Table 4.8 reveals that respondents experience significant work family conflict due to their job, with mean values ranging from 1.7 to 3.0. Specifically, they think more about work when at home ($\bar{x} = 2.3$, Std. Dev. = 1.3), experience work life and personal life conflicting due to work -related issues ($\bar{x} = 3.0$, Std. Dev. = 0.8), and feel that work encroaches on relaxation time ($\bar{x} = 3.0$, Std. Dev. = 1.2). However, they tend to disagree that they are left alone while at home due to job demands ($\bar{x} = 1.7$, Std. Dev. = 0.8). The grand mean of 2.0 suggest that, overall, respondents experience work family imbalance in their job.

Employee Performance

S/N	Statements	SA	A	N	D	SD	Mean	SD
1	My family enable to complete my tasks efficiently and on time.	12 5.2	35 15.2	96 41.7	59 25.7	28 12.2	2.8	1.0
2	My family enables me to consistently meet the performance expectations set by my supervisor.	28 12.2	8 3.5	93 40.4	82 35.7	19 8.3	2.8	1.1
3	My family is highly motivated by my achievement and performance at work.	3 1.3	27 11.7	116 50.4	45 19.6	39 17.0	2.6	.9
4	I feel that my performance contributes significantly to the success of my team	40 17.4	88 38.3	32 13.9	45 19.6	25 10.9	3.3	1.3
Grand Mean = 2.9								

Note: Upper values= frequency, Lower values = Percentage

Source: Fieldwork (2024)

The description of employee performance as shown in Table 4.10 reveals that respondents generally perceive themselves as performing well, with mean values ranging from 2.6 to 3.3. Specifically, they believe they complete tasks efficiently ($\bar{x} = 2.8$, Std. Dev. = 1.0), meet performance expectations ($\bar{x} = 2.8$, Std. Dev. = 1.1), and are motivated to achieve performance goals ($\bar{x} = 2.6$, Std. Dev. = 0.9). Notably, they strongly agree that their performance contributes significantly to team success ($\bar{x} = 3.3$, Std. Dev. = 1.3), indicating a sense of pride and ownership in their work. The grand mean was 2.9, suggesting that, overall, respondents have a positive perception of their performance, indicating a high level of productivity and contribution to their team's success.

Relationship between Work family imbalance and employee performance

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.732	1.470			.000
Work Family imbalance	-.071	.068.	-.073	-1.046	.297

R = .309a; R Square = .096; Adjusted R square = .080; Beta = -.073; Sig. = 0.000

a. Predictors: (Constant), work family imbalance

b. Dependent Variable: Employee performance

The model explains 9.6% of the variance in employee performance, with an adjusted R-square of 0.080. The overall model is significant, with an F-statistic of 5.949 and a p-value of 0.000, indicating that the predictors collectively contribute to explaining employee performance.

Testing of Hypothesis

The regression analysis, which was conducted at a 5% level of significance, was employed in testing the formulated hypotheses. Decision rule for accepting or rejecting the hypotheses was determined at (5%) critical value. The null hypotheses (H_0) was accepted when calculated p-values (sig) were lesser than 0.05(5%) level of significance. The result in Table 1 and Table 2 were used to test the various hypotheses stated in the study.

Hypothesis: There is no significant relationship between work family imbalance and employees' performance in selected banks in Edo State. Based on the results in the Table above, the p-value of 0.297 is greater than 0.05. This indicated no significant relationship between workload and employees' performance. The decision reject the null hypothesis. The conclusion is that there is no significant relationship between work family imbalance and employee performance.

Discussion of Findings and Conclusion

There is no significant relationship between work family conflict and employee performance in the banking industry in Edo State. Based on the results in Table 4.10, p-value was 0.297 (greater than $p = 0.05$). This indicated a significant relationship between work family conflict and employees' performance. The decision was to reject the null hypothesis. The conclusion was that there is no significant relationship between work family conflict and employee performance.

The purpose of this study was to examine the relationship between work family imbalance and the performance of employees in selected banks in Edo State. The study successfully achieved its objectives by uncovering significant relationships between work family conflict and employee performance. The findings revealed that Work family life do not have a significant impact on employee performance in the banking industry. Based on the findings, the following are suggested.

Recommendation

Fostering a supportive work environment is crucial for bank management to promote employee well-being, reduce job stress, and improve performance. This can be achieved by encouraging open communication and transparency, building a culture of trust and respect, and fostering teamwork and collaboration. By providing opportunities for employee growth and development, recognizing and rewarding employee contributions, and promoting work-life balance and flexibility, banks can help employees feel valued, supported, and empowered to manage job stress and perform at their best.

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