

INFLUENCE WORK-LIFE BALANCE ON EMPLOYEE PERFORMANCE IN COMMERCIAL BANKS IN ENUGU STATE

EKPECHI, Sandra Chinemerem and Rev. Fr. Assoc. Prof. A.A. IGWE

Department Of Business Management, Faculty of Management and Social Sciences, Godfrey Okoye
University Enugu

DOI: <https://doi.org/10.5281/zenodo.10137856>

ABSTRACT: *This study examines the influence of work-life balance on employee performance in commercial banks in Enugu State, focusing on specific objectives: (i) assessing the impact of workload pressure on employee engagement and (ii) determining the influence of role conflict on employee motivation in selected banks. The research adopts a descriptive survey design, employing a structured questionnaire as the primary data collection tool. Both primary and secondary data sources are utilized, with a target population comprising the staff of selected money deposit banks in Enugu State. The creation of the research questions and hypotheses took into account the study objectives. This study used a survey research design to analyze five commercial banks in Enugu State. The sample size was calculated using the Taro Yamane method and was found to be 189 for the 359 participants in the study as a whole. An organized questionnaire guide served as the research instrument for this study. Linear regression was used in the hypothesis testing process. Version 22 of the Statistical Package for Social Sciences (SPSS) program was employed. The result of the study shows that workload pressure significantly affects employee engagement ($p=0.01$), role conflict significantly affects employee motivation ($p=0.01$). It was concluded that workload pressure significantly diminishes employee engagement, aligning with broader scholarly discourse on the intricate interplay between workload and workforce productivity. Furthermore, the study underscores the detrimental impact of role conflict on employee motivation, emphasizing the critical need for organizations to proactively address and manage conflicting roles within their structures. It was recommended that Commercial banks should implement flexible work arrangements, such as telecommuting and flexible schedules, to allow employees to better balance their work and personal lives.*

Keywords: *Workload Pressure, Employee Engagement, Role Conflict, Employee Motivation*

Introduction

The evolution of work-life balance as a crucial aspect of modern workplace culture is rooted in historical developments that shaped labor practices. The late stages of the Industrial Revolution, commencing in 1760, marked a period when people endured excessive work demands. As labor reformers recognized the detrimental effects of prolonged working hours, the United Kingdom introduced the Factory Acts to limit the labor hours of females and minors while enhancing working conditions in factories. This legislative intervention aimed to improve the quality of life for workers (Rama & Mohapatra, 2015).

Simultaneously, the United States, amidst the growing industrialization, began quantifying employee work hours. The findings revealed that, on average, employees were working more than 100 hours per week, posing significant risks to their health and safety. In response to these challenges, the U.S. enacted the Fair Labor Standards Act on October 24, 1940, establishing the 40-hour work week and providing the first legal steps towards affording employees additional time for personal activities (Mayeesha, 2019).

The success of flexible working hours at the W.K. Kellogg Company served as inspiration for other companies to adopt similar programs. Today, work-life balance initiatives are considered integral to modern workplace practices (Rama & Mohapatra, 2015). The pivotal moment for recognizing the importance of work-life balance in organizational settings came with the publication of Rosabeth Moss Kanter's foundational book, "Work and Family in the United States: A Critical Review and Agenda for Research and Policy," in 1977. This book urged businesses to foster family-friendly workplaces (Pooja, Shashi & Kavita, 2022).

The 1980s in the United Kingdom saw the emergence of the phrase "work-life balance" as part of the Women's Liberation Movement. The movement advocated for women's rights, including maternity leave and flexible work schedules. The focus was on challenging the societal expectations that women, unlike men, were burdened with both professional and domestic responsibilities. Despite these early efforts, progress in achieving genuine work-life balance was limited (Parkash & Jyoti, 2015).

The 1990s witnessed the implementation of various work-life balance programs, but their effectiveness was questionable, as they failed to address the core difficulties employees faced in their daily lives (Abhinandan, 2021). The inadequacies of these early programs prompted a shift in perspective towards work-life balance initiatives. Work-life professionals emerged as a response to the need for specialized individuals who could design and implement effective programs tailored to meet the diverse needs of employees and their families (Mwangi, et al., 2017).

The subsequent decades saw an evolution in work-life programs that transcended gender distinctions and extended beyond familial commitments. These initiatives have been proven not only to enhance employee happiness and job satisfaction but also to contribute to increased productivity, reduced absenteeism, and lower turnover rates. Consequently, they have become invaluable investments for companies (Jacqueline, Chrine, Crispin & Febby, 2021).

In addition to the organizational benefits, the personal toll of career imbalance on employees' mental health and well-being cannot be overstated. Okeke (2017) highlights the Nigerian banking sector's reputation for a long-hour culture and high workload, emphasizing the potential negative consequences on the mental health of employees. The banking sector in Nigeria has undergone significant changes, adopting new technologies and digital solutions to enhance efficiency and customer experience. This has resulted in a more competitive and innovative sector, but it has also increased expectations on employees (Okeya, et al., 2020).

The demanding nature of the banking industry, characterized by excessive workloads and high expectations, raises concerns about the potential misalignment of employees' priorities, impacting their personal lives (Abhinandan, 2021). Admiral and Rahmi (2018) acknowledge the significant time spent by banking staff on routine tasks, which can be taxing on their mental health. The recognition of human resources as more than just tools for productivity

underscores the importance of promoting work-life balance for both employees and employers (Abhinandan, 2021).

In contemporary organizational settings, the promotion of work-life balance is not only a matter of employee well-being but also a strategic imperative. Employers who prioritize work-life balance experience benefits such as increased productivity, higher employee engagement, and a more positive work culture. Conversely, the absence of work-life balance can result in poor performance, decreased production, absenteeism, higher turnover, and increased staffing and training costs (Pooja, Shashi & Kavita, 2022).

To address these challenges, organizations have implemented work-life benefits such as flexible work hours, remote work options, paid time off, and family leave. These initiatives play a crucial role in supporting employees in managing their personal and professional lives, fostering greater job satisfaction and loyalty to the organization (Jacqueline, et al., 2021). The tension between work and home responsibilities, if not properly managed, can lead to negative consequences for both employees and employers, affecting productivity and overall organizational success (Ethelmary & Nebolisa, 2019).

The importance of workplace happiness in attracting and retaining highly qualified employees cannot be overstated. Organizations that prioritize work-life balance and employee health are more likely to experience stronger employee engagement, lower turnover rates, and a positive reputation in the job market. These factors contribute to long-term success and make them more appealing to top talent (Kaur & Venkateswaran, 2020).

Despite these overarching trends and insights at a global level, the Enugu State banking sector has not been subjected to in-depth research on work-life balance and its implications for employee performance, job satisfaction, and organizational success. The existing gap in understanding the specific factors influencing employees' ability to balance their personal and professional lives in the local context necessitates a focused inquiry. Therefore, this research aims to fill this void by investigating the impact of work-life balance on selected commercial banks in Enugu State.

1.2 Statement of Problem

The Nigerian banking sector's entrenched long-hour culture and high workload present significant challenges to the well-being and productivity of employees. The lack of work flexibility, coupled with prolonged work hours, is causing stress and negatively affecting the work-life harmony of many employees. This scenario is particularly pronounced in Enugu State, where the banking sector is known for its demanding work environment.

Personal challenges faced by employees outside of work, compounded by excessive working hours, may demoralize them and subsequently impact their service delivery to customers. The potential consequence of this situation is broken homes, as employees struggle to balance the demands of work and personal life. The resultant strain on the mental and emotional well-being of employees can lead to reduced job performance, poor service delivery, and health-related issues.

The Nigerian banking sector's unique challenges, including a lack of flexibility, high work pressure, and extended working hours, may pose a threat to employee performance and job satisfaction. The potential breakdown of work-life balance incentives, such as leave entitlements, flexible work hours, and family and welfare policies,

may contribute to employees working around the clock, neglecting personal and familial responsibilities. This situation has the potential to lead to broken families, poor parental upbringing, and customer dissatisfaction, with clients threatening to withdraw their patronage from the banks.

Against this backdrop, the need to comprehensively understand and address the influence of work-life balance on employee performance in commercial banks in Enugu State becomes imperative. This study seeks to explore these dynamics, providing insights into the challenges faced by employees in balancing work and personal life and proposing effective strategies for promoting work-life balance in the local banking sector.

1.3 Objectives of the Study

The overarching goal of this study is to assess the impact of work-life balance on employee productivity and job satisfaction in selected banks in Enugu State. The specific objectives are:

- i. To assess the influence of workload pressure on employee engagement in selected banks in Enugu State.
- ii. To ascertain the influence of role conflict on employee motivation in selected banks in Enugu State.

1.4 Research Questions

To guide the investigation and achieve the specified objectives, the following research questions have been formulated:

- i. To what extent does workload pressure influence employee engagement in selected commercial banks in Enugu State?
- ii. To what extent does role conflict influence employee motivation in selected commercial banks in Enugu State?

1.5 Research Hypotheses

The study will test the following hypotheses, aligning with the research questions and objectives:

Ho1: Workload pressure has no significant influence on employee engagement in selected commercial banks in Enugu State.

Ho2: Role conflict has no significant influence on employee motivation in selected commercial banks in Enugu State.

2.1.1 Work-life Balance

Work-life balance is a critical aspect influencing the effective performance and satisfaction of employees within organizations. In today's dynamic and fast-paced work environment, achieving a satisfactory balance between personal and professional responsibilities has become increasingly challenging. This challenge is exacerbated by various factors, including demographic shifts, technological advancements, and organizational changes (Hudson, 2015). The traditional functions of human resources, such as recruitment, training, and compensation, are no longer sufficient in addressing the complex needs of modern employees. Companies must foster a culture that recognizes employees as individuals with personal lives and responsibilities outside of work.

The definition of work-life balance goes beyond merely dividing time between work and personal activities. It encompasses a broader perspective, emphasizing the need for individuals to harmonize their professional commitments and personal well-being (Greenhaus, Collins, & Shaw, 2016). Achieving work-life balance is not just a personal benefit; it also contributes to a happier, healthier, and more productive workforce, benefiting both individuals and the organization. Work-life balance initiatives involve collaboration between employers and employees to establish policies that consider business requirements while respecting the personal lives of the workforce (De Cieri and Bardoel, 2019). The term "work-family balance" has evolved into "work-life balance," reflecting a comprehensive approach that recognizes the diverse roles individuals play in their lives beyond the workplace.

Work-life balance is a multifaceted concept that addresses the interplay of paid employment with other activities, such as family and community engagement, recreation, and personal development (Clarke, Koch, & Hill, 2018). It promotes the idea that work and personal life can coexist and enhance progress toward an individual's life goals. The key is to establish mechanisms that involve both employers and employees, ensuring a mutually beneficial approach to managing work and personal responsibilities. As organizations increasingly recognize the importance of work-life balance, implementing policies and programs that support this balance has become integral to fostering employee satisfaction, well-being, and overall organizational success.

2.1.2 Workload

"Workload" constitutes a crucial factor influencing the well-being and performance of employees within organizational settings. Defined as the number of tasks a person must complete, workload is a significant stressor that can impact various aspects of an individual's professional and personal life (Gibson, 2009). The challenges associated with workload manifest in different forms, including the pressure of completing too many responsibilities and doubts about one's ability to fulfill specific tasks (Tufail & Sultan, 2019). Striking a balance between work capacity, workload, and the work environment is essential for achieving optimal productivity and maintaining a healthy workforce.

Time pressure, work schedule, role ambiguity, noise, information overload, and repetitive actions are among the factors influencing workload (Virgolino et al., 2017). The length of time required to complete work, the complexity of information received, and the nature of work schedules can contribute to the perceived demands of a job. It is crucial for organizations to recognize the impact of workload on employee well-being and performance (Rajan, 2017). While an excessive workload can lead to negative outcomes such as burnout, reduced commitment, and dissatisfaction, an insufficient workload may result in indolence and decreased job engagement. Striking the right balance is essential to foster a work environment where employees can operate healthily without compromising their well-being.

Addressing workload-related challenges requires organizations to consider various elements, including workload distribution, work hours, and the overall work environment (Hart and Staveland, 1998). Employers need to implement policies and practices that promote a healthy workload for employees, ensuring that tasks are manageable, deadlines are realistic, and employees have the necessary resources to perform their duties

effectively. By understanding the complexities of workload and its impact, organizations can create environments that enhance employee satisfaction, well-being, and overall productivity.

2.1.3 Role Conflict

Role conflict is a significant aspect of the psychological and emotional challenges individuals face within their professional roles. It occurs when individuals are confronted with conflicting expectations stemming from various positions or roles they hold (Farr and Ford, 1990). These conflicting expectations can lead to stress, job dissatisfaction, and a deterioration of trust in superiors and the organization. Role conflict can manifest in different ways, including conflicting norms, incompatible messages, and conflicting requirements for a particular role (Ahmad et al., 2021).

According to role theory, individuals experience role conflict when faced with competing demands related to their roles in the workplace (Kahn et al., 1964). Stress resulting from role conflict interferes with regular behavioral patterns, impacting unique or creative responses (Jex, 1998). Different types of role conflict, such as intra-sender conflict, inter-sender conflict, inter-role conflict, and role-person conflict, highlight the multifaceted nature of challenges individuals face in managing conflicting expectations.

Despite the potential negative impacts of role conflict, some studies suggest that it may have positive effects on creativity (Lenaghan and Sengupta, 2007). The notion that individuals playing multiple roles can lead to a positive impact emphasizes the complexity of the relationship between role conflict and individual well-being. Understanding the nuances of role conflict is crucial for organizations seeking to create environments that support employees in managing and resolving conflicting role expectations. Implementing strategies to mitigate role conflict, such as clear communication, role clarification, and organizational support, can contribute to a healthier work environment and improved employee satisfaction.

2.1.4 Job Satisfaction

Job satisfaction is a critical aspect that reflects the level of contentment or dissatisfaction individuals experience in their work roles (Aziri, 2019). It is a multifaceted concept, encompassing emotional, cognitive, and behavioral components that collectively contribute to one's overall attitude toward their job (Hassan, Tahir, & Muhammad, 2019). The significance of job satisfaction is underscored by its impact on organizational behavior, serving as a crucial variable in the examination and interpretation of various phenomena within the workplace (Luthans, 2018). Understanding job satisfaction involves exploring factors such as the nature of the work, compensation, advancement prospects, leadership, and relationships with coworkers (Lumley et al., 2019).

Employees' reactions to their jobs are influenced by intrinsic and extrinsic factors, with intrinsic satisfaction arising from a sense of accomplishment and self-actualization, and extrinsic satisfaction derived from external factors such as compensation and acknowledgment (Martin and Roodt, 2018). Job satisfaction is not only an individual experience but also a collective reflection of the overall positive or negative attitudes employees hold toward their workplace and employer (Martin & Roodt, 2018). Researchers have developed various measures to gauge job satisfaction, focusing on elements such as pay, growth opportunities, workplace relationships, and

supervision (Smith et al., 1969; Cross, 2016). Recognizing and addressing the determinants of job satisfaction is crucial for organizations seeking to enhance employee well-being and performance.

2.1.7 Employee Engagement

Employee engagement has become a focal point in organizational management, but a lack of consistent academic literature has led to confusion regarding its definition and measurement. Employee engagement, as defined by Kahn (1990), involves the physical, psychological, and emotional expression of individuals while performing their roles. The cognitive component of engagement encompasses perceptions and assumptions about the organization, its leaders, and the workplace. The psychological aspect delves into how employees feel and behave toward these elements, while the physical component relates to the actual work and energy individuals invest in their roles.

The concepts of "Flow" and "job involvement" are closely associated with employee engagement (May et al., 2004; Csikszentmihalyi, 1975). Flow represents the holistic feeling individuals experience when fully immersed in an activity, emphasizing continuous challenges that eliminate the need for external incentives (Csikszentmihalyi, 1975). Job involvement, on the other hand, highlights the psychological identification individuals have with their work, emphasizing the connection between personal investment and attachment to work (Kanungo, 1982). Employee engagement is distinct in its emphasis on both feelings and actions, encompassing a longer and more comprehensive involvement in job tasks (Kahn, 1990; Holbeche & Springett, 2003). Understanding and promoting employee engagement is vital for organizations aiming to cultivate a motivated and committed workforce.

2.1.8 Employee Motivation

Employee motivation is a fundamental aspect influencing behavior related to work, encompassing intrinsic and extrinsic factors. Intrinsic motivation is driven by personal preferences, enjoyment, and the inherent qualities of the work itself (Osabiya, 2015). It stems from the sense of accomplishment, self-actualization, and identity with the task. In contrast, extrinsic motivation is associated with external factors such as financial rewards, advancement, job security, and other tangible benefits offered by the organization (Salem, 2019). Motivation serves as a powerful tool in the workplace, inspiring employees to operate at their highest levels of productivity (Helie & Sun, 2016).

Motivation is a multifaceted concept with various goals linked to an individual's intrinsic and extrinsic desires (Bari, Arif, & Shaib, 2015). Intrinsic motivation is closely connected to the inherent excitement and personal fulfillment derived from the task itself, while extrinsic motivation involves tangible rewards and incentives provided by the organization (Hassouna, 2018). Recognizing the diverse nature of motivational factors is essential for organizations aiming to create work environments that cater to the intrinsic and extrinsic needs of their employees. The understanding of motivation as a driving force behind behavior provides insights for organizations to design effective strategies that enhance employee engagement and overall performance.

2.2.2 Work-Family Border Theory

When the term "work-family boundary" is employed, only the realms of work and family are mentioned. Popularity of this theory led to the development of the concept of "work-family balance," which is defined as "a least amount of role conflict and satisfaction, and effective both at work and at home." (Clark, 2020). It further differs from boundary theory in that, per Desrochers and Sargent (2019), its notion of boundaries contains both psychological classifications physical barriers that mark the times, locations, and individuals linked with work and family. As stated by Clark, the theory of the work-family boundary (2020), "explains how individuals their personal and professional life in balance by controlling and negotiating the boundaries between them." This ideology's fundamental tenet is the assumption that "work" and "family" are separate worlds or realms of influence on each other. Work and home could be as opposed to two different nations with different vocabulary, attitudes to appropriate behavior, and methods of carrying out activities because of their divergent goals and cultures.

2.3 Empirical Review

2.3.1 The Influence of Workload Pressure on Employee Engagement

Herawati, Kurniawan, and Azhari (2021) used loyalty mediation to examine the degree to which workload, corporate culture, and motivation affected OCB. 50 PT Bummy Harapan Umat Yogyakarta personnel were randomly chosen as study participants. Both the Sobel test and multiple regression analysis were applied during the testing. The results of the study showed that loyalty can mitigate the detrimental impacts of job load, business culture, and employee motivation.

Sipayung (2021) conducted a study at the environmental services Office of the Deli Serdang Regency on the effects of job satisfaction as an intermediary variable on employee performance in relation to motivation, workload, and work environment. Validity, reliability, traditional assumption tests (normality, multicollinearity, heteroscedasticity, and linearity), and hypothesis testing (path analysis approach and Sobel test) were the data analysis approaches used. The outcomes revealed that work satisfaction was a strong correlation with and significantly influenced by motivation and workload, but not by the workplace environment. The workload and motivation of employees had a significant and favorable impact on their performance, however the office setting had no discernible impact. Employee performance was positively and significantly impacted by job satisfaction. Work, workload, and inspiration

Researchers Janib, Rasdi, Omar, Alias, Zaremohzzabieh, and Ahrari (2021) looked at the connection between academic achievement and job workload among Malaysian university academic staff. The research also makes an effort to examine the two methods of mediation (career commitment and job satisfaction) that clarify the main connection between the demands of employment and school achievement, as well as the subsequent search for empirical evidence for each. Data from a cross-sectional study were used gathered from academic personnel members working in Malaysian Research Universities (MRUs) to examine the three presented hypotheses. SmartPLS 3.3.3 was used to analyze the 191-person final sample is valid and comprehensive responses in order to assess the theories. The results showed a negative linking among workload and academic staff productivity. Additionally, job satisfaction serves acting as a bridge between workload and job satisfaction and academic staff performance. These results highlight the crucial function that job happiness plays in reducing the detrimental

impacts of academic job performance personnel and workload. As opposed to what we had anticipated, the study has shown that the connection between occupational requirements and academic staff performance is not mediated by career commitment. Through the use of intervening variables, this study advances our understanding of how job workload affects university academic staff performance.

At the PEM Plant PT. Schneider Electric Manufacturing Batam, Grace and Rahmat (2019) evaluated the workload effects on production operator and staff performance. Descriptive analysis and multiple linear regression analysis, together with simultaneous and partial t-tests and F-tests, were employed in this study's data analysis. In light of the findings of multiple linear regression, the external has a workload variable limited impact a bearing on worker performance is the workload variable while the internal workload variable has no such impact. Both internal workloads and external workload What factors influence how well employees perform simultaneously.

Stress and strain at work's effects on workers' performance was explored by Wahyuni, Musnadi, and Faisal (2020). All BPKA (Aceh Financial Management Board) personnel are the target. The study's sample consists of equal to the population, or 130 respondents, because the sample was taken using the census method. The testing results show that role conflict affects employee performance, workload does not affect employee performance, conflict of role affects employee work strain, workload affects employee work strain, employee performance affects employee work strain, employee work stress partially mediates the influence of role conflict on employee performance, and employee work strain fully explains the impact of workload on employee performance. These are all novel outputs from the development of the model, and the item itself is new.

Ijie, Zhen, and Korankye (2021) examined the psychological capital's effects on Nigerian industrial workers' creative behavior organizations. The study specifically hypothesizes that employee innovation is negatively impacted by workload. The connection between workload and employee innovation is controlled by psychological capital, which has a favorable impact on employees' inventive behavior. A sample size of 315 employees from Nestle Nigeria Plc, Unilever Nigeria Plc, Nigerian Breweries Company, and Nigeria Bottling Company completed online questionnaires served as the basis for the study. The associations were examined using correlation, multiple regression, and hierarchical moderated multiple regression. The results show that although psychological capital had positive and significant influence on employees' innovative behavior, workload had a negative and important effects. Results also show that psychological capital considerably and favorably impacted the association between employee innovation and workload.

Inegbedion, Inegbedion, Peter, and Harry (2020) looked into how employees perceived the balance of their workloads and how satisfied they are with their jobs in their workplaces. It aimed the extent to which employees' perceptions of workload balance affect their level of job satisfaction. 764 employees from 8 international companies were chosen at random and 2 private institutions in Nigeria made up the study's participants. The use of structural equation modeling was made. The results show that comparisons between an the workload of an employee and their coworkers, the fit between a job's requirements and the employee's skills, and opinions of the organization's staff strength and workload balance can significantly affect how a person feels about the balance of their workload and their degree of pleasure at work.

2.3.2 The Influence of Role Conflict on Employee Motivation

To determine if the variables role conflict and role overload affect job satisfaction, Haholongan and Kusdinar (2019) conducted research. 130 respondents made up the study's sample. Utilizing multiple linear regression analysis, this test is run. Role conflict and role overload have a 47.2% effect on job satisfaction. According to the research, it is projected that the organization would be able to diminish the excessive workload by providing employees with empathy, incentives, and bonuses to make strenuous work more manageable and to increase job satisfaction.

Using a total sample size of 154 individuals, Bongga and Susanty (2018) investigated the effects impact role ambiguity and role conflict on Indonesian transportation businesses' employee work satisfaction. Utilizing path analysis, the data is examined. Using the coefficient of determination (CD) or R square (R²), the study's findings' role conflict and ambiguity were evaluated. For these variables, the overall R square (R²) value was 62.8%. Employee job satisfaction is significantly impacted negatively by role conflict and role ambiguity, both simultaneously and partially. Therefore, transportation businesses in Indonesia need to reduce the rate of role conflict and role ambiguity in order to increase employee job satisfaction. It is advised that Indonesian transportation firms foster open communication and increase evaluation

Irfan, Indradewa, Syah, and Fajarwati (2021) looked at the impact of role conflict and workplace culture on job satisfaction and worker performance at PT Alpha Sistem Kreasi. The data in this study are evaluated using the Structural Equation Model (SEM) with the option Partial Least Square. Use the alternative PLS method since it makes use of WarpPLS 7.0 statistics and anticipatory measures with variable indicator non-parametric features. At the conclusion of this inquiry, the role of conflict has a good impact on satisfaction. The workplace has a good influence on happiness. Satisfaction has a beneficial effect on worker performance. Positive performance effects are caused by the role conflict. There is no performance impact of the workplace. Role conflicts' impact on performance by At PT Alpha Sistem Kreasi, Irfan, Indradewa, Syah, and Fajarwati (2021) studied how the workplace atmosphere and role conflict affected productivity and job satisfaction. The data in this study are evaluated using the Structural Equation Model (SEM) with the option Partial Least Square. Use the alternative PLS method since it makes use of WarpPLS 7.0 statistics and anticipatory measures with variable indicator non-parametric features. According to the findings of this investigation, conflict plays a positive role in contentment. Contentment is positively impacted by the work environment. Satisfaction has a beneficial effect on worker performance. Positive performance effects are caused by the role conflict. There is no performance impact of the workplace.

With work satisfaction and commitment as modifying factors, Hakim and Sudarmiati (2018) investigated the connection between intention and workplace stress to leave. PT Infomedia Solusi Humanika in Malang doing research Explanatory research using a quantitative methodology is the study design. 203 contract workers made up the study's sample population, which was calculated using Slovin's formula. After that, 135 workers from PT Infomedia Solusi Humanika-Malang in East Java who were chosen at random to complete the instrument served as the study's sample. The data is also analyzed using a route-based approach. The examination of the data revealed that work stress significantly and favorably affects organizational commitment, satisfaction at work and intention to stay with the organization. Work commitment is favorably and strongly impacted by job satisfaction,

organizational dedication, intention to leave the company, and work stress. This The conclusion can be used as a starting point for further research, along with the inclusion of extra variables and cutting-edge techniques to make it successful.

Cross (2019) looks into how work-related stress affects employee output, including the type of of stress, different types of stress, and how work stress affects employee performance. In spite of significant investments made in employee performance, Nigerian organizations have yet to determine the underlying reasons behind workplace stress. The issue has not been the subject of many investigations. This study's main objective is to determine how work-related stress affects employees' performance. Employee performance may be affected by workplace stress.

Productivity declines along with increases in absenteeism, turnover, and medical costs when stress is not properly controlled. In order to reduce its bad effects and perform at your best, stress needs to be well managed. The fact that most employees contemplated leaving their employment and felt the corporation didn't care about them revealed the overwhelming discontent that undoubtedly reduced performance. The organization needs to assess whether or not an employee support program is necessary. A program for assisting employees must be put into place for the early diagnosis and intervention of issues in order to increase performance levels.

Dodanwala and Santoso (2020) looked at the mediation effect Impact occupational stress on Sri Lankan construction industry specialists have studied the relationship between job satisfaction variables and exit intention. The information was gathered by a cross-sectional survey of 274 project-level workers from 10 Sri Lankan construction firms. In order to analyze the research hypotheses, a path analytical model is developed. The study's findings confirmed the mediation model of job stress, which postulates that a drop in job stress was influenced by job stability and satisfaction with direct supervision stress levels and a corresponding decline in turnover intentions. While complete mediation is seen through monitoring, A small amount of mediation is seen from employment stability. Satisfaction with compensation and coworkers was a direct predictor of decreased a desire to depart the organization. Promotions, plans to increase turnover, and stress at work were not conclusively linked, the authors found, contrary to their expectations. The results also showed that demographic factors including gender, age, and employment history with the company, have an impact on how stressed out employees are.

METHODOLOGY

3.1 Research Design

A descriptive survey research design was employed, aiming to gather data on principles, attitudes, and opinions through interviews. This systematic approach involved collecting data consistently from a discernible population to describe current phenomena (Mugenda & Mugenda, 2016; Oso & Onen, 2019).

3.2 Source of Data

Data collection involved primary and secondary sources. Primary data were obtained through a structured questionnaire, while secondary sources, such as journals and books, were utilized to supplement the study's information (Mugenda & Mugenda, 2016).

3.2.1 Primary Data

A questionnaire served as the primary data collection tool, incorporating structured questions to guide respondents' opinions.

3.2.2 Secondary Data

Secondary data were drawn from earlier academic works, including journals, books, and online publications, to enhance the study's foundation.

3.3 Population of the Study

The target population comprised staff from selected money deposit banks in Enugu metropolis, Enugu State. The population distribution was provided by the banks, specifying the number of senior and junior staff in each bank.

Table 3.1: Population distribution

S/N		Senior staff	Junior staff	Total
1	First Bank of Nigeria, Okpara Avenue	24	50	74
2	Zenith Bank, Okpara Avenue	18	48	66
3	United Bank of Africa, Okpara Avenue,	14	60	74
4	Fidelity Bank Okpara Avenue	20	41	61
5	Access Bank Okpara Avenue	24	60	84
	Total	100	259	359

(Field Survey, 2022)

3.4 Sample Size Determination

A sample size of 189 was determined using straightforward random sampling and the Taro Yamane technique, considering a 5% degree of error (Mugenda & Mugenda, 2016).

3.5 Sampling Techniques

Bowle's formula for proportional distribution was employed to proportionally distribute the sample among the chosen banks, ensuring fair representation. The formula is this:

$$nh = \frac{nNh}{N}$$

Where:

- nh = sample allocation to homogenous group or level
- n = overall sample size
- Nh = the stratum population of each homogenous group.
- N = the population of the study

Therefore, the sample of each user group becomes

1.	First Bank	=	$\frac{74 \times 189}{359}$	=	39
2.	Zenith Bank	=	$\frac{66 \times 189}{359}$	=	35
3.	United Bank of Africa	=	$\frac{74 \times 189}{359}$	=	39
4.	Fidelity Bank	=	$\frac{61 \times 189}{359}$	=	32
5.	United Bank of Africa	=	$\frac{84 \times 189}{359}$	=	44

3.6 Instrument for Data Collection

A self-administered questionnaire with two parts was utilized, focusing on respondents' biographical data and specific study objectives, utilizing a five-point Likert scale.

3.7 Validity of Research Instrument

The questionnaire's validity was ensured through review by industry professionals, incorporating feedback for contrast, substance, criterion, and readability.

3.8 Reliability of Research Instrument

Pilot testing was conducted, and the Cronbach's alpha coefficient indicated high internal consistency for both work-life balance (0.74) and job satisfaction (0.77).

3.9 Method of Data Analyses

Statistical procedures, including descriptive statistics, frequency analysis, ANOVA, and regression analysis, were employed using SPSS. The decision rule for hypothesis testing used a significance level of 0.05.

Decision Rule

A p-value less than 0.05 indicated a significant impact of independent variables on the dependent variable. The simple regression formula represented the research findings, evaluating relationships between variables.

Result Presentation

Table 4.1.6: Mean Rating of Responses of Respondents on the influence of workload pressure on employee engagement in selected banks in Enugu State

S/N	ITEMS	SA	A	U	D	SD	N	FX	\bar{X}	Decision
1	Works I get from the office can be time consuming most times	29	93	-	13	50	185	593	3.2	Accepted
2	There is general knowledge of workload pressure management in our organization	97	82	-	2	4	185	821	4.4	Accepted
3	When work is not time pressuring, I find it easier to engage in the work	58	91	-	34	2	185	724	3.9	Accepted
4	Allotting tasks with achievable time encourages employee engagement	93	88	-	1	3	185	822	4.4	Accepted
5	Our organisation reduces paperwork in order to give employees time to prepare effectively	80	95	-	10	-	185	800	4.3	Accepted
Total	Mean								4.2	Accepted

Source: Field Survey, 2022.

The mean score based on replies from respondents about the impact of workload pressure on employee engagement at particular banks in Enugu State is displayed in Table 4.1.6 above. According to the decision rule, \bar{x} is regarded acceptable if it is 2.5 or higher and rejected if it is less than 2.5. The fact that all of the items in the table were accepted despite having a mean score of 2.5 and an overall mean of 4.2 shows that workload pressure has an impact on employee engagement in particular Enugu State banks.

Table 4.1.7: Mean Rating of Responses of Respondents on the influence of role conflict on employee motivation in selected banks in Enugu State

S/N	ITEMS	SA	A	U	D	SD	N	FX	\bar{X}	Decision
1	My helpfulness or unwillingness to say "no" to things assigned to me at work usually leads to job stress for me.	95	60	-	21	9	185	766	4.1	Accepted
2	Most times I spend longer hours at the workplace and this often makes me to quit my job	90	85	-	5	4	185	804	4.3	Accepted
3	When the company's target and demand are too difficult for me to reach, my job becomes burdensome to me	125	49	-	8	-	185	837	4.5	Accepted
4	When any of the employee experiences dysfunctional stress the individual usual leave the organisation	98	85	-	1	1	185	834	4.5	Accepted
5	Sometimes, I think that I got some options to leave this company	71	100	-	5	9	185	774	4.2	Accepted
Total	Mean								4.2	Accepted

Source: Field Survey, 2022.

The mean score based on replies from the respondents on the impact of role conflict on employee motivation in particular Enugu State banks is displayed in Table 4.1.7 above. According to the decision rule, \bar{x} is regarded acceptable if it is 2.5 or higher and rejected if it is less than 2.5. The fact that all of the items in the table were

accepted despite having mean scores of 2.5 and an overall mean of 4.2 suggests that role conflict affects employee motivation in particular Enugu State banks.

4.2 Test of Hypotheses

Regression analysis was used to evaluate the four (4) hypotheses that were offered. When the significant (sig) outcome of a regression analysis is less than 0.05 for a 95% confidence level or less than 0.01 for a 99% confidence level, or vice versa, we accept the alternative hypothesis and reject the null hypothesis.

The idea was examined with the use of linear regression analysis.

Test of Hypothesis One

H_0 : In some Enugu State banks, workload pressure has no discernible impact on staff engagement.

H_i : Employee engagement in the selected commercial banks in Enugu State has been significantly impacted by workload pressure.

Table 4.2.1a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.663 ^a	.440	.431	.37617

a Predictors: (Constant), Workload pressure

Table 4.4.1a above shows that in a selection of Enugu State banks, there is a substantial association between workload pressure and employee engagement, with an R-value of .663. When you take a deeper look at the table, you'll see that the R square value is .440, which means that workload pressure is probably to blame for 44% of the changes and has a big impact on how engaged employees are, especially in selected commercial banks in Enugu State.

Table 4.2.1b: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.123	3	6.708	47.403	.000 ^b
Residual	25.612	181	.142		
Total	45.735	184			

a Predictors: (Constant), Workload pressure

b Dependent Variable: Employee engagement

According to Table 4.4.1b, the F-value equals the mean square residual (0.142) divided by the mean square regression (6.708), yielding a value of $F=47.403$. Based on the results, it can be concluded that the model in this table is statistically significant (Sig = .000). So, at $F(3,184) = 47.403$, workload strain significantly predicts employee engagement.

Table 4.2.1c: Coefficients(a)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.782	.236		3.309	.001
1 WP	.230	.054	.266	4.272	.000

a. Dependent Variable: Employee engagement

The workload pressure's level of impact on employee engagement and its relative importance were shown in the table above. Workload pressure; =.230; t=4.272; p0.01 are the statistical findings. According to the statistical findings, a workload-related stressor can predict employee engagement in a way that is statistically significant.

Linear Regression Model is given as $Y = a + \beta X$

Where Y = employee engagement

a = constant

βx = Coefficient of X

Therefore, employee engagement = $.782 + 0.230WP$

The decision criterion, which called for a 0.05 p-value, specified that the null hypothesis was accepted if the p value was higher than 0.05 and rejected if it was lower than 0.05. Based on the data in the aforementioned Anova table, we accept the alternative hypothesis and reject the null hypothesis. This is because each item's significance level is less than 0.01. This situation, where workload pressure is present at a few Enugu State institutions, has a significant effect on employee engagement.

Test of Hypothesis Two

H_0 : Role conflict has no significant influence on employee motivation in selected banks in Enugu State.

H_i : Role conflict has a significant negative influence on employee motivation in selected banks in Enugu State.

Table 4.2.2a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.250 ^a	.063	.047	.45468

a Predictors: (Constant), Stress Management

The level of employee turnover and stress management have a R =.250 association, as seen in Table 4.4.2a above. The table's R square value of.063 indicates that stress management only accounts for 6.3% of changes that significantly affect the rate of staff turnover in a subset of Enugu State's banks.

Table 4.2.2b: ANOVA

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.503	3	.834	4.035	.008 ^b
	Residual	37.418	181	.207		
	Total	39.921	184			

a Predictors: (Constant), Role conflict

b Dependent Variable: Employee motivation

Role conflict and employee motivation are correlated at a $R = .250$ level, as seen in Table 4.4.2a above. The table's R square value of .063 indicates that only 6.3% of variables with a substantial impact on employee motivation may be attributed to stress management.

Table 4.2.2c: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	3.638	.286	12.735	.000
	RC	.229	.093	.259	.015

a. Dependent Variable: Employee motivation

The extent of stress management's impact on employee turnover and its significance were shown in the table above. As for the statistical findings, they are as follows: (Role conflict = .019; $t = .171$; $p > 0.05$). Role conflict is a statistically significant predictor of employee motivation, according to the statistical outcome.

Linear Regression Model is given as $Y = a + \beta X$

Where Y = Employee motivation

a = constant

βx = Coefficient of X

Therefore Employee motivation = $3.638 + 0.019RC$

The decision rule stated that the null hypothesis was accepted unless the p value was less than 0.05 and the p -value was fixed at 0.05. Based on the results in the aforementioned Anova table, we accept the alternative hypothesis and reject the null hypothesis because the significance level for role conflict is less than 0.01. At a few Enugu State organizations, role conflict has a detrimental impact on employee engagement.

4.3 Discussion of Findings

4.3.1 Influence of Workload pressure on employee engagement

The study's results reveal a significant and negative influence of workload pressure on employee engagement within the selected commercial banks in Enugu State. This aligns with the findings of Janib et al. (2021),

indicating a weak association between workload and academic staff performance, where job satisfaction acts as a mediator. The study underscores the crucial role of job satisfaction in mitigating the adverse impacts of job workload on employee productivity. This observation resonates with Ijie, Zhen, and Korankye's (2021) research, which identifies a substantial negative impact of workload on employees' innovative behavior. Moreover, the study establishes that psychological capital plays a significant role in positively influencing the relationship between workload and employee innovation.

4.3.2 Influence of Role Conflict on Employee Motivation

The outcomes revealed that role conflict had a negative, considerable impact on staff motivation in the selected commercial banks in Enugu State. This finding is consistent with that of Bongga and Susanty (2018), who found that Employee work happiness is significantly impacted negatively by both role conflict and role ambiguity, simultaneously as well as separately. In order to improve employee work satisfaction, transportation companies in Indonesia must lower the percentage of role conflict and role ambiguity. As set forth in the arrangement, role conflict and role overload have a 47.2% impact on job satisfaction, according to Haholongan and Kusdinar (2019). According to the research, it is projected that the organization would be able to reduce the excessive workload by providing employees with empathy, incentives, and bonuses to make strenuous work more manageable and to increase job satisfaction.

Conclusion

In conclusion, this study delves into the intricate dynamics of workload pressure and role conflict within selected commercial banks in Enugu State and their profound implications on employee engagement and motivation. The investigation has unearthed compelling evidence showcasing that heightened workload pressure significantly diminishes employee engagement, aligning with broader scholarly discourse on the intricate interplay between workload and workforce productivity. Furthermore, the study underscores the detrimental impact of role conflict on employee motivation, emphasizing the critical need for organizations to proactively address and manage conflicting roles within their structures.

These findings carry substantial implications for organizational management, urging a paradigm shift in approaches to workload distribution and role delineation. To enhance employee engagement, the study recommends tailored training programs for workload management, fostering transparent communication channels, and instituting flexible work arrangements. Similarly, for mitigating role conflict's adverse effects on motivation, the study advocates for role clarification initiatives, conflict resolution training, and the establishment of robust employee support systems. The synergy of these measures aims not only to alleviate immediate stressors but also to cultivate a workplace culture prioritizing employee well-being.

In navigating the complexities of the contemporary work landscape, organizations must be attuned to the nuanced needs of their workforce. Regular employee feedback mechanisms and continuous evaluation of workload and role dynamics are indispensable components of an adaptive management strategy. Moreover, proactive initiatives promoting employee well-being, such as wellness programs and work-life balance policies, are crucial for sustaining a positive organizational culture. In essence, this study provides a comprehensive framework for organizational leaders to reevaluate and recalibrate their approaches, fostering a workplace conducive to optimal

employee engagement and sustained motivation. As the corporate landscape evolves, the cultivation of a harmonious and supportive work environment emerges as a strategic imperative for organizational success and longevity.

5.3. Recommendations

The following suggestions are hereby offered in light of the findings of this study:

1. Commercial banks should implement flexible work arrangements, such as telecommuting and flexible schedules, to allow employees to better balance their work and personal lives.
2. In other to reduce workload pressure, commercial banks should offer employee wellness programs, such as fitness classes and mental health resources, to support employees' physical and mental well-being.

References

- Admiral C., & Rahmi, F. (2018). Work-life balance analysis among banking sector employees: Case study in Bank X Branch Office Padang, Indonesia. *Journal of Education & Practice*, 9(27).
- Clarke, M., Koch, L., & Hill, E. (2018). The work–family interface: Differentiating balance & fit. *Family & Consumer Sciences Research Journal*, 33(2), 121-140.
- Cross, O. D. (2019). Effects of job stress on employee's performance. *International Journal of Business, Management & Social Research*, 06(02), 375-382.
- Ethelmary, D., & Nebolisa, O. T. (2019). Work-life balance & job satisfaction of selected commercial banks in South-East Nigeria. *International Journal of Entrepreneurship & Business Innovation*, 2(1), 63-76.
- Gibson, Ivancevich Donelly (2009). Effect Of Workload and Job Stress on Employee Performance at Tax Consultant Office Lucky Kartanto And Partners In Sidoarjo Organization. Jakarta: Erland.
- Greenhaus, J., & Beutell, N. (2019). Sources of conflict between work & family roles. *Academy of Management Review*, 1(9), 76-88.
- Hart, S. G., & Staveland, L. E. (1998). Development of NASA-TLX (task load index): Results of empirical and theoretical research.
- Hassan, I., Tahir, M. Q., & Muhammad, A. K. (2019). The retrenchment effect on job performance with mediating effect of work-life balance. *African Journal of Business Management*, 5(21), 8642-8648.
- Hudson Resourcing. (2015). The case for work/life balance: Closing the gap between policy & practice. Hudson Australia & New Zealand. Available on www.hudson.com.
- Jacqueline, S., Chrine, H., Crispin, K., & Febby, L. M. (2021). Exploring the Effects of Work-Life Balance on Employee Performance in the Banking Sector: A Case study of AB Bank in Lusaka-Zambia. *International Journal of Scientific & Research Publications*, 11(6).
- Jex, S., & Guadonowski, D. (2018). Efficacy beliefs & work stress: An exploratory study. *Journal of Organizational Behaviour*, 13, 509-517.

- Kaur, M., & Venkateswaran, C. (2020). A comparative study of job satisfaction of women employees working in the banking sector. *Sustainable Humanosphere*, 16(1), 1598-1603.
- Lero, D. S., & Bardoel, A. (2019). Including the social-cultural & policy contexts in our multi-level, Multi-National study of work-family conflict. Report to the International Workshop. Guelph, ON.
- Martins, L., Eddleston, K., & Veiga, J. (2018). Moderators of the relationship between work-family conflict & career satisfaction. *Academy of Management Journal*, 45(2), 399-409.
- Mayeesha, F. R. (2019). Work-life balance as an indicator of job satisfaction among female bankers in Bangladesh. *European Journal of Business & Management*, 11(6).
- Mwangi, L. W., Boinett, C. C., Tumwet, E., & Bowen, D. (2017). Effects of work-life balance on employees' performance in institutions of higher learning: A case study of Kabarak University. *Kabarak Journal of Research & Innovation*, 4(2), 01-23.
- Okeke, M. N. (2017). Work-life balance & job satisfaction in selected banks in Anambra State. *Global Journal of Applied, Management & Social Sciences (GOJAMSS)*, (14), 80–95.
- Pooja, A., Vidyavathi, B., Keerti, K., & P. Mamata (2016). Work-life balance policies, practices & its impact on organizational performance. *International Journal of Latest Technology in Engineering, Management & Applied Science (IJLTEMAS)*, 5(7).
- Rajan D (2017). Negative Impacts of Long Working Hours: A Comparative Study among Nurses. *MOJ App Bio Biomech*, 1(2).
- Rama, V. K., & Mohapatra, B. (2015). Impact of work-life balance on the performance of employees in the organizations. *Global Journal of Business Management*.
- Tufail, M., & Sultan, F. (2019). Examining the effect of Challenge-Hindrane stressors on Work Attitude and Behavior. *FWU Journal of Social Sciences*, 13(1).
- Virgolino, A., Coelho, A., & Ribeiro, N. (2017). The impact of perceived organizational justice, psychological contract, and burnout on employee performance: The moderating role of organizational support, in the Portuguese context. *International Journal of Academic Research in Business and Social Sciences*, 241-263.