

The Family Domain and Millennials` Job Performance

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Abstract

To many employees the family is a buffer against physical and mental stress from work in terms of spousal, family members and social support hence avoiding spillover. The quantitative study examined the relationship between the family domain and employees` performance in commercial banks in Kampala Uganda, using the case of millennials in Stanbic and Centenary banks. The work-family border theory aided in developing the null hypothesis. 284 participants were selected for online data collection through inclusion-exclusion criteria and purposive sampling. The Cronbach Alpha, Rho and Fornell and Larcker criteria with the aid of Smart Partial Least Squares (PLS) software were used to achieve data quality. The path coefficients, P values and T values as well as bootstrapping approach were used to test for direct relationships between family domain and job performance of millennial employees in both banks. Results indicated no relationship between the family domain and job performance of millennial employees existed ($\beta = 0.021$, $t\text{-value} = 0.480 < 1.165$, $p \leq 0.631 > 0.05$). The management of banks should design female oriented work supportive policies to reduce pressure from their dual roles hence allowing the family domain to positively influence job performance of millennials.

Key words: Work-Life balance, Millennial or generation Y, Employees` performance, Work/family border theory

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Introduction and background

For many working people, their families are a buffer against emotional and physical stress; they look up to their families for support, which is not offered at the work place (Hill et al., 2023; Jennings & Sinclair, 2015; Das et al., 2015). Acknowledging the potential for spillover from the work domain to the family domain, numerous employees grapple with the challenge of striking a balance between their professional and personal lives (Jennings & Sinclair, 2015).

However, due to many economic and social pressures employees face to uphold the wellbeing and welfare of their families, a great number of them end up working more hours at the expense of their personal lives (Linden, 2015; Das et al., 2015). This has not only created work-family conflict but also resulted into fatigue, stress and ultimately poor performance (Smith & Nichols, 2015). This is mostly unacceptable to millennial or generation Y employees who will resist any attempts to compromise on their personal lives related activities more especially leisure (Kumar & Velmurugan, 2018; Linden, 2015). Millennial or generation Y will not trade their social life for work; instead, they will look for jobs that allow them to balance work and social life (Smith & Nichols, 2015; Ken Brachard Company, 2016).

In light of the above, employees do not only need family support, but also social support from other members of society because they are part of such communities (Barnett et al., 2019; Mikkola et al., 2018; Nasuridin et al., 2018). Employees also need support from: 1) local leadership; 2) neighbors; 3) friends as well as spiritual community; and 4) cultural and political support groups among others. The combination of the above components of social support is what constitutes employees as social

entities, thus the need to interact with their environment (Jong, 2018; Joshi, 2015).

For employees who are in marital relationships, spousal support is fundamental in reducing stress and promoting psychological well-being (Claire, 2018). This is also dependent on the concerned employees` marital status, number of children and gender (Dumas & Stanko, 2017). Unlike male employees, female staff are more susceptible to experience work-family conflict because of the disproportionate additional responsibility of homemaking (Compiano et al, 2017; UN Women; 2019; Lippe & Lippenyi, 2018). The additional roles usually include, childcare giving as well as traditional and religious marital obligations that require their input (UN Women, 2019; Dumas & Stanko, 2017; Abubaker & Bagley, 2016).

It should be noted that millennials are the most predominant demographics in the contemporary work places because of their need to utilize WLB opportunities, IT tools, autonomous work as well as career advancement. In an effort to support employees in achieving the above, numerous WLB strategies are implemented to support the family domain achieve high levels of millennial employees` performance. However, little is known about the ability of these efforts to enhance employees` performance. Various studies have investigated the nexus between family domain and employees` performance in Asia, Europe, Americas and a few in Africa but non directly focuses on millennials in the banking sector in Kampala Uganda. This leaves a knowledge void that this study intended to fill by investigating the relationship between family domain and millennial employees` level of performance in Stanbic and Centenary banks in Kampala Uganda.

Literature review

Existing literature was reviewed and discussed in line with the family domain and employees' performance under the sub themes below:

Family/Other Family Members Support and Millennials' Job Performance

According to Minnotte & Minnotte (2018), family support is an individual's perception of one's care needs and how one responds to the support from members of the family. Pattusamy & Jacob (2017), in their study define family support as necessary help in the form of family member attitudes and actions directed towards easing daily domestic activities.

From the standpoint of the WFB theory Clark (2000), argued that employees are border crossers who need support from the border-keepers who are the family members. Employees need emotional, psychological and physical support from family members to achieve a balance between work and family obligations (Wang et al, 2017). For example, border- keepers like the children, spouse and parents can provide support in the form of helping with house chores, young children and elderly parents, providing love during joyful and difficult times. Moreover, good communication between the border-keepers and crossers provides enough linkage between work domain and family domain.

Wang et al. (2017), stated that family support through providing resources was essential in eliminating work-family conflict among company employees as findings in Shanghai China indicated. The authors explained that, on the one hand, family conflict manifests were lack of support from family members, dysfunctional communication and family role abdication.

On the other hand, family support was manifested when family members created a favorable family atmosphere by assisting with family related responsibilities like childcare, and house chores among others (Tsionou & Konstantopoulos, 2015). In so doing, the concerned employee was able to reduce frustrations from work like: 1) job dissatisfaction; 2) negative emotions; 3) anxiety; and 4) exhaustion. Similarly, high family support allowed employees to increase commitment to their work subsequently improving job performance (Sorrow et al., 2018; Pattusamy & Jacob, 2017).

Feng et al. (2019), found that high family member support could facilitate the association between innovative work performance and the feeling of work place isolation as findings in hospitals in china indicated. The authors stated that, work place isolation resulted into poor in-role work outcomes coupled with less innovative work performance. Employees facing work place isolation should replenish their frustrations with family supportive engagements to avoid poor job performance and emotional breakdown (Feng et al., 2019). Nevertheless, Das et al. (2015), found a strong negative association between family support and job performance as findings among staff nurses in Mysore, India indicated. The findings meant that when family support increased, job performance decreased, implying that the problem was lack of enough skills to improve job performance. Consequently, increasing family support did not cause any positive effect on employees' performance.

Shin et al. (2021), found that there was a significant positive indirect influence of family support before Covid-19 on mid-Covid-19 employees' job performance after controlling employees' emotional exhaustion prior to Covid-19 pandemic, employees' performance as well as organizational citizenship behavior. The findings meant that there was a positive longitudinal influence of family support on employees' job performance during the Covid-19 pandemic. Similarly, study by Karatepe (2017), found that family support had a positive influence on the job performance of frontline workers.

The author further argued that, when these employees got enough support from their family domains, they tended to stay in the organization for long hence work engagement acted as a moderator between job performance, extra-role customer service and turn over intentions.

Chepkoech & Bula (2021), found that family support services had a statistically significant influence on employee's productivity and later alone performance. The study was supported by the prepositions of the spillover theory that consistent provision of family support services was likely to spillover to the employees' work domain; consequently, resulting into their enhanced motivation and positive work attitudes. Prwlydwlrq (n.d.), revealed that family motivation increased job performance while intrinsic motivation was low. The authors revealed that when family motivation was high, the increase in employees' job performance levels was inevitable.

Menges et al. (2017), discovered that motivation from the family enhanced job performance when internal motivation was reduced among Maquiladoras in Mexico. The authors indicated that this was possible on the one hand, by providing energy, but on the other hand, it did not reduce stress. Work related stress is an internal psychological effect that comes as a result of the work environment. Performance does not improve when employees are in a stressful work environment even when internal motivation is uplifted by family support.

In light of the above reviewed studies, it was clear that most of them were carried out in Europe, America and Asia; none of the findings could be replicated in the context of Ugandan Banks. Moreover, no direct study concerning family domain and millennial employees' performance was identified, the findings of this study therefore adds to existing literature within the landscape of the family domain studies and millennial employees' performance and as such filling the knowledge void.

The Role of Social Support in Alleviating Work-Family conflict

Social support (SS) according to Barnett et al. (2019), is the perception that assistance from the family and work place is readily available when needed. The belief that one is valued, emotionally cared for, informed and communicated with as part of a team or network of people is what is referred to as social support (Foy et al., 2019). Social support is usually understood as emanating from individual and work place foundations for the reason that SS is normally conceived in terms of the source. Barnett et al. (2019), argued the main sources of SS were work place and family, albeit personal source also played a pivotal role in appreciating the importance of the origin of social support. It should be noted, that SS acted as a buffer to challenging work experiences that would result into stress, burn out and turnover (Barnette et al., 2019; Xiao et al., 2020). On this note, a survey carried out by the World Federation of People Management Association and the Boston Consulting Group revealed that the lack of a support system and WLB for employees was the number one, out of ten major causes of employee turnover globally (FPMA, 2016).

Alvarse (2017), referred to SS as social capital which means accessibility to or absence of support networks from family, friends, and relatives. Alvarse (2017), specifically referred to social capital as the emotional, financial and physical support given to lone mothers in order to reconcile child caregiving obligations and work. Chou (2015), defined SS as information perceived by an individual as being evidence that he/she was appreciated, loved and cared for as part of mutual responsibility. Additionally, Tuna & Aslan in Rosyadi (2020), defined social support as a type of moral and material assistance given to individuals to manage stress as a consequence of challenging life and work.

The above definition pointed to the fact that, a work place with support from colleagues, family and generally social environment made it hard for individual employees to attain work-life balance hence affecting job performance.

The study by Foy et al. (2019), discovered that there was a moderate negative correlation between social support and employees' work performance. The authors asserted that most employees needed a certain level of stress to do their work, but if it exceeded beyond their threshold, it then started to produce negative results like stress which affected job performance negatively. In contrast, a study that used the PLS-SME software to analyze data revealed that there was a positive effect of social support on employees' work linked behaviors, for example, employees' job satisfaction as well as job performance (Nam et al., 2020). These findings were further supported by Javadian & Hosseini (2020), who found that there was a significant association between social support and employees' job performance of social workers.

Additionally, according to Nasuridin et al. (2018), among the three types of social support (perceived supervisory, organizational, and peer), peer support showed a significant and direct positive relationship with job performance. This was attributed to the advice and guidance that colleagues provided to each other on coping mechanisms and strategies for managing stressful work-related situations. The authors further suggested that peer support not only provided work-related assistance, but also fostered a sense of care, love, and empathy among coworkers.

Although there are quite a number of studies that have investigated social support and employees' performance, there are mixed findings as evidenced above. While some studies find that social support positively influences employees' performance, others do not. To exacerbate it further, among the studies examined, those that included millennials were scanty. As such, it was necessary to close the knowledge void.

The nexus between Spousal Support and Working Parents

The advent of dual earner couples resulted into multiplicity of work and family related roles for both men and women (Kumar & Velmurugan, 2018; Olah et al., 2017). The multiplicity of roles emanated from the added work responsibilities on top of family obligations (Sheppard, 2017; Olah et al., 2017). This situation makes it inevitable for working couples to experience conflict between work and family (Amin & Ghani, 2017; Olah et al., 2017). As such, the need for spousal or partner support becomes paramount if job success and achievement of individual career goals are to be attained (Amin & Ghani, 2017).

An employee's spouse can give support either directly or indirectly. Direct spousal support can be through assisting the employee with information and skills to tackle a hard or complicated work-related task (Amin & Ghani, 2017; Ferguson et al., 2015). On the contrary, indirect spousal support materializes in form of emotional as well as moral support to overcome job related challenges (Amin & Ghani, 2017; Ferguson et al., 2015). In line with the above, Jin (2017), also argued that spousal support was twofold: first, emotional and instrumental support; and second, direct spousal support (Amin & Ghani, 2017). Therefore, spousal support can be defined as the: instrumental; 2) emotional; 3) evaluative; 4) and informational roles of a partner (Amin & Ghani, 2017). It should be noted that, with positive experiences of spousal support, employees were able to attain WLB and exhibit high levels of work performance among Midwestern USA dual earner couples (Minnotte & Minnotte, 2018). Additionally, partner support poses high risks of conflict especially where one partner feels over strained, but it can also be a potential source of an egalitarian relationship (Olah et al., 2017; Takacs & Nemenyi, 2016).

Amin & Ghani (2017), indicated that there was a positive relationship between partner support and career commitment of employees from Jambi, Indonesia. Further, the authors indicated that work-life balance facilitated the association between partner support as well as individual career attainment. The findings implied that partners had a significant role to play in supporting each other to achieve their career goals, but it was possible where work-life balance was fully attained.

Jin (2017), uncovered that work-family conflict exhibited a positive relationship with job burnout but demonstrated a negative association with job satisfaction and partner support, based on findings among employees in Korean IT companies. Additionally, the study discovered that partner support negatively facilitated the association between work-family clash and job burnout. There was no indication of correlation between work-family clash and job contentment facilitated by partner support (Jin, 2017). Therefore, partner support played a central role in achieving job contentment and mitigating burn out as long as there was proper balance between work and family.

Minnotte & Minnotte (2018), also argued that spousal support related less to work-family strain, while spousal strain related to work-family conflict for female partners and family-to-work collision as findings in male partners from USA Upper Midwestern State indicated. These findings implied that although a significant positive relationship between friends, family members, partner and work-family collision existed; work-family conflict accelerated when there was strain.

Heizman (2019), consistent with Chatrakul et al. (2016), argued that millennial employees had a special attachment to social networks at work and with family. Millennial or generation Y perceived support from spouses, friends, work colleagues and parents more important than work, and would not trade anything for such relationships. It should also be noted that, millennial or generation Y employees are not immune to challenges. Frey & Tatum (2017) agreed with Giambatista et al. (2017), that millennial or generation Y sought: 1) self-gratification; 2) they were not committed; 3) they were very casual; and 4) very costly to maintain.

Correspondingly, the above studies concerning spousal support and how they affect working parents reveal that most had been carried out side Uganda. No available study was identified directly measuring the nexus between spousal support and millennial employees' performance in commercial banks in Uganda. Therefore, this provided the justification to carry out the study.

Ramification of Marital Status, Gender, and Child rearing on Employees' Work-life Balance

Since the end of the second world war, the male dominated breadwinner-female home maker model of a family has continuously diminished and replaced by dual earner couple model (Olah et al, 2017). The major shift in gender roles has resulted into sharing of responsibilities for both women and men with regards to the family budget, childcare and house chores (Fahlen, 2015). These gender role changes have been referred to as the "gender revolution" because of their value in the public and private sphere of individuals (Goldschneider et al., 2015). Gender revolution is the shift from separate roles to sharing same roles for both men and women as explained above (Olah, 2015; Fahlen, 2015).

Although the participation of female employees in the Labour market is increasing compared to participation of men in domestic roles (Olah, 2015; Fahlen, 2015) the unprecedented change has resulted into dual earner-double-burden for women because of the extra roles of family caretaking (Olah et al., 2017; Goldschneider et al., 2015). The gender revolution cannot be fully achieved with the uneven experience of women at home, men must accept to share family responsibilities on top of work (Goldschneider et al, 2015; Olah, 2015).

Takrim & Siddiq (2016), found no significant variance in understanding of WLB for both male and female as findings in Peshawar University faculty in Pakistan indicated. The authors found that female faculty were fully benefiting from the FWAs of the university's WLB programs. Further, the authors found significant variance in the job contentment of male and female staff as well as significant variance in work commitment for both genders. The results meant that married faculty struggled to achieve job contentment due to multiple roles especially for women compared to unmarried faculty who had less roles. As such, married faculty should be helped with more suitable family friendly policies to attain job contentment.

In contrast, Staton (2018), discovered that there was no significant association between job contentment and marital status, parental status and gender of Christian education leaders in the USA. The cause of the negative association was as a consequence of using a data collection tool that did not capture the Christianity component of the participants. The respondents perceive job satisfaction as a feeling of God's calling but not as caused by outward factors, yet the job satisfaction survey did not include the measure for Christianity calling. Consistent with the findings of Staton (2018), Ruspín (2019), revealed that millennial or generation Y confronted outdated gender responsibilities especially for the women's domestic roles. Millennial or generation Y employees were also perceived to be a less egalitarian gender responsive generation compared to earlier generations. These results implied that some millennial or generation Y men and women needed to embrace gender supportive attitudes within the work and family domains.

Additionally, most studies examined above were carried out in Spain, Italy, Ireland, Germany, India, Pakistan, USA, Nigeria and Kenya. To exacerbate it further, they were carried out in: 1) educational institutions; 2) tourism and hotel sector; 3) medical facilities; and 4) IT sector and security. The applicability of their findings in the Ugandan banking sector was not known. This was due to the fact that there was no evidence of any empirical study concerning the relationship between family domain and millennial employees' level of performance in Stanbic and Centenary banks in Kampala, Uganda. To that end, the current study aimed to fill the knowledge gap by testing the study hypothesis. By doing so, the study would identify family domain components that could be used to extract high job performance levels from millennial or generation Y employees in Stanbic and Centenary banks in Kampala, Uganda.

Methodology

The current study adopted the quantitative research methodology which is infused with the positivistic research philosophy that supports the application of statistical methods to analyze numerical data. The study consequently used the deductive research approach as the aim was to deduce knowledge. This was achieved by testing a null hypothesis based on the work/family border theory and using a multiple case study strategy, within a positivistic philosophical framework in order to confirm or reject the four null hypotheses. Further, the quantitative approach would allow the adoption of the Smart Partial Least Squares (PLS) statistical tool to establish if there was or not a relationship between the family domain and millennial employees' performance in Stanbic and Centenary banks in Kampala, Uganda. Whilst it allowed for explanations of casual relationship between the family domain and millennial employees' performance to be elucidated.

The study adopted a case study strategy because it had the ability to investigate a number of factors, relationships and events in their natural form while answering the 'why' and 'how' questions (Kivunja & Kiyuni, 2017). The multiple case study research strategy was employed because the boundaries between family domain and millennial employee's performance in commercial banks in Kampala, Uganda were not clearly defined.

Similarly, the strategy was used as it aligns well with studying of a contemporary phenomenon in their natural form like the concept of the family domain and millennials job performance in the work place today especially in the African context.

A descriptive survey research design was used for its superiority in critically observing the subject, object, or event of a study without intervening in its current state. This study considered a total population of 1,068 employees from the millennial generation cohorts from both Centenary and Stanbic banks as the target population. And using the Roa Soft Online Sample Size Calculator software, a sample size of 283 was achieved.

The qualitative research sampling method was deemed appropriate for the study. Unlike probability sampling, this method is commonly employed in case study research aiming to make insights from existing theories (Etikan & Bala, 2017). In order to achieve such insights, quantitative researchers use qualitative research sampling techniques to effectively arrive at a representative sample of the study population (Isaac, 2023). As such, purposive sampling was used on the basis that it made it possible to purposefully identify millennial or generation Y employees who met the research criteria, allowing them to provide data in line with the research hypotheses. The characteristics of participants that were considered included; a minimum working period of one year with either banks, born between 1980 and 2000, possess a minimum education level of an undergraduate diploma, must have signed the consent form as well as a beneficiary of the banks' WLB programs.

The data analysis was performed using the SPSS software as well as the Smart Partial Least Squares (PLS) software respectively. Demographic data for this study was analyzed using descriptive statistical analysis. The relationships between the above variables was measured using probability values (P-Values) and T-statistics values (T-Values) in order to establish whether there was or not statistical significances.

Findings and Analysis

The study collected demographic data which included: 1) gender; 2) age; 3) number of respondents' dependents; 4) level of qualification; 5) number of children; and 6) marital status.

Table. 1 Demographic analysis results

Item	Category	Stanbic		Centenary		Percentage		Both Banks
		No.	Freq.	No.	Freq.	Stanbic	Centenary	
Gender	Male	48	54.5	40	45.5	40.3	42.6	41.3
	Female	71	56.8	54	43.2	59.7	57.4	58.7
	Total	119	55.9	94	44.1	100	100	100
Age	Less than 25	32	42.1	44	35.7	26.9	46.8	35.7
	26-30	65	67.	32	45.7	54.6	34	45.5
	31-35	22	71	8	14.6	18.5	9.6	14.6
	36-35	0	0	1	3.8	0	8.5	3.8
	41-45	0	0		0.5	0	1.1	0.5
	Total	119	55.9	94	44.1	100	100	100
Marital Status	Single	35	56.5	27	43.5	29.4	28.7	29.1
	Married	59	54.6	49	45.4	49.6	52.1	50.7
	Widowed	2	50	2	50	1.7	2.1	1.9
	Divorced	4	80	1	20	3.4	1.7	2.3
	Cohabiting	18	54	15	45.5	15.1	16	15.5
	6	6	0	0	0	0.8	0	0.5
	Total	119	55.9	94	44.1	100	100	100
Level of qualification	Certificate	7	0	0	0	5.9	0	3.3
	Diploma	1	0	0	0	0.8	0	0.5
	Degree	4	50	4	4.3	3.4	4.3	3.8
	Masters	90	55.2	73	77.7	75.6	77.7	76.5
	6	17	50	17	18.1	14.3	18.1	16
	Total	119	55.9	94	44.1	100	100	
No. of Children	0	36	41.4	51	58.6	30.3	54.3	40.8
	None	18	46.2	21	53.8	15.1	22.3	18.3
	Age of first child	27	61.4	17	38.6	22.7	18.1	20.7
	Age of last child	24	88.9	3	11.1	20.2	3.2	12.7
	4	11	91.7	1	8.3	9.2	1.1	5.6
	5	3	75	1	25	2.5	1.1	1.9
	Total	119	55.9	94	55.9	100	100	100
Level of position in organisation	Top level	8	61.5	5	38.9	6.7	5.3	6.1
	Mid-level	57	54.8	47	45.2	47.9	50	48.8
	Lower level	51	54.8	42	45.2	42.9	44.7	43.7
	4	3	0	0	0	2.5	0	1.4
	Total	119	55.9	94	44.1	100	100	100
Duration worked	1-3 years	24	33.3	48	66.7	20.2	51.1	33.8
	4-6	31	54.4	26	45.6	26.1	27.7	26.8
	7-9	27	64.3	15	35.7	22.7	16	19.7
	10 and above	37	88.1	5	11.9	31.1	5.3	19.7
	Total	119	55.9	94	100	100	100	100
Time of day worked	Day	109	54.6	90	45.2	91.6	95.7	93.4
	Night	2	66.7	1	33.3	1.7	1.1	1.4
	Both	7	70.0	3	30	5.9	3.2	4.7
	4	1	0	0	0	0.8	0	0.5
	Total	119	55.9	94	44.1	100	100	100
Hours worked in a day	1-2	2	66.7	1	33.3	1.7	1.1	1.4
	3-4	2	0	0	0	1.7	0	0.9
	5-6	8	61.5	5	38.5	6.7	5.3	6.1
	7-8	107	54.9	88	45.1	89.9	93.3	91.5
	Total	119	55.9	94	44.1	100	100	100

Source: Author's own construct (2024)

Results concerning the age distribution among respondents from Stanbic Bank revealed that the majority of millennial or generation Y employees, accounting for 54.6%, were within the age range of 26 to 30 years. In the same way, Stanbic Bank's findings suggested a deliberate hiring strategy focused on young and energetic millennial or generation Y employees, correlating these traits with high performance. In Centenary Bank, the findings indicated a preference for hiring fresh graduates, considered easier to train and less expensive to compensate. Regarding gender, Stanbic Bank employed more female millennials, representing 59.75%, compared to Centenary Bank's 57.4% female employees. These results suggest a preference in both banks for female millennial or generation Y employees, believed to exhibit higher commitment to their work. The above findings are supported by PWC (2020) survey which revealed that most employers prefer female millennial or generation Y employees due to their high levels of honesty and commitment to work.

Findings in regard to marital status revealed that 49.7% of respondents in Stanbic Bank were married, while in Centenary Bank, the percentage of married employees was slightly higher at 52.1%. Hannant (2019), findings are congruent with the current study results that married millennial or generation Y employees are more employable than single millennials because they have a conviction that the welfare of their families depends entirely on them. Regarding the level of qualification, 77.7% of respondents in Centenary Bank held an undergraduate degree, compared to 75.6% in Stanbic Bank. The results are consistent with those of Flinn (2018), who found that most millennial or generation Y employees possess undergraduate university degrees and are more preferred by employers because they are not expensive in terms of remuneration.

In Stanbic Bank, 30.3% of respondents indicated that they had no children, while in Centenary Bank, 54.35% of respondents revealed that they were not yet parents. These results are in line with those of PWC (2020) which revealed that most millennial or generation Y employees delay committing to marriage and child bearing because they fear to experience the economic insecurity their parents went through. As such, they want to be ready financially before they commit to any marriage relationship. Additionally, 26.1% of respondents in Stanbic Bank disclosed that they did not have dependents such as elderly parents, siblings, sick relatives, and orphans, whereas the percentage was 24.4% in Centenary Bank. The results are in agreement with those of Forsslund & Halin (2018), that a small number of millennial or generation Y employees have caring responsibilities because the biggest number is either still staying with their parents or living alone.

Results related to the level of position, duration spent in the organization, work shift, and the number of hours worked in a day. Concerning the level of position held in the organization, in Stanbic Bank, 47.9% of millennial or generation Y employees occupied mid-level positions, while in Centenary Bank, this percentage was estimated to be 50.0%. Flinn (2018), concurs with these results, supporting the notion that a significant proportion of millennial or generation Y employees are situated in mid-level management positions due to their youth, possession of undergraduate degrees, and comparatively limited experience in contrast to their older counterparts.

Nonetheless, it is necessary to acknowledge that millennial or generation Y employees tend to utilize every opportunity to advance their careers by acquiring added qualifications throughout their professional voyage. Concerning the duration of employment in the respective banks, individuals with more than 10 years of service in Stanbic Bank constituted 31.1%, in contrast to the 51.1% of millennial or generation Y employees at Centenary Bank. The higher percentage of millennials in Centenary Bank may be attributed to the bank's partial ownership by the Catholic Church in Uganda, creating normative commitment, particularly for millennial employees affiliated with the Catholic faith.

In experimental terms, the results align with those of Flinn (2018), who uncovered that millennial or generation Y employees exhibit a reluctance to remain in a workplace, particularly if they perceive that it no longer fulfills their expectations. They are characterized as 'job hoppers', consistently transitioning from one job to another in search of work experiences that are both challenging and flexible, with opportunities for career advancement.

About work shifts, 91.6% of millennial or generation Y employees at Stanbic Bank worked in the morning, while the percentage at Centenary Bank was estimated to be 95.7%. This discovery aligns with the consensus among scholars that millennial or generation Y employees generally favor work environments offering flexibility (Flinn, 2018; PCW, 2020; Deloitte, 2015; Forsslund & Halin, 2018; Hannut, 2019). Such findings are also consistent with common practices in most banks in Uganda. Regarding the number of hours worked in a day, the data revealed that 89.9% of employees at Stanbic Bank worked between seven and eight hours a day, while at Centenary Bank, this figure was 93.6%.

The findings regarding the number of hours worked in a day indicate that both Stanbic and Centenary banks were in compliance with the Employment Act of Uganda (2006), which stipulates a maximum of eight working hours in a day. In line with the results from PWC (2020), the majority of millennial or generation Y employees seek employers who prioritize work-life balance. Subsequently, they are not inclined to sacrifice their personal time for additional income, emphasizing the importance of balancing work commitments with personal.

Findings after testing study hypothesis

The findings in regard to the study hypothesis indicated no statistically significant relationship between the family domain and employees' performance in Stanbic and Centenary banks ($\beta = 0.021$, $t\text{-value} = 0.480 < 1.165$, $p \leq 0.631 > 0.05$). These results affirmed that the family domain could not establish a meaningful relationship with employees' performance. Moreover, the findings indicate that an increase in elements of the family domain for millennial or generation Y employees, such as support from family members, spousal support, and social support, did not lead to a corresponding increase in employee performance. The results suggest that the family domain does not serve as a predictor of the performance level of millennial or generation Y employees, as illustrated by the red p-value in the table below (second column).

Table 2: Showing Path Coefficients of Family Domain

Path Coefficients					
Mean, STDEV, T-Values, P-Val...	Confidence Intervals	Confidence Intervals Bias Cor...	Samples	Copy to Clipboard:	Excel
	Original Sample...	Sample Mean (M)	Standard Deviation ...	T Statistics (O /STDEV)	P Values
Age -> Emp_Prf	0.138	0.134	0.068	2.013	0.045
Fam_dom -> Emp_Prf	0.021	0.022	0.043	0.491	0.624
Wk_dom -> Emp_Prf	0.240	0.240	0.062	3.841	0.000
Wk_if_bal_stratg -> Emp_Prf	0.490	0.496	0.060	8.190	0.000

Source: Author's own construct (2021)

The table 2 above presents the path coefficients of the family domain and employees' performance obtained using Smart PLS software. Notably, the T-value for the family domain and employees' performance was 0.491, falling below the threshold of 1.165. This suggests that spousal support, family members' support, and social support did not act as predictors of millennial or generation Y employees' performance. In terms of the P-value, the family domain score was 0.624, surpassing the threshold of 0.005. This indicates that even if employees in Stanbic and Centenary banks received support from their family members and community, there would be no corresponding increase in the performance levels of millennial or generation Y employees (see table 2 above).

Accordingly, the results presented in Table 2 indicated that the family domain of millennial or generation Y employees, who constitute a substantial portion of the workforce today, did not experience a significant impact in relation to their job performance. This suggests that the career aspirations, work activities, or work interests of millennial or generation Y employees—particularly those aspects they could control and influence—emerged as the primary determinants of their performance levels. Notably, during the time of this study, the family domain was significantly influenced by the recent Covid-19 pandemic. Employees were preoccupied with navigating the adverse work-related effects, such as reduced earning and job insecurity, as a result of the pandemic.

Additionally, the home environment during the lockdown and remote work had become increasingly complex, requiring employees to juggle multiple responsibilities, including work, childcare, spousal obligations, and various other demands. In such circumstances, family support ceased to enhance employees' job performance and, instead, became a potential source of burden. Consequently, the family domain demonstrated no correlation with the level of employee performance in both Stanbic and Centenary banks.

Accordingly, employees' family domain did not serve as a predictor of millennial or generation Y employees' job performance, leaving room for other factors like work interests and the work environment to potentially act as predictors.

Discussion of findings

In regard to the study null hypothesis H0, results revealed no relationship existed between family domain and millennial employees' performance in Stanbic and Centenary banks ($\beta = 0.021$, $t\text{-value} = 0.480 < 1.165$, $p \leq 0.631 > 0.05$). The findings meant that when millennial employees' family domain increased, employee's job performance did not actually increase. Albeit, several studies have identified an important positive relationship between family domain and employees' performance, the un normal times of pandemics like the recent COVID-19 demystified such findings (Adisa et al, 2021; Sorrow et al, 2018; Pattusamy and Jacob, 2017; Feng et al, 2019). Employees had no option, but to work within the confines of their homes, while observing Standard Operating Procedures (SOPs); meaning millennial or generation Y had no chance to choose a place or time to work from other than remotely (Migliorreti et al, 2021; Adisa, et al, 2021).

The results were also in contrast with the work/family border theory, which stipulates that there is a permeable border between work and family spheres that allows employees to cross from one domain to another. This meant that although the two domains are separate, they are interdependent. Additionally, results from existing studies could be based on the fact that, none of them considered millennial or generation Y employees working in commercial banks in a developing country like is the case of Uganda.

Traditionally, across most, if not all, African societies, the responsibilities of child rearing, elderly care, and other family obligations have been shared collectively (Nwanmouh & Dibua, 2024). This cultural practice has persisted into the millennial or generation Y era, where family members provide support to the working individuals by looking after the children, elderly parents, and helping with domestic chores (Menges et al., 2017; Okonkwo, 2014; Olah et al., 2014). As a result, employees often prioritize addressing immediate workplace challenges over concerns within their family domain. This was evident among employees at Stanbic and Centenary banks, where a strong connection between their work as well as family domains was not perceived. From their viewpoint, pressures at work significantly influenced their mental, psychological, emotional, and physiological wellbeing, as well as their job performance, outweighing stressors originating from family-related issues.

Importantly, these studies were conducted in different countries with distinct political, economic, socio/cultural, technological, environmental and legal contexts, highlighting the need for context-specific approaches. Therefore, the current study offers a unique perspective on the application of the Work-Family Border theory in understanding the effectiveness of WLB strategies in influencing the job performance of millennial or generation Y employees.

Conclusions and Recommendations

Analysis of demographic data indicated that Stanbic and Centenary banks predominantly hire married women (58.7%). These women face significant challenges in juggling the demands of both their family and work domains, including responsibilities such as caring for elderly parents and childcare. As such, it is suggested that bank managers support female millennial or generation Y employees through fostering a work environment that is conducive to their needs. This support may include providing encouraging supervision, promoting support from colleagues, and actively working against practices that create barriers for female employees in advancing their careers, such as avoiding the imposition of a glass ceiling.

Organizational leaders should borrow insights from the elements of the institution theory, that is social, culture and legal as consideration for implementing WLB strategies (Muthuri & Gilbert, 2011; Nwagbara, 2022). These help in examining the conditions under which the organization exists in order to benefit all stakeholders more so employees. The different institutional actors influence the organization differently and as such impacts the implementation of policies like WLB strategies. In particular, the study revealed that social support in African countries especially in Uganda plays a central role in determining employees' performance. This is based on the fact that, socially in Africa family members as well as members of the community usually provide free child care support to allow the concerned employee concentrate on his/her work. Organizational leaders can tap into utilizing the contribution of social support to design strategies that align with the African centric social and cultural settings in order to benefit employees as opposed to using western centric WLB strategies.

The work/family border theory turned out to be partially applicable to the study after the null hypothesis become unsupported and therefore indicated no statistical relationship existed between family domain and millennial or generation Y employees' level of performance. Further research maybe carried out using the same study variables guided by the compensation theory of WLB. This may aid in achieving applicability of findings unlike the current study, which adopted the work/family border theory. As noted above, the theory can only partially be used to explain the influence of the family domain on millennial employees' performance in commercial banks in Uganda.

The study recommends that future research endeavors consider employing a larger randomized sample size. This approach could aim to enhance the understanding of significant differences and similarities in the different aspects of the family and their impact on employees from generation Y and generation Alpha working in the private sector. It is essential to acknowledge that the current study was conducted during the COVID-19 pandemic. Hence, it would be valuable to conduct a comparable study post-pandemic, employing physical questionnaires to investigate whether the pandemic had any discernible influence on the study results. This approach could allow for a nuanced exploration of the evolving dynamics in the family domain like culture, social practices in the African context and their effects, considering the unique circumstances surrounding the pandemic and its potential aftermath.

This study therefore advocates for a perspective of relativism rather than universalism concerning the application of different aspects of the family domain and their effect on employees' performance.

Recognizing that the applicability and effectiveness of these aspects may vary based on different contexts is crucial for crafting targeted and tailored approaches that align with the unique needs and dynamics of each workplace. In light of the above, organizations should design Afrocentric approaches to help employees during the difficult unforeseen times like pandemics that align with the different political, technological, socioeconomic, environmental, as well as legal.

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