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Addis Ababa University

School of Commerce

The Effect of Work Life Balance on Employees' Engagement:

A Case Study of Abay Bank S.C.

By: Yonatan Alem

June ,2023

Addis Ababa

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By

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A Thesis Submitted to Addis Ababa University School of Commerce In Partial
fulfillment of the Requirement for the Award of Master of Arts Degree in

Human Resource Management

Advisor

Worku Mekonnen (PhD)

June ,2023

Addis Ababa

DECLARATION

I hereby declare that the study entitled The Effect of Work Life Balance on Employees' Engagement: A case of Abay Bank S.C. is the result of my own effort and that all sources of materials used for the study have been duly acknowledged and I have done the entire study independently except the guidance and suggestions of my research advisor. This study was done on selected elements of work life balance elements and by the variables under study the study had not been submitted for any Degree in this University or any other University. The study was conducted in partial fulfillment of the degree of MA in Human Resource management.

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ENDORESMENT

This is to certify that Yonatan Alem has carried out his research work on the topic entitled, The Effect of Work Life Balance on Employees' Engagement: The Case of Abay Bank S.C. for the partial fulfillment of Master of Art Degree in Human Resource Management at Addis Ababa University, School of Commerce. This study is original work and can be submitted for Masters of Arts in Human Resource Management.

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ACRONYMS

S.C = Share Company

PTO = Paid time off work

OCB = Organizational Citizenship Behavior

ANOVA = Analysis of variance

WLB =Work Life Balance

EAP = Employee Assistance Program

KSA =Knowledge, Skill and Ability

HR = Human Resource

SET = Social Exchange Theory

G.C. = Gregorian calendar

NBE = National Bank of Ethiopia

SPSS = Statistical Packages for Social Studies

ABSTRACT

The purpose of the study is to assess the extent that the effect of the selected work life balance elements influence on employee engagement. The objective of the study is specified on assessing the influence of selected work life balance elements of flexible leave practices, friendly work environment, employee assistance programs and opportunity for career development having up on employee engagement and due to its descriptive nature; quantitative approach was applied. The population for this study was 429 permanent employees' of Abay Bank Share Company in Head office & districts in Addis Ababa. The proposed study divide the total population in to two five strata's of Executive Management Team, Senior Management, Middle level Management, Professional employees' and Clerical & Non-Clerical workers. Thus the sample size and population is 207 and 429 employees of Abay Bank S.C. respectively. A structured questionnaire was utilized to gather primary data from a sample of employees. The questionnaire is divided into three parts; Part one: contains employee's demographic information including bio data, Part two: had four sub parts that contains five point likert scale question statements for each independent variables and the last part i.e. part three includes five point likert scale statement questions for the dependent variable of employee engagement. Statistical Package for Social Science (SPSS) software version 20 was applied to analyze and present the data through the statistical tools used for this study, namely descriptive analysis, correlation and multiple regression analysis. The research findings showed that all the predicator variables exhibit positive relationship with the response variable of employee engagement, as shown from the Pearson correlation matrix result while only predicator variables of Flexibility of leave practices, friendliness of working environment and opportunity for career development found with statistically significant and traceable effect up on the response variable of the study and the other independent variable for the study; employee assistance programs effect level found to be statistically insignificant in the case of Abay bank S.C. The study findings recommended that the bank shall give more emphasis towards to variety types of leave that can create a sense of flexibility up on employees including inclusion of leave as part of intrinsic rewards such as PTO schemes for higher performer workers that will in turn enable the bank to create high performance working culture across the bank up to the expectation of the bank employees so as to make them more focused and engaged on their daily routine tasks the researcher tendency towards the leave practices reflect that the considerable number of employees are not feeling good by their work so that authorized and flexible leave condition become their first choice as a motivator for engagement thus the bank human capital department professionals shall initiate ways to create and enrich conducive and friendly working environment and cohesion among employees' so as to feel their work place is their preferred place to stay, beyond just as a place that forbid them to earn their lively hood.

CHAPTER ONE

INTRODUCTION

This chapter deals about background of the study; statement of the problem; objectives of the study; significance of the study; scope of the study; limitations of the study; operational definition of key terms, and organization of the study.

1.1. Background of the Study

In a number of studies employees' motivation, job satisfaction, job engagement, job performance, and health have been found to be markedly influenced by physical and non-physical work environments including work life balance.

The various elements that define where, when, and how we work together to form our work environment. These elements of work-life balance include the physical environment, the working circumstances, as well as social and cultural norms and behaviors among managers and employees (Susan to et al., 2022).

The workplace environment has a tremendous effect on employee engagement and productivity and, as a consequence, determines company's success in the long term. The non-physical working conditions include company human resource policies, flexi time, recognition for work done, empowerment, practice of work life balance, effective communication, responsibility sharing, participation in decision making, competent mangers, friendly coworkers, appropriate status symbol, working condition, and, air and lighting terms of employment, such as working hours, vacation days and paid time off, and related fringe benefit schemes.

According to Mehrsa Bakhtiyari (2020), an organization's environment is made up of a variety of different components that interact to create it.

As Fatima R. Khateeb; in her cross cultural management journal review on work life balance theories, definitions and policies volume XXIII Issue 1/2021work, stated the concept of work life balance includes elements from both physical work place aspects(availability of healthy work environment, on site caring facilities such as child care ,clinics, gym, cafeteria service)and non-

physical aspects such as flexible leave policies,-opportunity to participate in community volunteer activities, friendly working environment, counseling service at work place, recognition for work done, availability of-social committee, labor unions and opportunity for career development that can pause a significant impact on workers day to day engagement at work (R.Khateeb,2021).

In history; during early 20th century the practice considering workers as mechanical machine surge the then industrial workers to balance their work and personal life by forming trade unions and in their collective effort to avoid exploitation and to make balanced their professional and personal life.

As emphasized by Mehrsa Bakhtiyari(2020);on his brief literature review on work environment employee performance, the influence of work environment, which is mostly composed of physical, social and psychological factors, has been extensively examined in past two decades.

In history the absence of work life balance practices (WLB) also remembered as a main flaw of Frederick Winslow Taylor management thought; who was proponent of reductionist approach to work that dehumanizes workers and considers them as a mechanical machine by neglecting the social and personal life aspect of them.

Taylor management thought also neglect practice of work life balance by leaving no space for the individual worker to excel in personal development and put unnecessary pressures on the employees to perform the work faster just as a mechanical machine. (Taylor, Frederick W., 1964, Scientific Management)

This historical imbalance and neglecting human aspect of Taylor's management approach paved the way to emergence of modern management approaches such as contingency theory that gave weight for human aspect of workers such as employees' satisfaction, happiness and desired leadership styles.

By using approaches to address such requirements and contribute employees' long-term skill development, managers may better understand the behaviors and needs of their workforce (indeed webliography career guide, editorial team member, Jennifer Herrity published April, 2021).

Another significant historical event related to the concept of work life balance goes back to early 20th century when the then president of united states of America; Franklin Delano Roosevelt signed the Fair Labor Standards Act of 1938, this act ushered in some far-reaching changes in the work regimes (Sullivan, 2014).

The practice of balancing between employee's career and personal life became center of attraction for many present day business firms and many firms incorporate practices manifestations of work life balance in their intrinsic reward policy due to the significant influence that its balanced implementation will have on employee's engagement.

According to Scott (2000) working conditions are related to employees' job engagement and satisfaction with work.

In our country labor proclamation also; any permanent employee spend at least forty hours per week inside office or any work place and at least five working days within a week; thus, the practice of work life balance pause undoubtedly a significant influence on employees' life at all and specifically on the level of employee's engagement at work.

Work-Life Balance was defined by Kirchmeyer as a realization of rewarding experiences across all domains of one's life that involve a variety of resources, such as energy, time, and commitment (Kirchmeyer,2000)

When employees are engaged at work, they feel a connection with their company. They believe that the work they are doing is important and therefore work harder. Thus assuring the balance between employee's work and personal life should be a common goal in any organization due to the fact that it can literally boosts employee morale and supports business goals.

As defined by William Kahn; on his published article journal written on psychological conditions of personal engagement and disengagement, employee engagement is defined in general as the level of commitment and involvement an employee has towards their organization and its values (Kahn, 1990).

The traditional way of considering employees' as machines doesn't last long since humans are different from mechanical machines.

Financial remuneration such as salary paid for the work done only can't be guarantee to get employee's full engagement at work and fully utilize their knowledge skill and ability(KSA) to the extent of developing psychological contract between employees' and employers.

The contemporary business organizations strive to attract and retain stable and engaged employees' not only by offering attractive salary; due to that fact that being high industry payer couldn't be long lasting source of core competency to get competitive edge; since it can be easily imitable by rivals inside the business.

Getting stable and fully engaged employees' go beyond mere salary increment and ask for satisfying the social and psychological needs of them that made the concept of work life balance the trending human resource phenomena and contemporary businesses-realize it as source of gaining core competency and best practice for attracting and retaining stable, fully engaged and psychologically contracted human capital pool indeed.

The current business firms and their human capital professionals come to realize that the non-physical working environment elements should get more attention to maximize their employee's business value and increase their engagement.

Among significant historical developments on benefits of maintaining workers work life balance; the Scottish-American industrialist Andrew Carnegie; in his collection of essay book *the Empire of Business*, which was published in book form in 1902 stated, You must capture and keep the heart of the original and supremely able man before his brain can do its best. Employees who are engaged at work will be more than willing to help out when the company they work for pursues a noble cause (Carnegie 1902).

According to Dr. Anitha J. ;in her scholarly article work on the determinants of employee engagement and their impact on employee performance, when an employee is engaged, they are aware of their responsibility in the business goals and motivate their coworkers along with them, for the success of the organizational goals (Anitha, 2014).

In both developed and developing nations; though it seems digital technologies perform business routine activities in the 21st century, business organizations long term survival and success is still highly dependent on the availability of qualified and emotionally intelligent professional human

capital pool who can run and manipulate sophisticated technologies and enlightened; thus appropriate handling of employee's personal and professional life has a tremendous effect on their engagement and productivity consequently, determines the fate of the businesses success.

Businesses that balance their employee personal and career life directly invest in employee happiness. In return; happy and both physically and emotionally engaged employee can be a good source for firm's long lasting source of core competence that can't be easily imitated by other competitors within the industry.

To the contrary, the imbalance between workers personal and professional life will make employees' stressed and unhappy; as a result number of disengaged employees' increased with increased absenteeism and less productivity. The imbalance have also resulted negative work place atmosphere and loose relationships among staff members- that affect mental health and increased the number of mentally disengaged employees' at work place though physically present.

When an employees' professional and personal life balanced he /she will be focused on day to day routine work and the probability of accomplishing his/her duties effectively and efficiently will be increased as a result of increased engagement.

In support of this argument; Dr. Joseph Allen on his review as a co-author on the organizational psychology review, Conceptualizing the why, how, and what of meetings at work, it is stated that happy workers are the ones who grow the company and they promote innovation and advance their company (allen, yack & hart, 2022).

Keeping the balance between employee's personal (family life) and professional life create a feeling of valued, a happier and less stressed work force with increased physical and mental well-being which in return enable firms to own fully engaged human capital pool.

1.2. Background of the Company

Abay Bank S.C. is one of private financial institution that engaged in banking business by fulfilling the necessary requirement of national bank of Ethiopia (NBE) to set up a bank and officially established on July 14th 2010 G.C.

Abay Bank S.C. identified core values of customer satisfaction, integrity, team work, innovation and scaling up, employee satisfaction and social responsibility as a core values with the mission of satisfying the expatiation of stake holders by providing full-fledged banking service through deploying state of art technology and competent human resources and had a vision of becoming a premium bank in the banking industry.

The bank started full-fledged banking operation on November 03, 2010G.C. currently the paid up capital of the bank is more thanETB1, 210,481,000 as of May 2018 G.C and the number of shareholders is 4,200 as of June 30, 2022 G.C.

The bank is engaged in financing several economic sectors through its network of branches by providing domestic trade and services, agriculture, industry, transport construction and real estate sectors. Since its establishment its sphere of operation has expanded all over the country and currently its branches has reached 446 and it has more than 1,500,000 customer account holders and 4,293 permanent employees' and- 4,200 shareholders as of 2022 G.C

1.3. Statement of the Problem

It's common and natural that humans' financial needs can't be satisfied and thus can't be a long lasting source of motivation to engage an employee. This natural fact make the issue of practicing work life balance between employee's career life and personal life, as the best strategies for achieving the organization goal and getting both physically and mentally engaged employees specifically in service based business such as business banks.

Excelling by giving excellent service delivery is the one that made customers to prefer one bank from the other and behind this fact the availability of qualified and fully engaged human resource pool play a pivotal role to active delivering excellent service as a core- competency and wining competitive advantage service delivery; therefore banks 'ability to attract and retain qualified and

engaged employees decide the conditions of their service delivery and such professionals also consider the availability of work life balance practices such as opportunity to growth, flexible work environments, employee assistance packages like consumer loan provisions and fringe benefits to fulfill his/her personal and family hood interests just beyond direct financial promises of salary pay level.

Therefore service based business; specifically banks in Ethiopia obliged to hire a highly competent and skilled human capital that can deliver an excellent professional service to their customers so that they can survive and win long lasting advantage and own inimitable competitive edge to survive and win long lasting competitive edge over the rivals.

Only continuous pay increase and other related direct financial compensation will not be a source of competitive advantage to attract and retain fit employees due to the fact that other banks also can easily imitate it and increase pay levels and snatch competent employees each other.

In service based business such as banks; employees work life balance nowadays an emerging human capital phenomena due to the fact that banks in Ethiopia offer almost the same kind of banking products across the industry, however excellent service-delivery is the one that banks can differentiate one from another and a source for winning long lasting competitive advantage over their competitor's within the industry.

The problem is the fact that human needs are unlimited so that increasing pay level can't be guarantee to attract and retain fit employees and also can't be long lasting motivator for employees to be both mentally and physically engaged. This fact obliged many service based business human capital managers to incline to other way of attracting and retaining fit professionals in addition to the easily imitable increment in salary and related financial compensation shames.

Other theoretical gap is that the fact that human need are unlimited so that increasing pay level cannot be guarantee to attract and retain fit employees with us and also can't be long lasting motivators for employees to be both mentally and physically engaged.

There is local literature gap on previous studies since previous local studies done mostly done by linking employee engagement with job satisfaction, pay scale and extrinsic benefits therefore;

there is a clear local previous studies gap that the effect of intrinsic benefits such as work life balance with employee engagement is not exhaustively studied thus the proposed study aimed to narrow the local knowledge gap.

Most of previous local studies done on the effect of employee engagement with job satisfaction, pay scale and other direct financial extrinsic benefits therefore; there is a clear local previous studies gap on the effect of intrinsic benefits such as work life balance with employee engagement in local banking industry context, though it's undeniable practical challenging problem of banking industry in Ethiopia, not exhaustively studied thus the proposed study aimed to narrow the local knowledge gap and add local knowledge that the independent variable i.e. work life balance on employee's engagement by taking Abay Bank S.C. as the study ground.

Practically; during the preliminary interview done with head office staffs of Abay Bank S.C.; there is practical problem that need to be intensively witnessed that influence of imbalance between their professional life and personal life pause a significant influence up on their emotional and physical engagement that the proposed study intend to assess in detail.

As per the preliminary interview conducted with the bank employees and there was indicators on the influence of the selected work life balance elements on the- employee's engagement and during the preliminary interview done with employees of the bank their engagement is significantly influenced by the bank leave schedule and approval, air opportunity and access for career development and personal growth, work environment safety such as sanitary conditions, financial and legal assistance ,counseling during personal difficulties and family cases, existence of employees' wellness packages ,noise pollution, and ease access for employee assistance services specifically. During the preliminary interview done with head office staffs of Abay Bank S.C.; there is practical problem that call to be exhaustively studied that the imbalance between professional life and personal life of the bank employees pause significant influence up on their emotional and physical engagement that the proposed study intend to assess in detail.

1.4. Research Questions

Based on the identified study problem the proposed study tried answer the under listed research questions by taking sample employees from employees' of Abay bank S.C head office and South and North districts in Addis Ababa:-

- What is the existing Work Life Balance in Abay Bank S.C?
- What is the level of Employees' Engagement in Abay Bank S.C?
- What is the relationship between Work Life Balance on Employees' Engagement in Abay Bank S.C?
- What is the Effect of Work Life Balance on Employees' Engagement in Abay Bank S.C?

1.5. Objective of the Study

The study was done to address the under listed general and specific objectives.

1.5.1.General objective of the Study

The general objective of this study was to assess the Effect of Work Life Balance on Employees' Engagement in Abay Bank S.C.

1.5.2.Specific Objectives of the Study

Specifically the study conducted to achieve the following objectives:

- To assess the existing Work Life Balance practices in Abay Bank S.C.
- To assess the level of Employees' Engagement in Abay Bank S.C.
- To examine the relationship between Work Life Balance on Employees' Engagement in Abay Bank S.C.
- To examine the Effect of Work Life Balance on Employees' Engagement in Abay Bank S.C.

1.6. Significance of the Study

The significance of the study can be stated viewed from three perspectives of local practical knowledge, academics (as a local source of literature review) and giving local context insights for the future researchers from the research:

Primarily, from the findings of study finding one can grasp practical knowledge on how far the practice of work life balance will affect the engagement of employees; in the case of Abay Bank S.C. and for employees and management of the Abay Bank S.C. and the findings of this study will also help the bank management to understand the level of influence that the bank work life balance practices significant influence up on the engagement of their employee's.

Second, from the study findings any needy future academicians and researchers' can be used as secondary empirical source of data in local context.

Thirdly, from the study recommendations any in need future researcher can get insight on the effect of work life balance on employee's engagement for those interested to study the topic further.

1.7. Scope of the Study

The study conceptual scope of interest only delimited on the effect of the selected elements of work life balance practices i.e. flexible leave practices, friendly work environment, employee assistance programs (EAP) and opportunity for career development; however, the study not included other elements of work life balance practices.

Geographically, due to time and cost barriers, the conducted study is delimited at head office and district offices in Addis Ababa at Abay Bank S.C.

Demographically, the study delimited by including only the permanent employees' of the bank. The study methodologically applied a quantitative approach whereby questionnaire with closed ended questions was used for data collection.

The study conducted as part of partial fulfillment for Master of Art Degree in Human Resource Management from September to June 2023, by applying quantitative approach to analyze

constructs and the collected data using statistical package of social science IBM SPSS statistics version 20 software.

1.8. Limitations of the Study

The major limitation of this study is not all elements of work life balance practices were covered in the study. Other interested researchers may cover the uncovered elements of work life balance practices that are left out of this study.

Another limitation of the study is that due to inaccessibility of employees at bank branches, the study was conducted at head office, South and North Addis Ababa district offices in Addis Ababa at Abay Bank S.C. with total size of population 429.

In addition the study involved only permanent employees of the bank. The study was based on data collected from questionnaires and surveys that made the data quality dependent on the honesty of the respondents' and may create an error or misrepresentation of the results to some acceptable level.

1.9. Definition of Key Terms

Work Life Balance: the extent to which an individual is equally engaged in- and equally satisfied with- his or her work and family role (presentation of the results to some acceptable level (Greenhaus, et al.2003).

Flexible Leave Practices: Flex leave means a period or periods an employee may absent themselves from work with the approval of their manager under this agreement during which no time is credited towards the employee's accrued work time (<https://www.lawinsider.com/date> accessed March 12, 2023)

Friendly Work Environment: pleasant agreeably suited to one's nature, tastes, or outlook. A congenial atmosphere: Sociable, genial a congenial host. A healthy workplace is more than just safe it considers health practices, the physical work environment and the psychosocial environment. Natural light, ergonomics, green space,-noise, food choices, exercise, commuting, fairness and flexibility are all important to employees. "Positive" work environments can be

defined as those workplaces where there is trust, cooperation, safety, risk-taking support, accountability, and equity (date accessed March 5, 2023)

Employee Assistance Programs: “EAP’s are a professional assessment and referral and/or short-term counseling services offered to employees with alcohol, drug, or mental health problems that may affect their jobs (Masi, 2000).

Opportunity for Career Development: If career development describes the short term, career growth refers to the big picture, the overall progress of someone’s professional life. It’s defined by the different roles and responsibilities you take on throughout your career journey (Sunny Betz; Reporter bulletin, career growth date accessed March 12, 2023)

1.10. Organization of the Study

The study was presented in five chapters; with chapter one the introduction part consisting of background of the study, background of the organization, statement of the problem, objectives, research questions, significance, scope, limitation of the study and definition of operational terms. The second chapter is a preliminary literature review that includes theoretical, empirical reviews and conceptual frameworks.

The third chapter details the research methodology that was used to conduct the research activities. It consists the type and design of the research, the population and samples of the study, sampling methods and procedures employed, data sources and data collection instruments used, the data collection procedures, the data analysis and presentation methods to be used.

The fourth chapter includes the data analysis, presentation and interpretations were provided. Finally, chapter five ends with summarized presentations of findings, conclusions and a set of recommendations that were derived from the research findings. At the end of the thesis document, references and a set of appendices that contain the questionnaires of the survey forms that were used to collect primary data for this work were included.

CHAPTER TWO

LITERATURE REVIEW

This chapter deals on detailed review the works of other scholars, researchers, authors, and reputable journal articles to clarify literature grounds from various sources and prior empirical studies done on of selected practice of work life balance in lined with employee engagement broadly. It includes theoretical review, empirical review, and conceptual framework of both the dependent and independent variables of the study.

2.1. Theoretical Concepts

2.1.1. Definition of Work Life Balance

In broad terms; the practice of work life balance as maintaining a balance between the obligation and responsibility of professional life and personal (family) life. It is decisive to balance two sides simultaneously in order to maximize engagement level of any employee at any level. To the contrary the imbalance between them will pause negative influence one on another and the motivation and engagement at work will be reduced.

Work-life balance is a condition in which people have some influence over the how, where, and when they work, according to Byrne (2005). It is accomplished when an individual's entitlement to a happy existence, both inside and outside of paid labor, is accepted and honored as the norm, to the mutual benefit of the individual, company, and society.

The idea of work-life balance is described in a variety of ways by different authors. Work-life balance is related to employees' physical and psychological well-being; hence it is also a component of employee well-being. An employee's priority and desire is to strike a balance between work and personal life.

A person's involvement at work drops and their performance suffers when they don't have time to relax and recharge. By creating a schedule that allows them to partake in activities they enjoy

and that will improve them as friends, family members, and colleagues, it is imperative to encourage people to take time off from work rather than putting in excessive hours.

2.1.2. Significance of Work Life Balance

No matter the type of employee, whether in the public or private sector, work-life balance is very important. The transaction takes place in a circumstance when both the employer and the employee win. Maintaining the balance between an employee's professional and personal lives can help employers and service-based business owners who operate in fiercely competitive industries, like banks, gain a competitive edge. This is because work-life balance cultures allow employees to concentrate and become more engaged in their daily service delivery and improved performance.

In any instance, having a functional life balance program in place at the company benefits both the workers and the employers (Rasheed et al., 2017).

According to Ms. S. Pattu Meenakshi et al. (2013), individuals who are continuously tied to their jobs deal with the indicators of anxiety and fatigue.

It's crucial to encourage people to take breaks from work rather than putting in long hours by setting up a timetable that allows them to engage in hobbies and activities that they enjoy and that will make them better friends, family members, and coworkers.

2.2. Models and Theories of Work Life Balance

2.2.1. Models of Work Life Balance

There are three models for work-life balance, according to Ramesh's articles on the subject that were published on the geek things blog. Keeping a balance between one's personal and professional lives was another point he emphasized. He also advises striking a balance between "work" and "life" in order to achieve a happy, successful, and meaningful life.

I-Traditional Work-Life Balance Model

As per Ramesh Natarajan (2012), traditional work life balance model and accordingly the traditional model suggests that there shall be clear boundary between work and life and view

work as a separate entity and view work as a separate entity from personal; life characteristics of this model include clear boundaries are defined between work and life and they view work as a separate entity from personal life.

According to this traditional model; employees in this model don't do any work related things once they are out of office. They don't like to talk about the details of their work to anybody outside. They lack passion in the work they do. They treat work as a means to earn money and nothing more. Most of them in this model, hate the work they do. They'll complain about the work a lot, and are always looking for a new job that pays more. But, when they get a new job that pays them more, the same cycle continues. There is no end to this. They are typically stressed at work, and relaxed when they are-away from work. They'll show more enthusiasm on Friday evening than on Monday morning.

As per the author opinion, this is not a good model, as work is used only as a leverage to earn money and nothing more.

II. Work-Life Balance Model (With No Balance)

According to Ramesh Natarajan's (2012) writings on models of work-life balance, geeks and entrepreneurs tend to fit towards this category. Some of this model's qualities include the following: They don't see work as a distinct thing. The lines between business and personal life are blurred. They put in a lot of overtime. They constantly bring work home. They frequently use the justification "I'm working tonight (or this weekend)" to avoid all social engagements.

When they are forced to go out and participate in any social activities, most of the time, they are on their phone checking emails, or on phone talking with someone at work. They love the technology aspect of their work (or the business aspect). They are very much obsessed with it, and typically end-up spending lot more time that necessary to complete a project.

They typically don't care about how much they get paid. They are just happy doing the job that they do. Sometimes they are even afraid to look for new job with a fear that they might not get to do the kinds of fun things that they are doing in the current job. They are typically relaxed when they are at work. When they are outside work, they are mostly thinking about the work project

that needs to be completed. In my opinion, this is not a good model, as this gives priority and focus only to work, at the expense of personal life.

III. Work-Life Balance Model (With a Purpose)

Employees categorized under this model are aware that everything we experience, both personally and professionally, is a part of this unique life unit. Their life now has a distinct purpose and meaning that they have identified and defined. Their professional career, which offers them both money and enjoyment, usually aligns with their sense of purpose in life. They adore and appreciate spending time with their family, friends, coworkers, and the natural world.

They are tremendously devoted to what they do. If they don't enjoy their work, they won't quit until they find something they do. If necessary, they will bring work home with them, and if a break is also required, they will take one. Their friends and family inspire them to make a difference and support their work.

They always seem to find a way to spend quality time with their family, friends, and community. They constantly approach everything in life with optimism. They don't only go to work because it pays well and allows them to work on the technology (or business) they are passionate about. They go to work, because the work they do is aligned with the clear purpose they have defined for themselves in their life. They love to do the kind of work that makes a positive impact on others' lives. They strive to make a meaningful contribution to the world in their own small way. You won't need to consider finding a work-life balance when you are operating under this concept. It already reflects your life's purpose and is in balance.

2.2.2. Theories of Work Life Balance

Through the history of the work life balance as a discipline, a number of theories have been proposed in seeking to explain this phenomenon. Some of those theories are described as under:

Morris & Madsen, (2007)

It is hypothesized that the body of academic literature on work-family scholarship is based on a number of theoretical frameworks, including theories of spillover, compensation, resource drain,

enrichment, congruence, work-family conflict (inter role conflict), segmentation, and facilitation, integration, and ecology. The experiences that result from overflow might take either a good or bad form.

Spillover Theory

The interconnections between work and family are referred to as spillover, and it is defined in terms of emotion, values, and abilities, as per Edwards & Rothbard (2000). Other names for overflow include generalizations, isomorphism, continuity, extension, familiarity, and likeness.

There are two ways to define spillover: first, the positive correlation between family and work satisfaction and family and work values; and second, the conversion of all skills and behaviors across domains, such as when work-related exhaustion is visible at home or when family obligations interfere with a person's ability to perform their job.

According to Graham L. Stains' review of the literature on the relationship between work and non-work, events at work have an effect on life outside of work. According to this frame of view, work and family responsibilities are intertwined and have an impact on one another. This allows for the transfer of similar experiences and talents, both good and poor, from the workplace to the home and vice versa (Staines, 1980).

Compensation Theory

According to Fatima R. Khateeb article review on work life balance theories this theory proposes that people try to make up for deficiencies in one field by compensating for them in the other. For example, an employee having a tough time at -work may look for positive experiences at home to compensate for their negative work experiences (Fatima, 2021).

Border Theory

Humans, according to the theory's proponent, exist in many domains, such as a family domain and a work domain. Indeed, there exist boundaries between different realms, and they change depending on how flexible and porous each domain is (Clark, 2000).

People can successfully traverse borders depending on their level of power (autonomy) and domain identity. The majority of border theory's research has focused on the work and family spheres.

Boundary theory

This theory also emphasizes how individuals construct, maintain, and change boundaries in order to categories and simplify the environment they encounter (Ashforth, Kreiner, & Fugate, 2000). The sociological work by Nippert-Eng (1996a), which examines how people attempt to discover and assign meaning to work and home and smooth the transition, is where the boundary theory first appeared. This theory of cognitive social grouping emphasizes the roles that people take on through the labels of various social groups, including the roles that people play at home and at work. People have the capacity to cross these borders, leaving one role (such as the workplace) and entering another (such as the home). Boundary theory, in contrast to border theory, includes social categories beyond than only work and home.

Resource Drain Theory

Edwards & Rothbard (2000) stated that resources can also be shifted to other domains that are not work and family related, such as community or personal pursuits.

Morris & Madsen (2007) propounded that this theory refers to the transfer of resources from one domain to another; because resources are limited (e.g., time, money, and attention), available resources in the original domain are reduced.

Enrichment Theory

Refers to the level to which involvements from instrumental sources (skills, abilities, values) or affective sources (mood, satisfaction) enhance the quality of the other province. Zedeck and Mosier (1990) used the instrumental to define the enrichment theory, which states that good work results lead to good family consequences and vice versa. Enrichment is the degree to which practices in one role improve the quality of life--in the other role and employees perceive that their work and family roles enrich each other (Greenhaus and Powell, 2006).

Congruence Theory

Congruence theory, according to Edwards & Rothbard (2000), Staines (1980), and Zedeck (1992), describes how other factors that are not directly related to work or family influence the balance of various roles. Congruence attributes similarities through a third variable, such as personality traits, behavioral patterns, genetic influences, and socio-cultural forces. Spillover is a direct influence between work and family.

Congruence theory states that a factor like intelligence or educational attainment may have a good impact on both job and family.

Inter-Role Conflict Theory (Work family conflict theory)

Greenhaus & Beutell (1985) propounded inter-role conflict theory refers to what occurs when meeting the demands in one domain makes it difficult to meet the demands in the other domain. They described some propositions where the constructs are in conflict in relation to time, role strain, and specific behavior such as the pressures must come from both work and family, self-identification with roles is necessary, role salience moderates relationships and is positively related to conflict level, conflict is strongest when there are negatives associated with noncompliance, directionality is based on conflict source, conflict is related to career success and stage and external support is related to conflict. This theory focuses on the challenges that can often arise from competing interests of different fields. It suggests that these competing interests create role conflict for the individual, affecting the individual in both fields. For example, a late meeting at work may clash times with a family dinner, thereby creating role conflict between work life and family life.

Segmentation Theory (Kanter, 1977)

Stated that it has been proven no longer to be true and perhaps never was, particularly for female workers, segmentation is now referred to as the active process that people use to create and maintain boundaries between work and family. This theory Argued as one of the earliest theories on work-life balance, this theory asserts that work life and family life are inherently segmented and independent from each other. Due to this independence, work life and family life do not affect each other, allowing people to draw lines between the two categories and skillfully

organize their life. Some studies have argued against this theory, claiming work and family life are more closely related.

Facilitation theory

This theory defined as “A form of interaction in which resources linked with one role improve or make easier partaking in the other role” (Voydanoff, 2004a). Frone (2003) describes it as Facilitation is defined as “A form of interaction in which resources linked with one role improve or make easier partaking in the other role” Cross-Cultural Management Journal Volume XXIII, Issue 1/2021 pg. 32 (Voydanoff, 2004a). Frone (2003) describes it as the extent to which participation in a role leads to experiences, learning of skills, gaining opportunities which make participation easier in another role.

Central to facilitation theory is that performing in a given role is made easier due to participation in another role.

Integration Theory

According to the holistic perspective, which Clark (2000) discussed, a sound system of permeable boundaries can better enable and encourage the domains of family, work, and community life.

Morris and Madsen (2007) acknowledged that the integration of extra contextual elements, such as community, knowledge about job, and family information, is best described by the integration theory. All stakeholders (employers, employees, and societies) become active associates with equal voices in the creation of a comprehensive model of work-life balance through integration, which aims to modernize obsolete work-life standards.

Ecology Theory

Theory of Ecological Systems By analyzing the ecological interactions within the worker's ecosystem, ecological theory characterizes the work-life balance (Pocock, Skinner, &Ichii, 2009).The worker ecosystems are conceived as micro systems being located in greater ecosystems. It suggests that Work and Family represent a product of process, person, context, time which together yield an additive consequence on the experience of work and life

(Grzywacz & Marks, 2000b).

Beaujot (2017) basing their assumptions on the ecological theory, seek to work out the relationships between families and economic environment. They elaborate this model by describing earning and caring as two of the most important activities of the families. These activities adapt and change with changing circumstances of the families. Another improvisation on this theory is the person in-environment theory, which posits that individuals have a dynamic relationship with their physical, social and natural environments (Pitt Catsouphes & Swanberg, 2006)

Ladder Theory

According to the ladder theory, which was developed by (Bird, 2006), there are two components to work-life balance: the individual and the organization. Their responsibilities can be compared to the left and right rungs of a ladder, where the left rung represents what the company owes to its workers and the right rung represents what the workers owe to the company.

The two legs are joined by the steps namely Profits, Revenue, Commitment, Customer Service, Morale, Productivity, Retention and Recruitment. Such that for an employee the journey ends at the last step (Profits) while starting at recruitment. For balanced work and life both the legs need to be properly functioning.

2.3. Elements of work Life Balance Practices

Work life balance practices considered as organizational human resource program initiatives or organizational culture that are designed to reduce work-life conflict and enable employees to be more engaged at work and balance the varying stake holders interest in an organization.

As per initiative study published by Elizabeth Frederick study on work life balance elements was among the recent studies done on work life balance elements and the updated The important elements of WLB are flexible Leave policies, healthy and congenial work environment, counseling service (EAP) at work place and opportunity for career development and personal growth(Frederick E.,2018).

2.3.1. Flexible Leave Practices

In recent years, many organizations have changed their leave policies. Instead of offering specific amounts of sick time, vacation time, and other categories, they've combined them into a general category, usually called paid time off work(Frederick, E., 2018).

Employees tend to find this helpful as they don't feel they have to account for how they are using their time off. Now that our world is so connected, it's often not necessary for employees to adhere to a strict schedule. Explore ways to let your employees have more schedule flexibility such as a results-oriented work environment, where people can work as many or as few hours as necessary to complete their projects. One other thing to consider is job share and part-time options. Some employees may be unable to commit to a full-time job, but could contribute at half-time (Frederick, E., 2018).

2.3.2. Friendly Work Environment

Work can contribute for many health problems, especially if employees spend most of their time setting. Additionally, you could look into sponsoring gym memberships or offering healthy events in the workplace, such as after-hours yoga, create spaces in the workplace where employees can relax and find quiet, snacks in the workplace, make- sure at least some of them are healthy. "Family-friendly" can mean many different things, ----depending on your work. You probably don't want to have a "bring your child to work" day in a work place. Some organizations can offer onsite or sponsored childcare. Others might offer after-school programs. Others might just have occasional outings where families are welcome. Unpaid family leave is also an option for people who might need to take time off to care for a family member (Frederick, E., 2018).

2.3.3. Employee Assistance Programs at Work Place

Most people are at their best when they are growing and learning. Look for ways to support your employees as they grow. In some organizations, you might consider offering tuition assistance for people pursuing ongoing education. Other firms might reimburse employees for attending

development sessions, or just offer in-house “lunch & learn” style programs. Look for ways to help support your employees’ personal development (Frederick E., 2018).

2.3.4. Opportunity for Career Development

Line managers are the people in your organization who are best positioned to help employees improve their work/life balance. Train your managers to look for problems such as burnout and overwork. Work on improving their coaching skills and give them options for supporting their team members. You might allow managers to offer specific benefits to employees who are struggling (Frederick, E., 2018).

2.5 Definition of Employee Engagement

One of the Primary challenges given within the literature is that the variation concerning the definition of employee engagement.

According to MacLeod and Clarke (2009), the word "employee engagement" has up to fifty entirely different definitions. The term "engagement" is widely acknowledged in academic publications, and it serves as a gauge of how well individuals relate to their workplace.

Employee engagement is defined by Kahn (1990) as "the harnessing of organization members' selves to their work roles; in engagement, individuals employ and express themselves physically, cognitively, and emotionally during role performances." These definitions make it quite evident that there are numerous ways to interpret the word "employee engagement."

To consider Kahn’s (1990) definition, personal engagement is defined as being psychologically as well as physically present when occupying and performing an organizational role. The cognitive aspect of employee engagement is about employee’s beliefs about the organization, its leaders and working conditions. The emotional aspect is concerned with how employees feel and whether they have positive or negative attitude towards the organization. The physical side of employee engagement relates to the physical energies exerted by people to undertake their roles, although it is acknowledged and accepted that employee engagement is a multi-faceted construct, as suggested by Kahn (1990).

Truss et al. (2006) define employee engagement simply as passion for work, a psychological state which is seen to incorporate the three dimensions for engagement discussed by Kahn (1990), and captures the common theme running through all these definitions.

Employee engagement, according to Robinson et al. (2004), is a positive attitude expressed by the employee towards the organization and its value. An engaged employee is aware of the business environment and collaborates with coworkers to enhance performance on the job for the organization. The company should seek to foster engagement, which requires communication between leaders and employees.

The literatures conjointly highlight that the numerous definitions of the term employee engagement will cause issues of equivalence and sometimes get confused with alternative constructs. Whilst it is acknowledged that employee engagement has been defined in many different ways, it is also argued that the definitions sound similar to more established constructs such as organizational citizenship behavior (OCB) and organizational commitment (Robinson et al, 2004).

Many researchers counsel that engagement is said to employees' voluntary behavioral aspects (Bakker and Schaufeli, 2008; Saks, 2006), whereas structure commitment is additional attitudinal in nature as well as emotional, continuance, and normative domains.

Finally, it would seem that the idea of employee engagement can occasionally overlap with other concepts like employee commitment and organizational citizenship behavior. Although it incorporates the cognitive, emotional, and physical aspects of individual role performance, it is nevertheless a distinct and original construct. A good mutual relationship between the employer and its employees can be said to be the source of engagement, which has a favorable impact on the behavior and attitude of the employees. However, it is important to note that, as Robinson (2007) outlined, it is unlikely that a one-size fits all approach will bring its benefits, as engagement and its drivers depend on the organization, employee group, the individual and the job itself.

For the sake of this study, Kahn (1990) definition of employee engagement will be utilized “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”.

2.6. Theories and Models of Employee Engagement

Job Burnout Theories

This theory of engagement is based in the literature on job burnout. In a review of the job burnout literature:

As discussed by Maslach, et al., (2001) job engagement as an expansion of the burnout construct noting that engagement is the opposite of burnout. They further suggested that engagement can be assessed by the opposite pattern of scores on the three Maslach-Burnout Inventory (MBI) dimensions.

According to Maslachi et al. (2001), job burnout is the result of mismatches in six critical areas of organizational life, which are considered to be the major organizational antecedents of burnout: workload, control, rewards and recognition, community and social support, perceived fairness, and values. The greater the gap or mismatch between the person and these six areas, the greater the likelihood of burnout.

Conversely, the greater the match or fit between a person and these six areas of organizational life, the greater one’s engagement.

In other words, engagement is associated with a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work.

Proponents of Maslach & Leiter (2008) found some support for their theory with respect to the perception of fairness in the workplace. This approach also suggests that, like burnout - engagement mediates the relationship between these six work-life factors and work attitudes (e.g. job satisfaction, organizational commitment) as well factors related health outcomes.

In other words, mismatches lead to burnout, while matches lead to engagement, and burnout and engagement lead to work and health outcomes (Maslachi, et al.2001)

Social Exchange Theory

According to Kamu and Sma (2016), Throndike (1932) reinforcement theory and Mills (1923) marginal utility theory were the forerunners of social exchange theory (SET). They add that it also sprang out of the philosophical traditions of behaviorism, neo-classical economics, and utilitarianism, as well as the research of sociologists Blau and Homans, who were interested in the rational evaluation of self-interest in human social relationships.

A basic view of Social Exchange Theory (SET) is that relationships evolve over time into trusting, loyal, and mutual commitments as long as the parties abide by certain “rules” of exchange (Cropanzano& Mitchell, 2005).

This rule of exchange usually involves reciprocity or repayment rules such that the action of one party leads to a response or action by the other party. For example, when individuals receive economic and socio emotional resources from their organization, they feel obliged to respond in kind to repay the organization (Cropanzano& Mitchell, 2005).

According to Saks (2006) a stronger theoretical rationale for explaining employee engagement can be found in social exchange theory (SET). He further states that one way for individuals to repay their organization is through their level of Engagement. That is, employees will choose to engage themselves to varying degrees in response to the resources they receive from their organization. Bringing oneself more fully into one’s work roles and devoting greater amounts of cognitive, emotional, and physical resources is a very profound way for individuals to respond to an organization’s actions. It is more difficult for employees to vary their levels of job performance given that performance is often evaluated and used as the basis for compensation and other administrative decisions. Thus, employees are more likely to exchange their engagement for resources and benefits provided by their organization (Saks, 2006).

According to Saks (2006) Even though there are various theories that explain the relationship between employee engagement and its antecedents, this study focused mainly on Social

Exchange Theory (SET) because it was found to have a strong theoretical rationale for explaining about employee engagement.

Job Demands–Resources (JD-R) Model

As stated by Schaufeli (2013) many studies on work engagement have used the Job-Demand Resources Model (JD-R Model) as an explanatory framework.

As stated in Kamau & Sma (2016) This model was established by Demerouti, Bakker, De Jonge, Janssen and Schaufeli (2001) the JD-R Model assumes that work engagement results from inherently motivate in nature of resources, whereby two types of resources are distinguished; Job resources, which are defined as those aspects of the job that are functional in achieving work goals, reduce job demands , or stimulate personal growth and development.(e.g., performance feedback, job control and social support from colleagues) ,Personal resources , which are defined as those aspects of the self that are associated with resiliency and that refer to the ability to control and impacts one’s environment successfully (e.g., self-efficacy ,optimism ,and emotional stability) (Kamau & Sma, 2016).

The JD-R Model claims that resources energize staff members, promote perseverance, and help them concentrate on their tasks. According to Schaufeli (2013), resources encourage participation in terms of vigour (energy), dedication (persistency), and absorption (attention).

JD-R Model also assumes that in its turn engagement results to positive outcomes such as job performance. JD-R Model assumes that work engagement mediates the relationship between job and personal resources on the one hand and positive outcomes on the other (Schaufeli, 2013).

JD-R Model also postulates that when the resources are poor this may lead to burnout. Therefore, there is need for organizations- to ensure that relevant resources are available to employees in order to avoid burn outs (Kamau & Sma, 2016).

According to this model strenuous job demand would also lead to burn out. The JD-R model also shows that job demands might increase work engagement. However, Schaufeli (2013) notes that thesis only true for those job demands that have the potential to promote mastery, personal growth, learning and goal attainment.

Harter, Schmidt & Hayes's satisfaction-engagement approach

One of the most read and a cited paper on employee engagement was published in 2002 by Harter et al. He employed 7939 business units to analyze the advantages of engagement. Employee engagement was referred to in this article as a "individual's involvement and satisfaction with as well as enthusiasm for work" (Harter, et al., 2002). They agreed with Kahn's idea (1990) in their meta-analysis and observed that engagement occurs when workers are emotionally and cognitively engaged and when they are aware of what is expected of them. They also concurred that employee engagement depended on giving them the resources they needed to complete their work, feeling fulfilled, believing they mattered, working with trustworthy coworkers, and having the opportunity for growth and development.

Harter et al. created a measure with 12 items that evaluates the employees' opinions of their organization as a place to work using Kahn's (1990) paradigm. The meta-analysis's findings showed a link between employee engagement and a number of crucial company outcomes, including customer happiness

2.7. Empirical Review of Studies

According to a review of empirical research on the effects of work-life balance on employee engagement in the millennial generation conducted on 2019 by Dwi Putri Larasati, University of Muhammadiyah Malang, Nida Hasanati, University of Muhammadiyah Malang, and Istiqomah University of Muhammadiyah Malang, the percentage of employee engagement influenced by work-life balance is 14.3%.

It has been confirmed that companies may affect the level of employee engagement in the organization by taking into account the needs of employees' personal and professional lives. A positive association between work life balance factors and employee engagement variables was also discovered in this study, with R Square values of 0.143 or 14.3%.

Work life balance may have an impact on employees' levels of employee engagement. The fact that the study's premise was accepted demonstrates that one of the variables that can impact employee engagement is work life balance. Work life balance itself can be seen as an individual endeavor to strike a balance between personal and professional responsibilities. In a way, work life balance can satisfy a number of requirements for millennial generations. Employees who

have attained work life balance have reported benefits such as decreased absenteeism, improved productivity, decreased tuning, and higher staff retention. In this study, work life balance is identified as one of the elements that boost employee engagement.

Additionally, the organization can focus on enhancing staff skills, which may have an impact on organizational performance, while attrition will be at a lower rate. Certainly, the business or organization wants to maximize the result. Therefore, a high level of production is required. Work and attachment of work by employees determine organizational productivity. Organizations can benefit from employee engagement if it enables workers to perform better than the suggested standard. In essence, the findings indicate a connection between work life balance and employee engagement, which accounts for 14.3% of the total.

This indicates that close to 86.7% of factors influence the degree of employee engagement. Last but not least, there are a number of elements that boost employee engagement, including senior staff behavior, difficulties, partner relationships, etc. This study comes to the conclusion that one of the elements influencing employee engagement in the millennial generation is an acceptable work life balance. There are certain things that the company may do to increase WLB, such as maintaining structural stability, establishing a positive work environment, providing leisure time, and offering training or updating the skills of the employees. It is strongly advised that the next researchers look at other factors, such as emotional intelligence, harassment, and burnout, that can increase employee engagement (Dwi, N. et al. 2018).

As per the study findings and conclusions conducted by Dr. Padmakumar Ram; Director of Experiential Education & Associate Professor, School of Management, New York Institute of Technology & Dr. Gantasala V. Prabhaka; Department Assessment Director & Assistant Professor of New York institute of technology, on the role of employee engagement in work Related outcomes on the hotel industry of Jordan on 2011, the level of engagement determines whether people are productive and stay with the organization or quit and perhaps join the competitors.

Concept of engagement also includes the extent to which employees are connected to the organizational strategy and goals, acknowledgment for work well-done, and a culture of learning and development foster high levels of engagement. Without a workplace environment for employee engagement, turnover will increase and efficiency will decline, leading to low

customer loyalty and decreased stakeholder value because the cost of poor employee engagement will be detrimental to organizational success (Ram & prabhakar 2011).

According to a study on how employee performance is impacted by employee engagement factors done by Bedarkar & Pandita (2014). The study identified three factors that influence employee engagement: leadership, work-life balance, and communication. Additionally, they claimed that these factors improve employee performance, which in turn raises organizational performance. Based on the results of their study, they further examined the relationship between employee engagement and employee and organizational performance, attempting to take into account the mediating or moderating effect of employee engagement (Bedarkar & Pandita, 2014).

As per Mokaya & Kipyegon (2014) conducted a study on determinants of employee engagement in the banking industry of Kenya and identified four factors that affect employee engagement namely performance management, personal development & growth, workplace recreation and remuneration.

Another analysis of the empirical studies by Jacob Wood, Jihye Oh, Jiwon Park, and Woocheol Kim conducted on 2020 addressing the connection between job engagement and work-life balance in organizations; the main conclusions of the studies under consideration revealed the numerous antecedents, mediators, and moderators that characterize the interactions between job engagement and work-life balance. They also give insight into HRD scholarship, which has mostly been left unclear, on how to define the direction of causality between two notions. Finally, our article offers insightful recommendations for further study and application in the area of HRD that describe how job engagement affects work life balance and vice versa.

Their empirical analysis of the literature also identified a range of mediating (e.g., family and work demands, supportive work–family culture, and work–family enrichment) and moderating (e.g., preventive coping and work–life imbalance) factors that influenced the effect that work life balance and its associated terms have on work engagement and in particular the flow-on effect of employee turnover. Based on their analysis and the data, it appears that a number of job resources (such as colleague support and work-family culture) and personal resources (such as self-esteem and self-efficacy) have been studied as antecedents of both work engagement and

work life balance. Specifically, the most prominent antecedent was the perceived level of support given by colleagues, co-workers, and society, which was then followed by self-efficacy/esteem.

Additionally, studies that looked at either moderators or mediators spent more time examining the underlying processes by which work engagement predicts work life balance and their concomitant factors than they did illuminating the processes and concomitant factors of the relationship between work life balance and work engagement going the other way (Jacob, J. et al. 2020).

Another study done by Garg (2015) on employee engagement and individual differences across employees of various age, gender, work experience and education in India by taking an in-depth analysis of eight point liker scale.

Another African based study done by Sanneh & Taj (2015) on employee engagement in the public sector of West Africa and identified workplace wellbeing, organizational policies, compensation, training & career development, team &coworker, leadership & work environment as drivers of employee engagement.

Using the case study of Inter City Mill (ICM), a Rwandan agribusiness, Nakure Mirimo conducted another empirical study with an African focus at Mount Kenya University on January 2017. The goal of this study was to evaluate the impact of work-life balance practices on employee commitment using both quantitative and qualitative methods. The data analysis's findings support the hypothesis that employee commitment and work-life practices are related. The study's conclusions demonstrate how crucial employee dedication is to achieving organizational goals and objectives.

The results suggest that employees have differing opinions on how work-life balance practices should be implemented. They also demonstrate a strong link between employee commitment and implementing work-life balance procedures. This study comes to the conclusion that people will want to adjust their life activities in accordance with their particular priorities as part of the search for work life balance, rather than as an instance. The report advises ICM Rwanda Agribusiness management to support the HR agenda consistently, foster continuing conversations with employees, and implement staff trainings since these were found to have a beneficial impact on work life balance practices.

This research study draws three conclusions;

One, only a relatively small fraction of ICM Rwanda Agribusiness employees report having trouble juggling work and family obligations. It is clear that the search for work life balance is a process rather than a singular event in which people attempt to modify their daily activities in accordance with their unique priorities, whether they be emotional, physical, or both. It's also crucial to pay attention to external, unforeseen influences like new technology, shifting family dynamics, and managerial paradigms. Due to all of these factors, businesses and policymakers must acknowledge that our lives are dynamic and full of change, and as a result, they must monitor each employee's demands as they pass through various life stages.

Two, a higher portion of ICM Rwanda Agribusiness employees are between the ages of 31 and 40; similarly to other studies, this group of workers is most likely to report or register challenges in attempting to accomplish work life balance. This is due to the fact that the majority of people in this group, particularly the knowledge workers, were also more likely to hold managerial positions. The fact that the majority of employees believed that the company had unrealistic expectations of them furthers this. It can be challenging for ICM management and HR to handle turbulence caused by a small number of dissatisfied employees or more. There may be a tension between the demands of work-home responsibilities and the declining importance of work in employees of the 21st generation.

Finally, it is important to note the link between employee dedication and achieving WLB. The level of work life balance practices has a significant impact on the ability to increase employee commitment for the organization's business case. Organizational effectiveness is a result of employee engagement to the goals, visions, and beliefs of a company like ICM Rwanda Agribusiness. Employees will be more engaged and have better relationships with their coworkers, leading to a better balance between work and life, if they successfully view themselves as having more control and ownership over their lives. Employees who have balanced lives will be less tense and at odds with management and their coworkers, which will boost productivity (Mirimo 2017).

2.8. Conceptual Framework of the Study

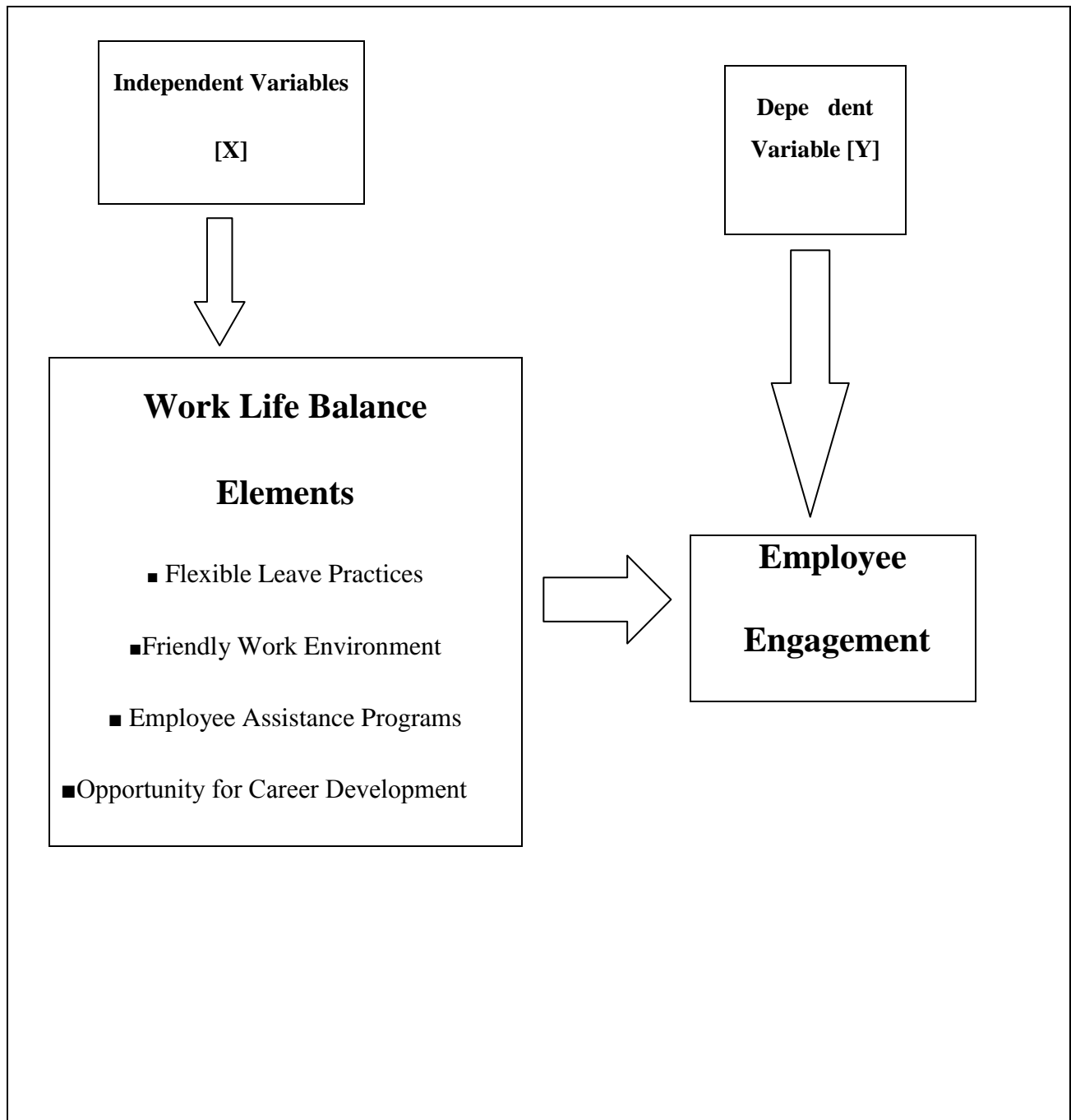
Employee Engagement in both developing and developed countries depends on various factors. These factors if well organized and well managed will result in creating an engaged employee that can contribute the growth and development of an organization.

A conceptual framework assists to simplify the proposed relationships between the dependent variable and the independent variables in a study and allows the same to be depicted in diagram. The conceptual framework explains the relationship between -independent and dependent variables in the study. It is presented in the underneath diagram.

For the proposed study, the 4 selected elements work life balance and employee's engagement is conceptualized as independent variables and dependent variable respectively.

To remind; selected elements of work life balance were Flexible leave practices, friendly work environment, Employee assistance programs (EAP) and Opportunity for career development.

Figure 2- 1 Conceptual framework of the study



Source: developed for the study, 2022/23

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter deals about the methodology applied to conduct the study containing the research approach taken to achieve the study objectives and address the research questions. It also discusses the information gathering strategies, data collection techniques, and information sources utilized to gather information from the target respondents, sampling techniques used to determine the sample size of respondents, the research instrument used to collect data, models and tools used to analyze the data, and finally, a disclosure of the study's ethical considerations and data collection instrument as attached at the end of study as annex.

3.1. Description of the Study Area

The study was conducted at head office, south and north Addis Ababa district employees of Abay Bank Share Company in Addis Ababa with 429 total numbers of employees.

3.2. Research Approach

The objective of the study was specified on assessing the effect of selected work life balance elements on employee engagement and due to its descriptive nature; quantitative approach was applied.

3.3. Research Design

Descriptive research design was applied to conduct this study due to the fact that it enables the thorough description of the situation and minimal bias in the data collection are two advantages of the descriptive survey method (Kothari, 2004).

Descriptive research, as emphasised by Fox & Bayat (2007), descriptive research seeks to illuminate current issues or problems by gathering data that enables them to provide a more detailed explanation of the situation than would otherwise be possible.

3.4. Population and Sample

3.4.1. Target Population

The population for this study is the head quarter, south and north Addis Ababa district employee's of Abay Bank Share Company in Addis Ababa with 429 total numbers of employeeshead quarter employees' of Abay Bank Share Company. The study divided the total population in to two five strata's of Directors, Senior Management members, Middle Level Management (Division heads), Professional employees (IT, Engineers and General Service employees), and finally clerical (junior officers, officers &senior officers) &non-clerical (Admin assistants, drivers and technical permanent maintenance employees)permanent employees of Abay Bank S.C.

Accordingly, the employees' of Abay Bank S.C. working at head quarter and South and North district offices in Addis Ababa were 429 (as of January, 2023) and they are divided into the following subgroups or strata.

Table 3.1: The study target population and Strata

No.	Strata	Population (N)
1	Directors	16
2	Senior Management Members(including District Managers)	14
3	Middle Level Management (Dept. Division heads)	39
4	Professional Employees(IT, Engineers & General service employees)	58
5	Clerical &Non-Clerical Staff	302
	Total	429

Source: developed for the study, 2022/23

3.4.2. Sampling Technique

The most important aspect of sampling is choosing a representative sample. Mooi and Sarstedt (2014) defined representativeness as the degree to which the characteristics of the sample closely resemble those of the population.

Probability sampling and non-probability sampling are the two main kinds of sampling procedures; as it provides a more accurate representation of the population (William & Barry, 2010). Thus the probability sampling method was applied for this study.

Stratified sampling was employed from the probability sampling because it is appropriate when the sampling frames fall into clearly defined categories or strata (William & Barry, 2010).

3.4.3. Sample Size

From the above strata, the strata containing management level appears to be manageable for the researcher to conduct a census type survey whereas random sampling method was applied to select number of respondents from professional, clerical and non-clerical group of strata's.

Thus, the following formula is applied to determine number of respondents at 95% confidence level and 0.05 sampling error.

$$n = \frac{N}{1+N(e)^2}$$

Where: n= Sample size

N = the population size proportion (i.e. professional +clerical & non-clerical staff)

e = the level of precision (0.05) Therefore,

$$n = \underline{429}$$

$$1+429(0.05)^2= 207$$

Accordingly; the sample size of the study is 207 randomly selected permanent employees from the each stratum while the population size is 429 employees' of Abay Bank S.C. working at

Head office, South and North district offices in Addis Ababa.

3.5. Data Sources and Types

Finding data sources and methods of collection is one of the most crucial aspects in doing research since the quality of data obtained, which in turn depends on data sources and collection procedures, strongly influences the outcome of the study. The necessary data for this investigation was gathered from a primary data source utilising a set of standardised, structured questions.

A structured questionnaire was utilized to gather primary data from a sample of employees. The questionnaire was created using the chosen components of work-life balance as independent variables and employee engagement as a dependent variable, i.e. flexible leave policies, friendly work environment, employee assistance programs, and opportunities for career development. The researcher has made some modification by taking the previous related local studies done in the area of study used to collect the data.

The questionnaire is divided into three parts; Part one: contains employee's demographic information including bio data, Part two: had four sub parts that contains five point likert scale question statements for each independent variables and the last part i.e. part three includes five point likert scale statement questions for the dependent variable of employee engagement.

3.6. Data Collection Procedures

Structured questionnaire was developed using likert five point scale method that measures respondents' answer on five different levels of scales from strongly disagree to strongly agree.

During the selection of the company to undertake this study; the researcher got permission from human capital department of the bank as they were willing to give access of information necessary for the study by submitting a letter of cooperation from Addis Ababa university school of commerce to dispatch and collect the questionnaire. The print questionnaires were distributed to sample sized employees' of Abay bank S.C.

To all the respondents oral briefings was given regarding the purpose and objectives of the

study, the confidentiality of the information they filled and assurance as the collected information was only used for the study purpose.

Next the questionnaires were distributed to 207 permanent employees of the Abay bank working in head office and districts offices in Addis Ababa. Subsequently, the data collected was carefully checked to avoid unintentional missing values of questionnaires.

Finally, the data obtained was entered & analyzed on SPSS software version 20 and the results were presented using tables, graphs and plots as depicted here after.

3.7. Methods of Data Analysis

The data that were obtained using questionnaire were analyzed with the help of SPSS by using descriptive statistics. The analyzed data then organized in tables and computed using percentages and mean values. For analysis purpose, the responses obtained from likert scale had grouped in to two major categories: Agree and Disagree and the demographic information of respondents were summarized through the use of descriptive statistics while inferential statistics were used to analyze the relationship between the independent and dependent variables. For the purpose of this study, cronbach's alpha reliability test for reality check, Pearson correlation for validity test, and correlation analysis, one way ANOVA independent t test to test the relationship between the two groups i.e. dependent and independent variables under study and regression analysis was done to analyze the effect of independent variables having on the dependent variable of employee engagement.

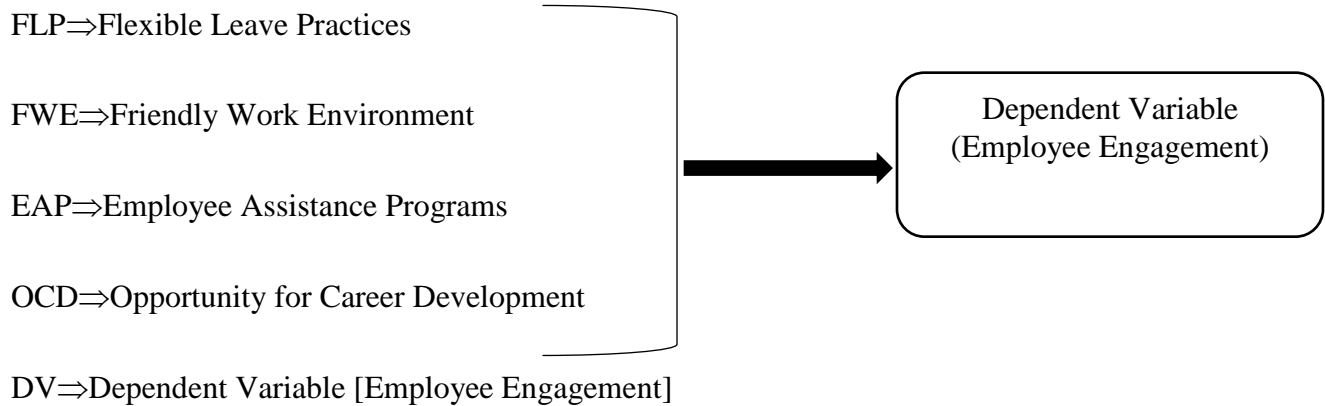
To make the collected data ready for analysis, the questionnaires were checked for completeness. Finally the analyzed data were used to get the study findings, and from the findings the possible conclusions and recommendations and further research areas was presented.

Statistical Package for Social Science (SPSS) software version 20 was applied to analyze and present the data through the statistical tools used for this study, namely descriptive analysis, correlation and multiple regression analysis. The research used quantitative method to analyze the data and also explanatory way of analysis also combined with the statistics. The analysis report has been presented by model summery, ANOVA table, correlation table and coefficient of

the regression and the final report helps to arrive at a meaningful conclusion and come up with valuable recommendations.

3.8 .Linear Regression Model Specification

In this research independent linear regression models are performed to examine the effect of selected four practices of work life balance on employee engagement.



IV=>Independent Variable [FLP+FWE+EAP+OCD]

Flexible leave practices (FLP) = $FLP_1+FLP_2+FLP_3+FLP_4+FLP_5+FLP_6$.

Friendly work environment (FWE)= $FWE_1+FWE_2+FWE_3+FWE_4+FWE_5+FWE_6+FWE_7$.

Employee assistance programs (EAP)= $EAP_1+EAP_2+EAP_3+EAP_4 +EAP_5+EAP_6$.

Opportunity for career development (OCD) = $OCD_1+OCD_2 +OCD_3+OCD_4+OCD_5$.

Employee engagement (EE) = $EE_1+EE_2+EE_3+EE_4+EE_5+EE_6+EE_7+EE_8+EE_9+EE_{10}$.

Independentvariables= $FLP_1+FLP_2+FLP_3+FLP_4+FLP_5+FLP_6+FWE_1+FWE_2+FWE_3+FWE_4+$
 $FWE_5+FWE_6+FWE_7+EAP_1+EAP_2+EAP_3+EAP_4+EAP_5+EAP_6+$
 $OCD_1+OCD_2+OCD_3+ OCD_4+ OCD_5$.

Dependent Variable (Employee engagement)= $EE_1+EE_2+EE_3+ EE_4+EE_5+EE_6+EE_7+EE_8+$
 EE_9+EE_{10} .

This equation is designed to examine the effects of the selected four independent variables under study on dependent variable (Employee engagement).

3.9. Data Collection

The appropriate research instrument for such survey-based study is structured questionnaire. Therefore, the study used structured questionnaire to collect data from the target population. The structured questionnaire were developed using the likert five point scale methods that measures respondents' answer on five different levels of scale.

3.9.1 Data Collection Instrument

The proposed study data collection instrument is divided into three parts; the first part includes the respondent's demographic data, the second part contains questions about the respondent's level of engagement in relation to the chosen work-life balance practices already used, and the third part includes engagement level measurements for each respondent.

The questionnaire was developed based on the selected work life balance elements that already delimited on the scope of the study and identified as independent -variables at conceptual frame work of the study, specifically flexible leave practices, congenial(friendly) work environment, employee assistance programs and opportunity for career development, by adopting previously developed and used by other researchers on work life balance and related to the topics under study with some modification to avoid questionnaire content validity.

All measures will be made on the 5-point Likert scale (1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree).

Table 3.2: Component of questions related to the research title

No.	Work life balance elements	Total Questions
1	Demography	5
2	Flexible leave practices	6
3	Friendly work environment	7
4	Employee assistance programs	6
5	Opportunity for career development	5
6	Employee Engagement	10
	Total	39

Source: developed for the study, 2022/23

3.10. Validity and Reliability of the Research

3.10.1 Validity of the Study

The adviser was involved by giving valuable comments to check the reliability of the questionnaires and to evaluate and enhance the value and content of research data collection tools.

According to Kotari (2004), the questionnaire's capacity to measure the things we want it to measure is known as internal validity. The degree to which a concept is precisely quantified in a quantitative investigation is known as validity. Each independent variable's validity result has

been reported. A test's validity refers to how closely it measures the variables it claims to (Borg and Gall 2003).

The definition of validity given by Hair, as referenced by Kangure (2014), is "the extent to which a measure accurately represents what is supposed to." Validity is concerned with how accurately the measure(s) define the concepts. It also refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration.

In this study, validity is concerned with whether the findings will really explain employee engagement in Abay Bank S.C. To be able to determine this, factor analysis was conducted in order to develop factors that help in explaining the role of the construct in employee engagement.

Validity is concerned with how well the concepts are defined by the measure(s). It also refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration. According to Healy and Perry (2000), validity determines if the study adequately captures the desired result. As a result, validity evaluates the veracity of the research findings or how correctly scores reflect the pertinent underlying variable.

3.10.2 Reliability of the Study

Reliability, or the ability of the measure to yield the same results under identical circumstances, is the second factor to be taken into account. The instrument must be trustworthy prior to being valid. Reliability is the degree to which a variable or group of variables is consistent in what it is designed to assess, according to Hair as referenced by Kangure (2014).

Lee Cronbach's alpha coefficient, created in 1951, was utilized to confirm the internal consistency of the current instrument. One of the most popular techniques for assessing internal consistency reliability is Cronbach's alpha. In other words, the results of our questionnaire accurately reflect the reality of the variables under study. The internal consistency of a questionnaire is used by the Cronbach's alpha coefficient, a statistical instrument, to assess the accuracy (Kangure, 2014).

Reliability was checked for the actual questionnaire and the cronbach's Alpha assured the material is reliable for internal consistency. The second measure of quality in a quantitative study

is reliability, or the accuracy of an instrument. Group variability, score reliability, number of items, sample sizes, and difficulty level of the instrument also can impact the cronbach's alpha value. The reliability is the correlation between the scores on the two instruments. If the results are consistent over time, the scores should be similar. Thus, cronbach's alpha was employed to test the reliability of the questionnaire and the entire questionnaire items were found to have a result higher than **0.7**. It is known that score reliability of 0.70 and higher is acceptable when used in basic social science research.

The cronbach's alpha coefficient can be calculated through the following equation:

$$\alpha = \frac{n}{n - 1} \left(1 - \frac{\sum s^2 (X_i)}{s^2(Y)} \right)$$

Where;

n refers to the number of scale items

$s^2 (X_i)$ refers to the variance associated with item

$s^2 (Y)$ refers to the variance associated with the observed total scores

Higher alpha coefficient values (the closer the reliability coefficient to 1.00) mean that the scales are more reliable. As a rule of thumb, acceptable alpha should be at least 0.70 or above (Hall as cited by Kangure, 2014).

Table 3.3: Summary of Cronbach's alpha values per variable

No.	Variables	No. of Items	Alpha Value
1	Flexible leave practices	6	.741
2	Friendly work environment	7	.841
3	Employee assistance programs	6	.761
4	Opportunity for career development	5	.769
5	Employee Engagement	10	.767
	Total	34	

Source: SPSS own computation for the study 2022/23

As we can see in the above table, the cronbach's alpha coefficient of the dependent and independent variables are all above .7 and this gave the researcher sufficient confirmation of data reliability of the collected questionnaires. Furthermore, the aggregate cronbach's alpha coefficient of the entire questionnaire was .764 which is within the acceptable range.

Reliability Statistics Summary

Table 3.4 Summary of Cronbach's alpha values

Cronbach's alpha	No.of Items
.764	34

Source: SPSS own computation for the study 2022/23

The result shows that the cronbach alpha reliability tests fall between .741 and .841, which is sufficient to examine the relationship between the study's factors. As a result, it shows that the

scales are very reliable, reflecting good internal consistency among the measurement items, and the chosen instrument can accurately measures the chosen variables.

3.11. Ethical Considerations

The research was conducted in accordance with the policy of confidentiality of respondents' information and without engaging in unethical practices including fraud in sample selection, fabrication of false data, or embellishment through the addition of extra responses from respondents.

In addition the data collection instrument confirms the prohibition of including any identity details or personal reference of the respondents in the questionnaire. The names and employee identification number wasn't be included at any part of the data collection process so that participants were sure that he/she can't be identified by the bank officials so that the researcher believes that respondents was provided true and dependable information freely and safely. The study was conducted under strict professional ethics, with the data collected in the course of the study being kept private and not being utilized for any other purpose.

CHAPTER FOUR

ANALYSIS, DISCUSSION AND INTERPRETATION

This chapter presented the procedures applied to analyze the collected data, summary of findings and discussions based on the findings and finally interpretation of the findings based on the data collected and analyzed regarding the effect of work life balance practices in determining engagement level of permanent employees in Abay Bank S.C.

4.1. Data Analysis Procedures

As mentioned in the chapters above, this research project aimed to look at the effect the targeted practices of work life balance in determining employee engagement in Abay Bank S.C head office and district employees in Addis Ababa, those employed permanently. A total of 207 questionnaires were distributed to employees found in Abay Bank S.C head office questionnaire and district employees in Addis Ababa interpreted using SPSS software version 20. It was developed in five scales ranging from 1(Strongly disagree) to 5 (Strongly agree).

As indicated in earlier chapters of the study; all of the independent and dependent variables of the study consist of Likert scale data, and given that the aim of investigation was to test the effect of the independent variables (flexible leave practices, friendly work environment, employee assistance programs & opportunity for career development) on the dependent variable of employee engagement, the most appropriate statistical test for the study was found to be measures of central tendency (mean& standard deviation), Pearson correlation, test of model fit assumption tests, regression model summary, one way ANOVA, and multiple linear regression analysis. In addition descriptive and inferential statistics was used to analyze the data and results presented in form of tables for easy, simple and clear interpretation of data.

4.1.1 Response rate of Respondents

Table 4. 1 Respondents' response rate

Questionnaires Distributed	Questionnaires Returned	Percentage
207	187	90.3

Source: Own field survey, 2023

As shown in table 4.1 above, about response rate, 207 questionnaires were distributed to respondents and 187 were appropriately filled and returned with the rate of 93%.

According to Rut,(2017), response rate of 50% is satisfactory, 60% is good and 70% and above is excellent for a study. This implies that, the information gained were sufficient enough to conduct the analysis. Hence, based on this sample size i.e., 187 (90.3%) the next analysis was carried out.

4.2. Background of Respondents

This section provides a profile of the respondents. This information is presented on a number of basic characteristics, including age at the time of the study and gender, educational level, work experience and job position. This information offers general understanding about the population under the study.

Table 4. 2 Analysis of respondents Socio demographic information

		Items	Count	%
1	Sex	Male	120	64.1 [%]
		Female	67	35.9 [%]
		Total	187	100.0[%]
2	Age Group	Below 25	2	1.1 [%]
		25-34	144	77 [%]
		35-44	31	16.6 [%]
		45-54	10	5.3 [%]
		55 and above	0	0 [%]
		Total	187	100.0[%]
3	Educational Qualification	TVET training	1	0.5 [%]
		College Diploma	2	1.1 [%]
		BA/BSC Degree	120	64.2 [%]
		Master's Degree	63	33.7 [%]
		PhD	1	0.5 [%]
		Other; please state	0	0 [%]
		Total	187	100.0[%]
4	Work Experience	1-3	69	36.9 [%]
		4-7	76	40.6 [%]
		8-11	32	17.1 [%]
		Above 11 years	10	5.3 [%]
		Total	187	100.0[%]
5	Job Title	Director	11	5.9 [%]
		Senior Management Member	9	4.8 [%]
		Middle level management (Divisions)	31	16.6 [%]
		Professional employees (IT Eng., &Other technical employees)	35	18.7 [%]
		Clerical &Non clerical	101	54.0 [%]
		Total	187	100.0[%]

Source: Own field survey(2023)

As shown in table 4.2 above, concerning gender distribution of respondents 67 (35.9%) were females whereas 120 (64.1%) males. This shows that majority of the respondents were males.

According to the age of respondents, as shown in the table 4.2 above 144 (77%) were in age group of 25-34.; while 10 (5.3%) were between the age of 45-54 this indicated that majority of indicating majority of the banks employees are young.

Regarding the academic status of the respondents 120 (64.2%) of the respondents are found to be holding first degree while 0.5% were employees with TVET and having two second degrees degree and this implies that majority of Abay bank employees are first degree holders.

The work experience of the respondents data showed that 76 (40.6%) of respondents have 4-5 years of work experience while only 10 (5.3%) This implies that majority of the bank employees work experience was in between 4-7 years during the data collection for study. This implies that the majority of the respondents have been serving relatively longer years.

Regarding the job position status of the respondents 101 (54.0%) of the respondents were found to be holding clerical and non-clerical while first degree while 9(4.8%) were employees having senior managerial positions this implies that majority of Abay bank employees were accumulate at clerical and non-clerical job positions.

4.3. Percentage Analysis and Descriptive Statistics for the Study Variables

Descriptive statistics was employed to examine the percentage, mean and standard deviation of the responses of respondents with regards to the effect of the selected work life balance-elements (Flexible leave practices, friendly work environment, employee assistance programs and opportunity for career development) having on the level of employee's in Abay Bank S.C.

4.3.1. The existing Work Life Balance in Abay Bank S.C

1. Flexible Leave Practices

Table 4. 3 : Descriptive analysis of flexible leave practice

No	Items	Rating Scales (%)					Mean	St. dev
		1	2	3	4	5		
1	As part of intrinsic rewards; for exceptional work performance practice of giving additional leave and PTO(Paid time off work) incentives, increase my work efficiency and continued engagement	2.7	10.7	20.9	36.9	28.9	3.79	1.061
2	In my opinion fair treatment during leave approval between coworkers increase significantly my job engagement level	0	4.8	16	51.3	27.8	4.02	.796
3	Provision of unused leave timely cash encasement motivate me for increased engagement at work	1.6	6.4	27.8	35.8	28.3	3.83	.969
4	Practice of favorite time leave approvals increase my engagement at work	1.6	4.3	15	47.6	31.6	4.03	.885
5	I believe extended (consecutive) leave approvals motivate me for increased and continual job engagement	1.6	11.2	28.9	42.8	15.5	3.59	.936
6	Having prescheduled annual leave plans enable me to be more focused at work and increased engagement	1.1	9.6	21.9	45.5	21.9	3.78	.935
Overall (aggregate) Average mean &St.Dev.							3.84	.925

Key: 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree

Source: Survey Result (2023)

The result of respondent's response rate for the independent variable of flexible leave practices is presented in the above table 4.3.

As depicted on the above table by this the flexible leave practices independent variable for this study the researcher investigate the relation and effect of between flexible leave practices having on employee engagement in Abay bank S.C. and the collected response indicated that majority (36.9%) were agreed that as part of intrinsic reward and motivation the practice of giving additional leave and PTO(Paid time off work) incentives, increase their work efficiency and continued engagement, 11% disagreed and 3 % of the respondents found to be strongly disagreed that such practice have no effect on their continued engagement. This indicated that majority of the Abay bank employees were agreed that practice of giving additional leave and PTO (Paid time off work) incentives; motivate them for the increased and sustained engagement.

For the second item question, majority of the respondent's 51 % of the respondents were agreed that the practice of fair treatment during leave approval between coworkers increase significantly their job engagement level and 28 % of the employees strongly agreed such practice have positive effect for their increased engagement level. On the other hand, 16% of the respondents found to be neutral and the rest 5 % were disagreed that such practice have negative effect on the engagement level but no respondent believe that fair treatment during leave approval practice have no and negatively affect their engagement at work. This indicated that majority of the Abay bank employees were agreed that fair treatment during leave approval between coworkers increase significantly their job engagement level.

For the third item, 35 % of respondents agreed that practice of giving unused leave timely cash encasement motivate them for increased engagement at work while 28% agreed and 27 % of respondents kept neutral that the practice of giving unused leave timely cash encasement have no effect on their engagement level and the rest 6 % and 2% of respondents found to be disagreed and strongly disagreed that such practice have no contribution for their increased engagement at work respectively. This indicated that majority of the Abay bank employees were agreed that provision of unused leave timely cash encasement motivate them for increased engagement at work.

For the fourth item, nearly 48% of respondents agreed that Practice extended (consecutive) leave approvals motivate them for increased and continual job engagement increase their engagement while only 31 % respondents strongly believe that such practice highly contribute for increased engagement and the rest 15%, 5% and 2% of responses indicated that such practice have no effect and doesn't add value for their engagement level. This indicated that majority of the Abay bank employees were agreed that Practice of favorite time leave approvals increase their engagement at work.

As per the fifth item, almost 43% strongly agreed and 15 % of employees agreed that practice of extended (consecutive) leave approvals motivate them for increased and continual job engagement and the rest 29 % were neutral and the remaining 11% and nearly 2 % of employees doesn't agreed that such practice have positive influence up on their engagement at work. This indicated that majority of the Abay bank employees were agreed that consecutive leave approvals motivate them for increased and continual job engagement.

Finally almost 46 % agreed and 22 % of employees strongly agreed that practice of Having prescheduled annual leave plans enable them to be more focused at work and increased engagement and the rest 29 % were neutral and the remaining 9 % and nearly 1 % of employees doesn't agreed that Having prescheduled annual leave plans practice have positive influence up on their engagement at work. This indicated that majority of the Abay bank employees were agreed that having prescheduled annual leave plans enable me to be more focused at work and increased engagement.

As per the computation shown on table4.3.the overall average mean and standard deviation scores is (M=3.84(near to agree (4), S.D=.925); this implies that the flexibly of leave practices in Abay bank encourage the bank employees to have increased job engagement.

II. Friendly Work Environment

Table 4. 4 : Descriptive analysis of friendly work environment

No	Items	Rating Scales (%)					Me an	St. dev
		1	2	3	4	5		
1	The feeling of being valued and appreciation for work done trigger me for increased job engagement	1	4.8	14.4	47.6	32.1	4.07	.843
2	Coworkers positive attitude towards me increase my motivation and engagement at work significantly	.5	3.2	7	46.5	42.8	4.28	.774
3	Level of coworkers' openness to hear my voices and thoughts pause positive effect towards my level of job engagement	.5	4.8	17.6	51.9	25.1	3.96	.819
4	I believe personal level connection and friendship beyond work place have positive effect on my job engagement	1.6	5.9	17.1	43.3	32.1	3.98	.936
5	I believe participation in decision making have positive effect and contribution for increased engagement	.0	2.1	12.8	52.4	32.6	4.16	.720
6	In my opinion group events with coworkers such as get-together assist for increased engagement	.5	3.2	17.6	49.2	29.4	4.04	.806
7	Fair and equal treatment at work place contribute for increased level of my job engagement	.5	.5	11.2	40.6	47.1	4.33	.739
Overall (aggregate) Average mean &St.Dev.							4.11	.805

Key: 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree

Source: Survey Result (2023)

The result of respondent's response rate for the other independent variable of friendly work environment is presented in the above table 4.4

As depicted on the above table, response of respondents indicated that majority (32.1%) were agreed that the feeling of being valued & appreciation for work done trigger them for increased job engagement, 4.8% disagreed and 1 % of the respondents found to be strongly disagreed that

such practice have no effect on their continued engagement. This indicated that majority of the Abay bank employees were agreed that being valued and appreciation for work done trigger them for increased job engagement.

For the second item question, majority of the respondent's 46.5 % of the respondents were agreed that coworker's positive attitude towards them increase their motivation and engagement at work significantly and 42.8 % of the employees strongly agreed such practice have positive impact on their increased engagement level. On the other hand, 7% of the respondents found to be neutral and the rest 3 % were disagreed that such practice have no effect on the engagement level and less than 1% respondent strongly believed that coworker's positive attitude towards them have no effect towards their engagement at work. This indicated that majority of the Abay bank employees were agreed that coworkers positive attitude towards them encourage them to be more engagement at work significantly.

For the third item, more than 51 % of respondents agreed that level of coworkers' openness to hear their voices and thoughts pause positive effect towards their level of job engagement for increased engagement at work while 25% agreed and 17 % of respondents kept neutral that such condition have no effect on their engagement level and the rest nearly 5% and less than 1 % of respondents found to be disagreed and strongly disagreed that such practice have no contribution for their increased engagement at work respectively. This indicated that majority of the Abay bank employees were agreed on coworkers' openness to hear their feelings and thoughts have positive effect towards their level of job engagement.

For the fourth item, more than 43% of respondents agreed that personal level connection and friendship beyond work place have positive effect towards their job while 32 % respondents strongly believe that such practice highly contribute for increased engagement and the rest 17%, 6% and nearly 2% of responses indicated that such practice have no effect and doesn't add value for their engagement level. This indicated that majority of the Abay bank employees were agreed that personal level connection and friendship beyond work place have positive influence on their job engagement.

For the fifth item, nearly 50% strongly agreed and 29 % of employees agreed that personal level connection and friendship beyond work place have positive effect on their job engagement and

the rest 12.8 % were neutral and the remaining 2% and less than 1 % of employees doesn't agreed that such practice have positive influence up on their engagement at work. This indicated that majority of the Abay bank employees were agreed that participation in decision making have positive effect and contribution for increased engagement.

For the sixth item, almost 52% strongly agreed and 32 % of employees agreed that group events with coworkers such as get-togethers assist for increased engagement and positively affect their job engagement and the rest 17 % were neutral and the remaining 3% and less than 1 % of employees doesn't agreed that such practice have positive influence up on their engagement at work. This indicated that majority of the Abay bank employees were agreed that group events with coworkers such as get together assist for increased engagement

Finally 47 % strongly agreed and 40 % of employees agreed that fair and equal treatment at work place contribute for increased level of their job engagement and the rest 11 % were neutral and the remaining 2 % in total employees doesn't agreed that fair and equal treatment at work place have no influence up on their engagement at work. This indicated that majority of the Abay bank employees were agreed that fair and equal treatment at work place contribute for increased level of job engagement.

As per the computation shown on table4.4.the overall average mean and standard deviation scores were (M=4.11, S.D=.805); this implies that friendly work environment in Abay bank encourage the bank employees to have increased job engagement.

III. Work place employee assistance programs (EAP)

Table 4. 5 : Descriptive analysis of work place employee assistance programs

<i>No</i>	<i>Items</i>	<i>Rating Scales(%)</i>					<i>Me an</i>	<i>St. dev</i>
		<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>		
1	I believe that work place employee assistance and counseling services improve level of my job engagement	.0	3.7	15.5	53.5	27.3	4.04	.761
2	In my opinion employee legal assistance during work related problems raised my level of devotion to exert extra efforts and increased engagement	1.1	3.2	23.5	54.5	17.6	3.84	.785
3	I believe that employee financial assistance provisions such as emergency loan and salary advance provisions have positive effect on my level of job engagement	.0	2.7	16	42.8	38.5	4.17	.792
4	In my opinion counseling services and stress management trainings increase my focus at work and improve engagement	.0	3.2	20.9	49.7	26.2	3.99	.776
5	Wellness packages such as gymnasium and group sporting festive have positive effect on engagement level	.0	5.9	18.7	46	29.4	3.99	.849
6	In my view practice of counseling service during personal difficulties such as divorce, family member death, separation, had positive effect on job engagement after mourning or trouble	.5	2.7	24.1	45.5	27.3	3.96	.819
Overall (aggregate) Average mean &St.Dev.							3.99	.797

Key: 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree

Source: Survey result (2023)

As depicted on the above table by the employee assistance programs the researcher investigate the effect of between employee assistance programs having on employee engagement in Abay bank S.C. and the collected response indicated that majority (53%) were agreed that work place employee assistance and counseling services improve level of their job engagement, nearly 4% disagreed and 1 % of the respondents found to be strongly disagreed that such practice have no effect on their continued engagement. This indicated that majority of the Abay bank employees were agreed that work place employee assistance and counseling services improved their level of job engagement.

For the second item, majority of the respondent's 54 % of the respondents were agreed that employee assistance programs increase significantly their job engagement level and 17% of the employees strongly agreed such practice have positive effect for their increased engagement level. While 23% of the respondents found to be neutral and the rest 3 % were disagreed that such practice have no effect on the engagement level but 1.1% respondent believe that employee assistance programs practice have no effect their engagement at work. This indicated that majority of the Abay bank employees were agreed that employee legal assistance during work related problems raised their level of devotion to exert extra effort and increased engagement.

For the third item, 42 % of respondents agreed that practice of employee assistance programs assist for increased engagement at work while 38% strongly agreed and 16 % of respondents kept neutral that the employee assistance programs have no effect on their engagement level and the rest 2 % and less than 1% of respondents found to be disagreed and strongly disagreed that such practice have no contribution for their increased engagement at work respectively. This indicated that majority of the Abay bank employees were agreed that that employee financial assistance provisions such as emergency loan and salary advance provisions have positive effect for their level of job engagement.

For the fourth item, nearly 50% of respondents agreed that counseling services and stress management trainings increase their focus at work and improve engagement while only 26 % respondents strongly believe that such HR practices highly contribute for increased engagement and the rest 20%, 3% and 1% of responses indicated that such practice have no effect and doesn't add value for their engagement level. This indicated that majority of the Abay bank employees

were agreed that counseling services and stress management trainings assist them to keep their focus at work and improved job engagement.

For the fifth item, 46% of respondents agreed that wellness packages such as gymnasium and group sporting festive have improved their engagement level and 29% strongly agreed while nearly 18 % of respondents were found neutral that such group sporting activities doesn't have any effect towards engagement. Nearly 6% of respondents believed that such practice have no effect and doesn't add value on their engagement level. This indicated that majority of the Abay bank employees were agreed that wellness packages such as gymnasium and group sporting festive activities encourage them for increased engagement level.

Finally nearly 46% of respondents believed that counseling service during personal difficulties such as divorce, family member death and the like assist them to improve their job engagement level similarly 27% of them also have strong belief that counseling service during personal difficulties is important in improving their job engagement when returned to work place. 24 % were neutral that such services have no connection with their level of engagement, and nearly 4% of respondents in total doesn't believe that counseling services during personal difficulties had no effect on improving their job engagement level. This indicated that majority of the Abay bank employees were agreed that practice of counseling service during personal difficulties such as divorce, family member death and separation... had positive effect for their job engagement after mourning or trouble.

As per the computation shown on table 4.5 .the overall average mean and standard deviation scores is ($M=3.99$ (near to agree (4)), $S.D=.797$); this implies that the work place employee assistance programs in Abay bank encourage the bank employees to have increased job engagement.

IV. Opportunity for Career Development

Table 4. 6 : Descriptive analysis of opportunity for career development

No	Items	Rating Scales(%)					Mean	St. dev
		1	2	3	4	5		
1	I believe that the increased chance for career development increase my motivation and focus for work and stay engaged longer	.0	2.1	11.2	47.	39.	4.24	.734
2	Bank sponsored scholarships and tuition fee benefits packages inspire me to improve my engagement with work	2.1	3.2	17.6	41.2	35.8	4.05	.926
3	My job engagement is inspired by promotion for higher job posts and increased responsibility	.5	2.1	13.9	48.7	34.8	4.15	.775
4	In my view the shorter time for promotion can be source for the continual and increased engagement at work	.0	2.7	25.1	42.2	29.9	3.99	.813
5	I believe promotion and career development opportunities encourage me to stay engaged at work	.0	.5	12.8	38.5	48.1	4.34	.719
Overall (aggregate) Average mean &St.Dev.							4.15	.793

Key: 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree

Source: Survey result (2023)

As depicted on the above table the fourth independent variable; the bank employees opportunity for career development the researcher investigate the effect of between employee opportunity for career development and employee engagement. The collected response indicated that majority (47%) were agreed that increased chance for career development increase my motivation and focus for work and stay engaged longer, while 11.2% kept neutral and around 2 % of the respondents found disagreed that increased chance for career development have no effect on

their job engagement. This indicated that majority of the Abay bank employees have a chance for career development and as it increases, their focus for work improved and stay engaged longer.

According to question item two, 42% of the respondents were agreed that employees increased opportunity for career development increase significantly their job engagement level and 35% of the employees strongly agreed such practice have positive effect for their increased engagement level. On the other hand, more than 17% of the respondents found to be neutral and the rest around 3% of respondents were disagreed that such practice have no effect on the engagement level but around 2% respondents believe that employees opportunity for career development practice have no effect on their engagement at work. This indicated that majority of the Abay bank employees believe that bank sponsored scholarships and tuition fee benefits packages inspire them to improve their engagement at work.

For the third item, more than 42% of respondents agreed that promotion for higher job posts and increased responsibility motivate for increased engagement at work while around 34% strongly agreed and nearly 14% of respondents kept neutral that promotion for higher job posts and increased responsibility have no effect on their engagement level and the rest 2 % and less than 1% of respondents found to be disagreed and strongly disagreed that such practice have no effect for their increased engagement at work respectively. This indicated that majority of the Abay bank employees job engagement increases as promotion for higher job posts and increased responsibility increases.

For the fourth item, around 42% of respondents agreed that the shorter time for promotion can be source for the continual and increased engagement at work while only 29 % respondents strongly believe that such practice highly contribute for increased engagement and the rest 25%, 2 % and less than 1% of responses indicated that the shorter time for promotion had no influence on their engagement level. This indicated that majority of the Abay bank employees exercise shorter time for promotion and the availability of promotion opportunities enable them to stay engaged longer.

For the fifth item more than 48% of respondents strongly agreed that promotion and career development opportunities encourage me to stay engaged and improved their engagement level while 38% were agreed and nearly 13% of respondents were found neutral and nearly 1% of

respondents believed that such practice have no effect on their job engagement level. This indicated that majority of the Abay bank employees have opportunities for promotion and career development that encourage them to stay engaged at work.

As per the computation shown on table 4.6 the overall average mean and standard deviation scores is (M=4.15, S.D=.793); this implies that the opportunity for career development in Abay bank encourage the bank employees to have increased job engagement.

V. The level of Employees' engagement in Abay Bank S.C

Table 4. 7: Descriptive Analysis of employee engagement level

No	Items	Rating Scales					Mean	St. dev
		1	2	3	4	5		
1	When I get up in the morning, I really desire to go to work	1.1 %	4.8%	22.5 %	44.4 %	27.1 %	3.92	.885
2	At work place, I have the opportunity to do my best everyday	.5	3.2	17.1	54	25.1	4	.776
3	I frequently make suggestions to improve the work of my team/department or about my bank	0	3.7	26.7	49.7	19.8	3.86	.773
4	I know what is expected of me at work place	0	1.1	7.5	52.4	39	4.29	.651
5	I am proud to tell others that I am part of the bank	.5	1.1	17.6	46	34.8	4.13	.775
6	Time passes quickly when I perform my job	0	2.1	19.8	48.1	29.9	4.06	.763
7	I received frequent recognition or praise for doing good work	1.1	14.4	35.3	35.1	13.9	3.47	.940
8	I have a best friend at work place	0	4.8	25.1	51.3	18.7	3.84	.780
9	When I am working, I forget everything else around me	.5	8.6	36.9	39	15	3.59	.865
10	At my work, I always focused, even when things do not go well	.5	3.7	27.3	47.6	20.9	3.84	.812
Overall (aggregate) Average mean &St.Dev.							3.9	.799

Key: 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree

Source: Survey result (2023)

The result of respondent's level of engagement is presented in the below table 4.7 and different related questions statements were used which assumed to measure the level of employee engagement.

According to item number one, as shown in the table 4.7 above 44.4% of respondents were agreed that they really desire to go to work place when they get up in the morning, this indicated that majority of the bank employees have desire to go work when they get up in the morning though ore than 50 % of respondents fall in other scale categories.

According to item number two, 54% of respondents were agreed that they have the opportunity to do their best at work; this indicated that majority of the bank employees have the opportunity to do their best at work place.

According to item number three, more than 49% of respondents were agreed that they frequently make suggestions to improve their work team; this indicated that majority of the bank employees made suggestions to improve and made their work team better.

According to item number four, 52.4% of respondents were agreed that they what is expected of me at work place, this indicated that majority of the bank employees were aware ofwhat is expected of them at work place.

According to item number six, 48.1% of respondents were agreed that Time passes quickly when they perform their job, this indicated that majority of the bank employees were intact with their job though more than half of employees fall in other scale categories.

According to item number seven, 35.3% of respondents were neutral that they received frequent recognition or praise for doing good work; this indicated that most of the bank employees were didn't experience recognition or praise for doing good work.

According to item number eight,51.3% of respondents were agreed that have a best friend at work place, this indicated that majority of the bank employees have a best friend at work place personally.

According to item number nine, 39% of respondents were agreed that when they are working, they forget everything else around them; this indicated that 39% of the bank employees were both physically and psychologically in one piece with their job.

According to item number ten, 47.6 % of respondents were agreed that they are always focused, even when things do not go well them; this indicated that nearly half of the bank employees prioritize their job though things didn't go well around them.

As per the computation shown on table 4.7.the overall average mean and standard deviation scores is (M=3.9 (near to agree (4), S.D=.799); this implies that the majority of the bank employees have better engagement level.

4.4The Relationship between Independent variable and Dependent variable

In order to summarize the characteristics of the collected data set the use of Pearson correlation coefficient applied. The results found from the correlation coefficient enable the researcher to analyze strength and direction of the relationship between two groups of variables which is the dependent and the independent variables under study.

4.4.1. The relationship between Work Life Balance on Employees' Engagement in Abay Bank S.C

The general rule of thumb for interpretation of Pearson correlation coefficient (r) value as posted on scriber web site (<http://www.scribber.com>) date accessed May 19, 2023 posted, the Pearson correlation coefficient (r) is value interpreted in detail as shown on table 4.8 below.

Table 4. 8 The general rule of thumb for interpretation of Pearson correlation coefficient (r)

Pearson correlation coefficient (r) value	Strength	Direction
Greater than .5	Strong	Positive
Between .3 and .5	Moderate	Positive
Between 0 and .3	Weak	Positive
0	None	None
Between 0 and $-.3$	Weak	Negative
Between $-.3$ and $-.5$	Moderate	Negative
Less than $-.5$	Strong	Negative

Source: Scribber statistical web site(date accessed May 19, 2023)

In this study, the Pearson correlation analysis was conducted to understand strength and direction of the relationship between the dependent and independent variable groups under study and the result from Pearson's correlation coefficient was used to indicate the strength and direction of the relationship using p-value to indicate the significance of the relationship.

4.4.2. Correlation Analysis between the Independent Variables and Employee Engagement

Table 4.9 : Analysis of relationship (correlation) with model summary between work life balance dimensions and employee engagement

Correlations matrix for all variables

		Employee engagement	FLP	FWE	EAP	OCD
Employee engagement	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	187				
FLP	Pearson Correlation	.345**	1			
	Sig. (2-tailed)	.000				
	N	187	187			
FEW	Pearson Correlation	.307**	.445**	1		
	Sig. (2-tailed)	.000	.000			
	N	187	187	187		
EAP	Pearson Correlation	.213**	.460**	.652**	1	
	Sig. (2-tailed)	.003	.000	.000		
	N	187	187	187	187	
OCD	Pearson Correlation	.285**	.418**	.572**	.509**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	187	187	187	187	187

** . Correlation is significant at the 0.01 level (2-tailed).

Model Summary

		Employee engagement	Independent variables
Employee engagement	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	187	
Independent variables	Pearson Correlation	.365**	1
	Sig. (2-tailed)	.000	
	N	187	187

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS computation for the study (2023)

As per the SPSS output table below on model summary table 4.9 the results indicated that the predictor variables showed a significant (since $p=.000$) and moderate positive relationship with the response variable of employee engagement. The table below indicated that the p-value is at $p=.000$ and this meets the researcher confidence interval up to 99 % since p value is less than 0.05. The person correlation coefficient r value is .365 which is found between the range of (.3 to .5); it implies that there is a moderate and positive relation between the response variable employees engagement and the independent predictor group of variables.

4.4.3. Correlation Analysis for Flexible Leave Practices and Employee Engagement

As per the SPSS output table above on table 4.9 the results indicated that flexible leave practices have a significant (since $p=.000$) positive relation with employee engagement. The table indicated that the p-value is at $p=.000$ and this meets the researcher confidence interval up to 99 % since p value is less than 0.05. The person correlation coefficient r value is .345 which is found between the range of (.0-.5); it implies that there is a moderate and positive relation between the dependent variable employees engagement and the independent variable of flexible leave practices in Abay bank S.C.

4.4.4. Correlation Analysis for Friendly Work Environment and Employee engagement

As per the SPSS output above on table 4.9 the results indicated that friendly work environment scored a significant (since $p=.000$) positive relation (positive relationship) with employee engagement. The table indicated that the p-value is at $p=.000$ and this meets the researcher confidence interval up to 99 % since p value is less than 0.05. The person correlation coefficient r value is .307 which is found between the range of (.3 - .5); it implies that there is a moderate and positive relation between the dependent variable employees engagement and the independent variable of friendly work environment in Abay bank.

4.4.5. Correlation Analysis for Employee Assistance Programs and Employee Engagement

As per the SPSS output table above on table 4.9 the results indicated that employee assistance programs scored a significant (since $p=.000$) positive relation (positive relationship) with employee engagement. The table showed that the p-value is at $p=.000$ and this agree the researcher confidence interval up to 99 % since p value is less than 0.05. The person correlation coefficient r value is .213 which is found between the range of (.0 - .3); it implies that there is positive but relatively weak relation between the dependent variable employees engagement and the independent variable of employee assistance programs of the bank employees.

4.4.6. Correlation Analysis for Opportunity for Career Development and Employee Engagement

As per the SPSS output table above on table 4.9 the results indicated that employees opportunity career for development scored a significant (since $p=.000$) positive relation (positive relationship) with employee engagement. The table also indicated that the p-value is at $p=.000$ and this meets the researcher confidence interval up to 99 % since p value is less than 0.05. The person correlation coefficient r value is .285 which is found between the range of (.0 - .3); it implies that there is positive but relatively weak relation between the dependent variable employees engagement and the independent variable of opportunity career for development but greater than correlation coefficient for employee assistance programs of the bank.

4.5. The Effect of Work Life Balance on Employees' Engagement in Abay Bank S.C

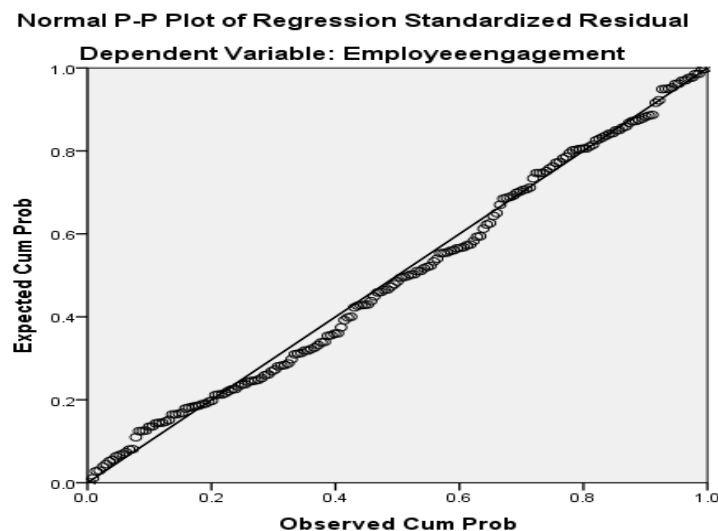
4.5.1. Tests of Assumptions for Regression Model

4.5.1.1. Normality assumption of residual's

The relationship between the dependent and independent variables shall be linear. This assumption can be done using scatter plot and the values of the residuals should be normally distributed. This assumption is tested by looking at the P-P Plot for the model. The closer the dots lie to the diagonal line, the closer to normal the residuals are distributed.

As we can see from the p-p plot chart 4.1 the closer the dots lie to the diagonal line, the closer to normal the residuals are distributed as depicted under thus the residuals i.e. the standard errors of the deference between expected versus observed values were fairly constant in addition to the linear assumption between the dependent variable (Y-axis) and independent variable (X-axis) as shown below.

Plot 4- 1P-P Plot for standardized residuals



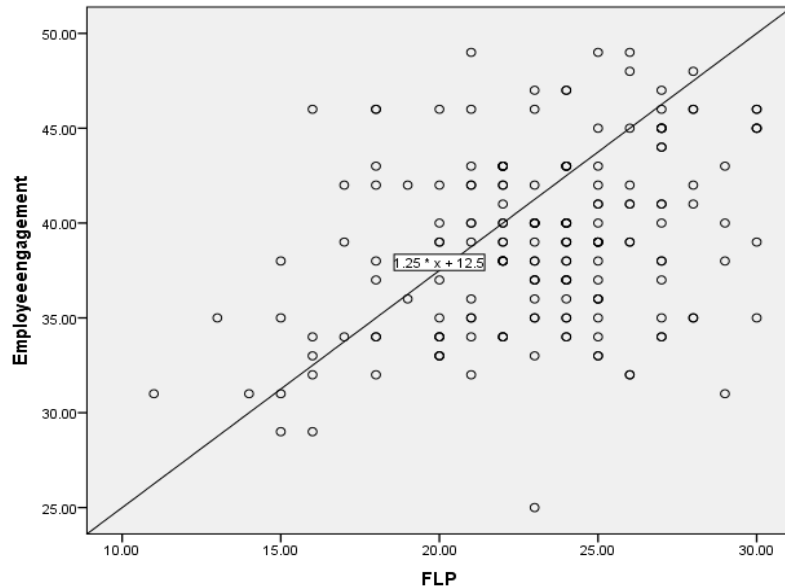
Source: SPSS computation for the study (2023)

I. Test of Linearity assumption between Employee engagement and flexible leave practices

X-axis =Independent variables [Employee engagement]

Y-axis=Dependent variable [Flexible leave practices]

Plot4- 2 Linearity assumption plot



Source: SPSS computation for the study (2023)

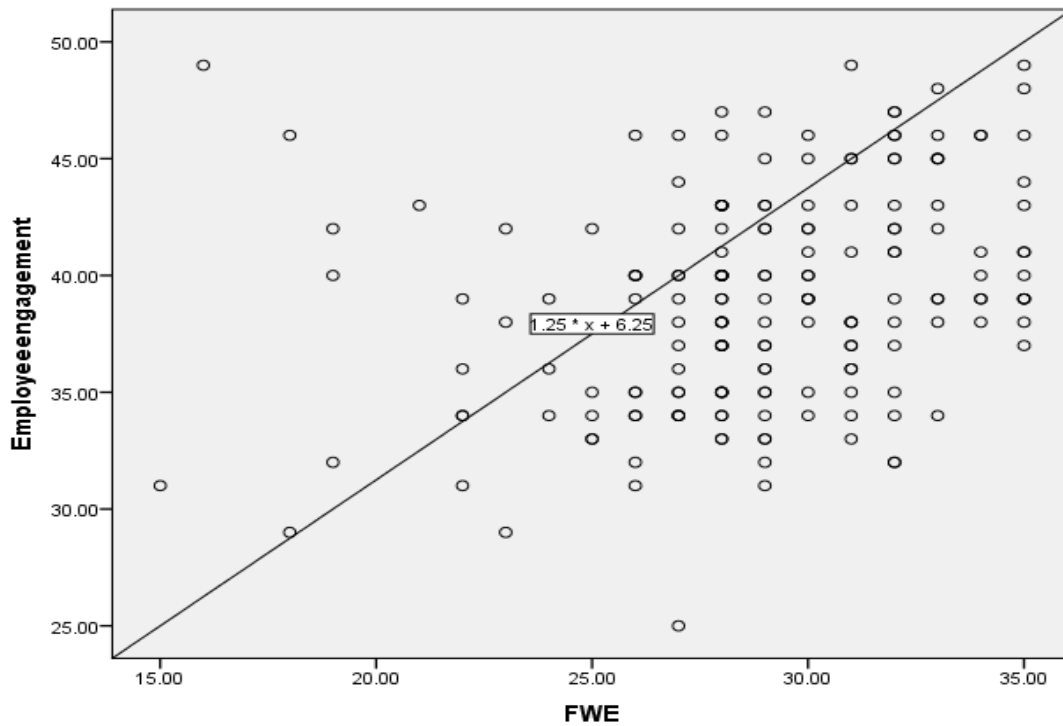
As we can see from the scatter plot 4.1 as the value of X axis increase from 10 to 30 the value of Y also increases from 25 to 50 as shown on graph 4.1 above it implies there is linear relation between the predicator and the response variable of employee engagement. The custom equation between the dependent employee engagement and the independent variable flexible leave policy is $Y=1.25*X+12.5$.

II. Test of Linearity assumption between Employee engagement and friendly work environment

X-axis =Independent variables [Employee engagement]

Y-axis=Dependent variable [Friendly work environment]

Plot 4- 3 Linearity assumption plot



Source: SPSS computation for the study (2023)

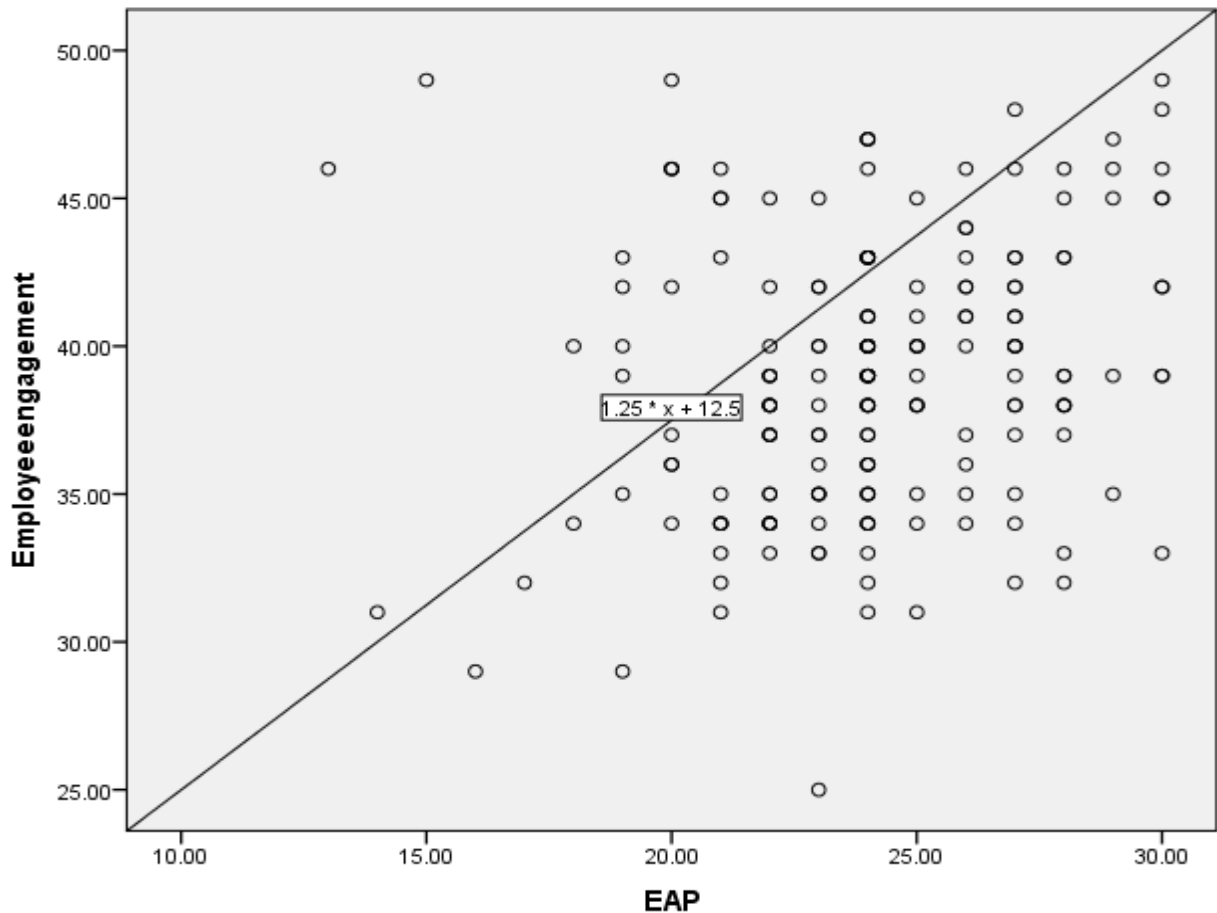
As we can see from plot4.3 as the value of X axis increase from 15 to 35 the value of Y also increases from 25 to 50 as shown on plot 4.3above; it implies there is linear relation between the predicator and the response variable of employee engagement. The custom equation between the dependent employee engagement and the independent variable flexible leave policy is $Y=1.25*X+6.25$.

III. Test of Linearity assumption between Employee engagement and Employee assistance programs

X-axis =Independent variables [Employee engagement]

Y-axis=Dependent variable [Employee assistance programs]

Plot 4- 4 Linearity assumption plot



Source: SPSS computation for the study (2023)

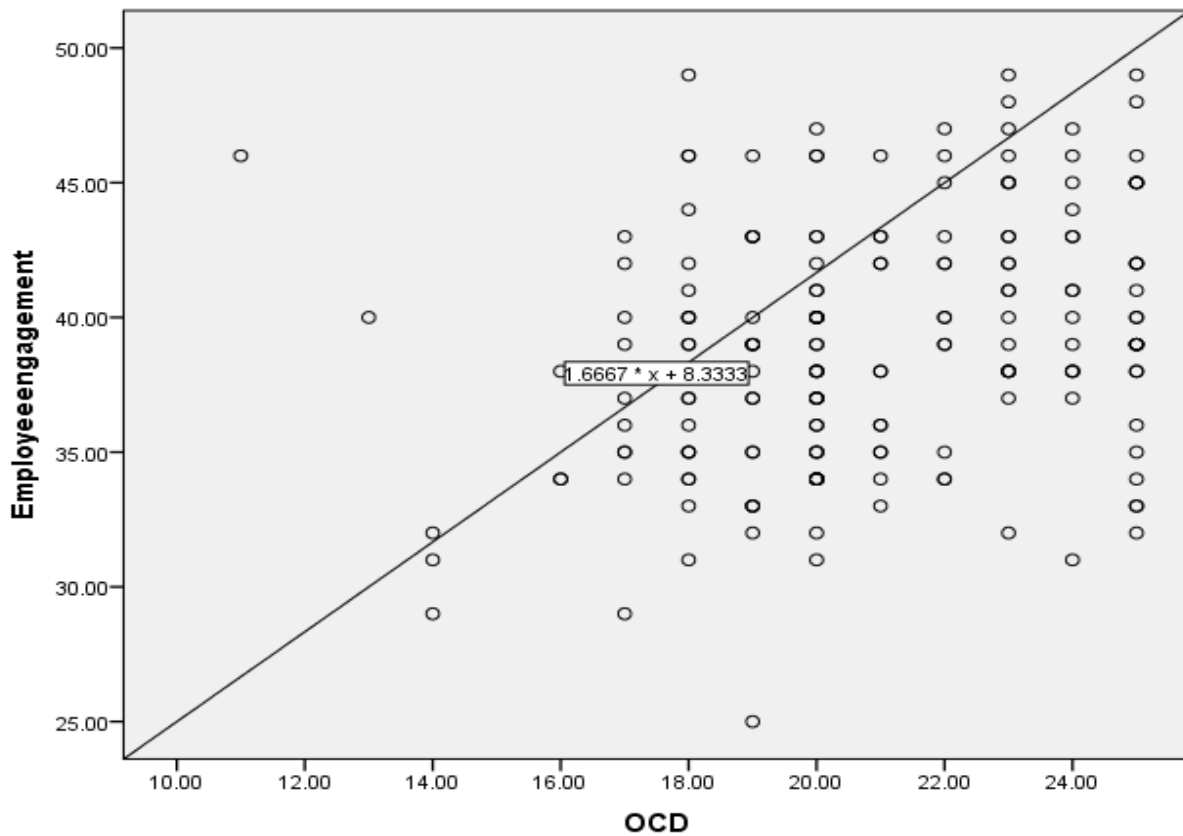
As we can see from plot 4.4 as the value of X axis increase from 10 to 30 the value of Y also increases from 25 to 50; it implies there is linear relation between the predicator and the response variable of employee engagement. The custom equation between the dependent employee engagement and the independent variable flexible leave policy is $Y=1.25 * X + 12.5$.

IV. Test of Linearity assumption between Employee engagement and Opportunity for career development

X-axis =Independent variables [Employee engagement]

Y-axis=Dependent variable [Employee opportunity for career development]

Plot 4- 5 Linearity assumption plot between opprtunity of career development and employee enagement



ource: SPSS computation for the study (2023)

As we can see from plot 4.5 as the value of X axis increase from 10 to 24 the value of Y also increases from 25 to 50; it implies there is linear relation between the predicator and the response variable of employee engagement. The custom equation between the dependent employee engagement and the independent variable flexible leave policy is $Y=1.6667*X+8.3333$.

4.5.1.2 Durbin Watson independency assumption

Table 4. 10 Model summary for Durbin Watson assumption

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.398 ^a	.159	.140	4.24478	1.778

- a. Predictors: (Constant), OCD, FLP, EAP, FEW
- b. Dependent Variable: Employee engagement

Source: SPSS computation for the study (2023)

Test of residuals (expected less observed residual values) must be independent and uncorrelated and this assumption is conducted using Durbin Watson statistics and it ranges from 0 to 4.

The Durbin Watson value shall be close to 2 to meet this assumption while the value <1 and > 3 will not meet this assumption.

As we can see from the table 4.10 as the value of the Durbin Watson value between the predictor and the response variable was 1.778 and it was within the range of 0 to 4 and it also more close to 2 it implies that the residuals are independent and uncorrelated each other thus the assumption of independency assumption between residuals was met and the assumption was satisfied.

4.5.1.3. Multi Collinearity assumption

Table 4. 11 Model summary for multi collinearity assumption

		FLP	FEW	EAP	OCD
FLP	Pearson Correlation	1	.445**	.460**	.418**
	Sig. (2-tailed)		.000	.000	.000
	N	187	187	187	187
FWE	Pearson Correlation	.445**	1	.652**	.572**
	Sig. (2-tailed)	.000		.000	.000
	N	187	187	187	187
EAP	Pearson Correlation	.460**	.652**	1	.509**
	Sig. (2-tailed)	.000	.000		.000
	N	187	187	187	187
OCD	Pearson Correlation	.418**	.572**	.509**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	187	187	187	187

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS computation for the study (2023)

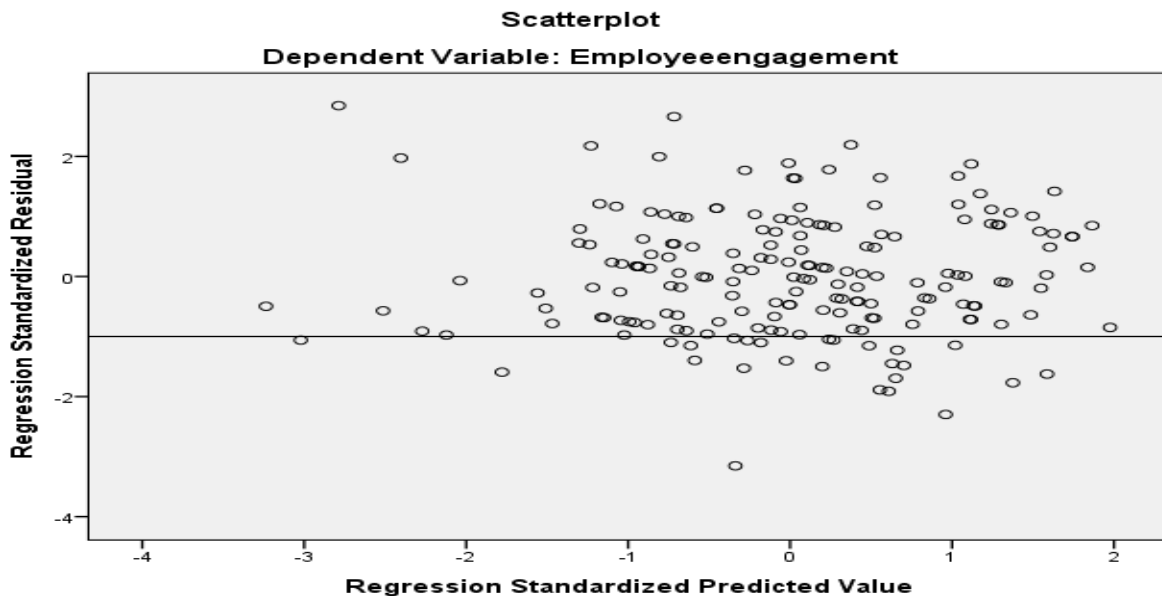
It's done by conducting a test of the correlation coefficients between the independent variables.

According to Tabachnick & Fidell (2011), if the Correlations coefficients between the independent variables are $> .8$, or if the tolerance value is < 0.1 and the variance indicator factor among independent variables (VIF) is > 10 ; it indicates the presence of multicollinearity in the model.

As shown above on the SPSS output table all the correlation coefficients of the independent variable each other values were less than $.8$, it implies there is no the problem of multi collinearity in model under study and the assumption of non multi collinearly is satisfied.

4.5.1.4 Homoscedasticity (avoidance of Hetroscedasticity) assumption

Plot 4- 6 Scater plot result for homoscedasticity assumption



Source: SPSS computation for the study (2023)

This assumption assumes the variation in the residuals (amount of error in the model) should be similar at each point across the model in other words the speared of the residuals(Observed value- expected value) should be fairly constant at each point of the predicator variable or across the linear model; if plot of standardized residuals in contrast with standardized predicted values showed no clear signs of funneling, the assumption of homoscedasticity was met and there is no problem of hetroscedasticity.

As shown in the above scatterplot; the residuals were fairly distributed and scattered in without showing a pyramid or triangular shaped manner, thus residuals were almost fairly constant thus there is no problem for heteroscedasticity and the assumption of homoscedasticity was met.

4.5.2. Regression Result

The regression analysis results were presented using regression model summary tables, Analysis of Variance (ANOVA) table and beta coefficients tables.

Table 4. 12 : Analysis of the combined effect (Regression) Model summary

Model	Variables Entered	Variables Removed	Method
1	OCD, FLP, EAP, FWE ^b	.	Enter

a. Dependent Variable: Employee engagement

b. All requested variables entered.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.398 ^a	.159	.140	4.24478

a. Predictors: (Constant), OCD, FLP, EAP, FEW

Source: SPSS computation for the study (2023)

Regression analysis was done to investigate the statistical significance association and effect between the independent variables of the four work life balance elements i.e. flexible leave practices, friendly work environment, employee assistance programs, and opportunity for career development under study up on the dependent variable which is employee engagement.

The table above indicates about the quantity of variance that is explained by the work life balance practices in summarized table 4.12 The first statistic, R, is the multiple correlation coefficients between the predictor variable (work life balance practices) and the dependent variable (employee engagement).

As presented in the above model summary, the value of R is .398 at a significance level of 0.05, which indicates that there is some independency level in between the independent variable and the dependent variable.

The next value, R Square, is the squared value of R. This is frequently used to describe the goodness-of-fit or the amount of variance explained by a given set of predictor variable. In this model, R square value is .159, which indicates that only 15.9 % of the change in the dependent variable which is employee engagement is explained by the independent variable of work life balance practices in Abay bank S.C.

The coefficient of determination indicates that 15.9 % of the change on employee engagement is influenced by work life balance practices of the bank. This implies that there exists a positive significant effect between work life balance practices and employee engagement.

Table 4. 13 Model summary of regressions (ANOVA) result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	617.688	4	154.422	8.570	.000 ^b
	Residual	3279.307	182	18.018		
	Total	3896.995	186			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), OCD, FLP, EAP, FEW

Source: SPSS computation for the study (2023)

The Analysis of variance (ANOVA) results as shown in Table 4.13 disclosed that the model fit is appropriate for this data since p-value is .000 which is less than 0.05. This implies that there is a significant positive relationship between work life balance practices and engagement of employees in Abay bank S.C.

4.6. Summary of Regression Coefficients for the Variables under study

The below table shows the third output of the regression model summery i.e. coefficient of work life balance practices in model summary.

Table 4. 14 Model summary of regressions coefficients result

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	24.517	2.795		8.771	.000	19.002	30.033
FLP (X ₁)	.312	.099	.253	3.169	.002	.118	.507
FWE (X ₂)	.212	.115	.179	1.842	.067	-.015	.439
EAP (X ₃)	-.112	.133	-.079	-.838	.403	-.374	.151
OCD (X ₄)	.185	.137	.116	1.349	.179	-.086	.457

a. Dependent Variable: Employee engagement

Source: SPSS computation for the study (2023)

Regression analysis is a reliable method of identifying the effect level of predictor variables having up on the response variable and the standardized beta coefficient value results allow to confidently determine which independent variable matter most and which independent variables can be ignored from the regression analysis. The basic form of regression models includes unknown parameters (β), independent variables (X) and the dependent variable (Y).

The regression model specifies the association of dependent variable (Y) to a function combination of independent variable (X) and unknown parameter (β) i.e. $Y = f(X, \beta)$ and from the regression equation the researcher predict the level Y; in our case level employee engagement if the level of X is given and both X and Y are the two groups under study with sample size 'n' and the interpretation from the regression model summary results will be for every 1 unit of change in the independent predictor variable, the outcome variable will change significantly or indifferent or (insignificant) so that the variable with insignificant (zero & negative beta coefficient) value can be ignored and thus the researcher will analyze and conclude as (Y) the dependent variable (in our case level of employee engagement) is not statistically dependent on the independent variable (X) with coefficient of standardized beta value is zero and or with negative sign.

I. Effect of Flexibility of Leave Practices and Employee engagement:

As shown from the result of model summary table 4.14 flexible leave practices coefficients indicate that flexible leave practices have positive and significant effects on employee engagement. The fitted model $Y=24.517+0.253*X_1$. This suggests that a change in flexible leave policies boosts workers engagement by a unit change in rate.253 (25.3%) however even without having such flexible practice, employee engagement is still positive at 24.517 indicating that there are other factors of employee engagement in work place including friendliness of the work environment and opportunity for career development.

In terms of significant associations and contribution effect; the study identified that there is significant association between flexible leave practices and employee engagement since beta value ($\beta = .253$) as shown on table 4.14 above.

II. Effect of Friendly Work Environment and Employee engagement

As shown from the result of model summary table 4.14 friendly work environment coefficients indicate that friendly work environment has positive and significant effects on employee engagement. The fitted model $Y=24.517+0.179*X_2$. This implies that a unit change in friendly work environment increase employee engagement by the rate of .179 (17.9%) however even without having as such friendly work environment, employee engagement is still positive at 24.517 indicating that there are other factors of employee engagement in work place including flexibility of leave practices and opportunity for career development.

In terms of significant associations; the study identified that there is significant association between friendliness of work environment and employee engagement since beta value ($\beta = .179$) as shown in table 4.14 above.

III. Effect of Employee Assistance Programs and Employee engagement

As shown from the result of model summary employee assistance programs coefficients indicated that no significant association between employee assistance programs and employee engagement.

In terms of significant associations; the study identified that there is no significant association between employee assistance programs and employee engagement since beta value ($\beta = -.079$) as shown in table 4.14 above.

IV. Effect of Opportunity of Employees for Career development and Employee engagement

As shown from the result of model summary table 4.14 employee opportunity for career development coefficients indicate that employees opportunity for career development exhibit significant effect on employee engagement. The fitted model is $Y=24.517+0.116*X_4$. This implies that a unit change in employees' opportunity for career development increase employee engagement by the rate of .116(11.6%); however, even without having such opportunity, employee engagement is still positive at 24.517 indicating that there are other factors of employee engagement in work place including friendliness of the work environment and flexibility of leave practices of the bank.

In terms of significant associations; the study identified that there is significant association between employees' opportunity for career development and employee engagement since beta value ($\beta = .116$) as shown in table 4.14 above.

To sum up, from the four selected practices of work life balance for the topic under study; the predictor variables of the flexibility of leave practices, friendly work environment, and employees' opportunity for career development in Abay bank S.C. have positive and significant effect for the increased level of employee engagement; however, the other predictor variable; employee assistance programs, effect found to be insignificant, not traceable and thus can be ignored. Thus the researcher concluded that (Y) the dependent variable (in our case level of employee engagement) is not statistically dependent on the independent variable (X_3) i.e. employee assistance programs with coefficient of standardized beta value is negative beta value ($\beta = -.079$) while the other predictor variables of flexibility of leave practices ,friendliness of work environment and employee opportunity for career development exhibit positive beta coefficients of $\beta = .253$, $.179$ and $.116$ respectively; thus, the response variable of employee engagement is statistically dependent on the level of these there predictor variables under study.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS CONCLUSIONS AND RECOMMENDATIONS

This chapter condenses summary of major findings, conclusions and recommendations of the study. Based on the identified major findings the researcher forwards practical recommendations and suggestions for future researchers.

5.1 Summary of Major Findings

The study tried to measure the effect between elements work life balance and employee engagement in Abay bank S.C head office and district employees in Addis Ababa. Specifically, the study aimed at investigating the relationship and effect of independent variables of flexible leave practices, friendly work environment, employee assistance programs and opportunity for career development on employee engagement level of Abay bank S.C. employee's.

The study adopted descriptive research design using quantitative approach. The data obtained was analyzed by quantitative analysis. Grouped level linear regression model matrix was used to test whether the selected four independent variables have any influence and association to wards employee engagement or not.

As shown on table 4.9 model summary of Pearson correlation coefficient table between the dependent and independent grouped variables it was found that the selected elements of work-life balance had moderate positive relationship (not association) with employee engagement since the summarized Pearson correlation model summary coefficient r value is .365 which is between .3 and .5.

From socio-demographic characteristics of the respondents, most of respondents were males (64.1%), age between 25-34 years of age (40.9%), educational qualification (BA. / BSC. Degree holders 64.2%) and had work experience in between 4to 7years in Abay bank S.C.

Form the descriptive statistics, employees 27% of respondents were highly engaged ,44% were engaged and 22% were neutral in their engagement level and 5% disengaged and the rest 2 % were found highly disengaged as per shown on table 4.7 respondent engagement level table summary in previous chapter.

From the Pearson correlation matrix result it is found that flexibility of leave practices of the bank has a highest significant correlation with employee engagement with r value of .345, then friendly work environment with $r=.307$, opportunity for career development with $r = .285$ and finally employee assistance programs with r value .213 as showed on table 4.13 Pearson correlation matrix result in chapter 4. Thus, the study concluded that flexibility of leave practices of the bank is the predictor variable with strong correlation with employee engagement level; in Abay bank and district employees in Addis Ababa, more than the other three predictor variables under study.

From the regression analysis, the predictor variables of flexibility of leave practices, friendliness of work environment and employee opportunity for career development exhibit positive beta coefficients of $\beta = .253, .179$ and $.116$ respectively; thus, the response variable of employee engagement is statistically dependent on the level of these three predictor variables under study and scored a statistically significant positive effect however, the other predictor variable; employee assistance programs, showed a negative beta value coefficient that indicate in significant effect towards the level of the response variable and thus can be ignored.

5.1.1 Relationship between Flexible leave practices and Employee engagement

Descriptive statistics was used to analyze this research objective and other subsequent analysis was done. The result indicated that from the total respondents under the study majority (43%) of the respondents agreed and believe that flexibility of the leave approval practices in abay banks contribute for their engagement level, followed by 26% of the respondent strongly believe that the leave practices had positive contribution for their engagement and the rest 22% kept neutral, 8% does not believe and 1% strongly believe that leave practices did not have any connection with their engagement level at all as shown on table 4.3 summary of respondent response rate for flexibility of leave practices under chapter four.

The Pearson correlation analysis also indicated that there is a positive and moderate relationship between flexibility of leave practices and employee engagement in Abay bank S.C. The positive relationship was represented by correlation coefficient of .345; the result indicated that the flexibility of leave practices had positive correlation with employee engagement.

From the Regression analysis, the coefficient of determination indicates that flexibility of leave practices exhibit positive beta coefficients of $\beta = .253$ implies significant positive effect towards employee's engagement level at Abay bank S.C. by contribution 25.3% of the variation on

employee engagement. The results and findings therefore concluded that there is positive and significant association between flexibility of leave approval practices and employee engagement in Abay bank S.C. with statistically significant effect up on the engagement level of the bank employees.

5.1.2 Relationship between Friendly Work Environment and Employee engagement

From the descriptive analysis done, the result indicated that from the total respondents under the study majority (47%) of the respondents agreed and believe that working in friendly environment contribute for their engagement level, followed by 35% of the respondent strongly believe that the working in friendly environment had positive contribution for their engagement and the rest 14% kept neutral, 4% does not believe and 1% strongly believe that workplace friendly environment did not have any connection with their engagement level at all as shown on table 4.4 summary of respondent response rate for friendly work environment in chapter four.

The Pearson correlation analysis also indicated that there is a positive moderate relationship between friendly work environment and employee engagement. The positive relationship was represented by correlation coefficient of .307; the result indicated that working in friendly environment had positive relation with employee engagement.

From the Regression analysis, the coefficient of determination indicates that working in friendly work environment exhibit positive beta coefficients of $\beta = .179$ implies significant positive effect towards employee's engagement level at Abay bank S.C. by contributing 17.9% of the variation on employee engagement. The results and findings therefore concluded that there is positive and significant effect between friendly work environment and employee engagement in Abay bank S.C. as a result of statistically significant effect up on the engagement level of the bank employees.

5.1.3 Relationship between work place employee Assistance Programs and Employee engagement

From the Descriptive statistics result; from the total respondents under the study majority (48%) of the respondents agreed and believe that the bank's financial and legal assistance programs contribute positively for their engagement level, followed by 28% of the respondent strongly believe that the such supportive practices had positive contribution for their engagement and the rest 20% kept neutral, 4% does not believe and 1% strongly believe that employee assistance

programs did not have any connection with their engagement level at all as shown on table 4.5 summary of respondent response rate for work place employee assistance programs of the bank in chapter four.

The Pearson correlation analysis also indicated that there is a positive but relatively weak relationship between employee assistance programs and employee engagement. The positive relationship was represented by correlation coefficient of r value of .213; the result indicated that the employee assistance programs had positive but relatively weak relation with employee engagement in contrast with the rest predictor variables for the study.

From the Regression analysis, the coefficient of determination indicates that employee assistance programs exhibit negative beta coefficients of $\beta = -.079$ which is approaches to zero beta value implies its' effect is statistically insignificant towards employees' engagement level in Abay bank S.C. The results and findings therefore concluded that there is insignificant effect association between employee assistance program practices and employee engagement in Abay bank S.C

5.1.4 Relationship between Opportunity for Career Development and Employee engagement

Descriptive statistics result indicated that from the total respondents under the study majority (44%) of the respondents agreed and believe that provision of opportunities for career development in Abay bank contribute for employees job engagement level, followed by 38% of the respondent strongly believe that the availability of career development chances had positive contribution for their engagement and the rest 16% kept neutral, 2% does not believe and 1% strongly believe that career development chances did not have any connection with their engagement level at all as shown on table 4.6 summary of respondent response rate for career development opportunities in chapter four.

The Pearson correlation analysis also indicated that there is a positive and moderate relationship between provision of opportunities for career development and employee engagement. The positive relationship was represented by correlation coefficient of .285; the result indicated that the provision of opportunities for career development had just positive correlation with employee engagement level.

From the Regression analysis, the coefficient of determination indicates that provision of opportunities for career development exhibit positive beta coefficients of $\beta = .116$ implies significant positive effect up on employee engagement level in Abay bank S.C. by contribution 11.6 % of the variation on employee engagement. The results and findings therefore concluded that there is positive and significant effect association between provision of opportunities for career development and employee engagement in Abay bank S.C. as a result of statistically significant effect up on the engagement level of the bank employees.

5.2. Conclusion

To sum up, all the predictor variables exhibit positive relationship with the response variable of employee engagement, as shown from the Pearson correlation matrix result. The regression model matrix beta coefficient results indicated that only predictor variables of Flexibility of leave practices, friendliness of working environment and opportunity for career development found with statistically significant and traceable influence up on the response variable of the study.

The findings of this study referred that the level of flexibility of leave practices in Abay bank is major significant contributor for employee engagement with the highest beta value and highest correlation with employee engagement as well, while the other two predictor variables of friendly work environment and opportunity for career development showed statistically significant effect towards the response variable but less than the effect level of the flexibility of leave practices of the bank. The other independent variable for the study; employee assistance programs effect level found to be statistically insignificant in the case of Abay bank S.C.

To sum up the study accepts the alternative hypothesis that there is significant effect between work life balance practices and employee engagement by excluding the employee assistance program predictor variable with statistically insignificant effect on the level of employee engagement in Abay bank S.C.

5.3. Recommendation

Therefore the bank specifically the human capital department shall give more emphasis towards to variety types of leave that can create a sense of flexibility up on employees including inclusion of leave as part of intrinsic rewards such as PTO schemes for higher performer workers that will in turn enable the bank to create high performance working culture across the bank up to the

expectation of the bank employees so as to make them more focused and engaged on their daily routine tasks.

In another side the bank employees tendency towards the leave practices reflect that the considerable number of employees are not feeling good by their work so that authorized and flexible leave condition become their first choice as a motivator for engagement thus the bank human capital department professionals shall initiate ways to create and enrich conducive and friendly working environment and cohesion among employees' so as to feel their work place is their preferred place to stay, beyond just as a place that forbid them to earn their lively hood.

5.4 Areas for Further Research

Future researchers shall try to asses and identify other untouched elements of work life balance practices that will come into sight as a future phenomenon due to business environment is highly volatile and dynamic.

Being in mind that the working habit of the society, cultural conditions, trend of doing own work place responsibilities without the control of supervisors and procedural punishments for not doing so; future local researchers shall conduct studies and sight ways on how to implement the contemporary global flexible leave approval practices in the local context in order to include and implement variety of flexible leave packages in their intrinsic reward schemes as potential source for increasing employees engagement which is not easily imitable, unlike using extrinsic cash related rewards which is easily imitable and can't be long lasting source for getting both physically and emotional engaged employees that the contemporary stiff business environment demands.

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Annex-1 Data Collection Instrument

Addis Ababa University

School of Commerce

Department of Human Resource Management

MA Program

Questionnaire to Participants in the Survey

Dear Respondent,

The research is undertaken as academic requirements of MA Degree in Human Resource Management and the focus of this study is to gain better understanding on **the Effect of Work Life Balance elements on Employee Engagement: the case of Abay Bank S.C.**

Your response will take few minutes and you will in no way be associated with your name or instruction. Completion of the survey is your indication consent to voluntarily participates in this research all response remains secretly. Please respond to the simple short listed items in this survey. You are asked to respond some statements about the effect of selected four elements of work life balance practices: **Flexible Leave Practices, Friendly Work Environment, Employee Assistance Programs (EAP), and Opportunity for Career Development** on Employee engagement.

General Instructions

- There is no need of writing your name.
- In all cases where answer options are available please tick [✓] inside the appropriate box.
- For questions that demands your opinion, please try to honestly describe as per the questions on the space provided.
- In need of further explanation, please contact me at telephone no. 0913914999 or e-mail address: yonatanalemhr@gmail.com

Thank you in advance, for your sincere Cooperation!

PART ONE

Demographic Information

Directions: Please complete the items by placing the answers in the spaces provided or by applying [✓] when required.

1. Your current age [✓]

• Below 25 • 25-34 • 35-44 • 45-54 • 55 and above

2. Gender [✓] • Male • Female

3. Educational qualification [✓]

TVET training College Diploma BA/BSC Degree

Master's Degree PhD • other; please state _____.

4. Years you have been in service at Abay Bank S.C [✓]

1-3 4-7 8-11 11 and above

5. In which department or job position do you work? [✓]

• Director • Senior Management Member

• Middle level management (Divisions) • Professional staff (IT & Other technical staff)

• Clerical & Non clerical

PART TWO

Dear Respondent!

This survey asks questions about your engagement level in relation to the selected work life balance practices already exercised and witnessed from your bank. If there is something that I have neglected to consider please don't hesitate to include or comment. Please indicate your level of agreement/disagreement with each of the statements by putting [✓] mark inside the box.

Part II: Survey Questions

Please indicate your response by using [✓] according to your choice;

- **Strongly Agree (5)**
- **Agree (4)**
- **Neutral (3)**
- **Disagree (2)**
- **Strongly Disagree (1)**

I. Flexible leave practices:

No.	Questions on effect of selected elements of Work Life Balance having one employee engagement	Likert Five Point Rating Scale				
		Strongly Disagree	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	As part of intrinsic rewards; for exceptional work performance practice of giving additional leave and PTO(Paid time off work) incentives , increase my work efficiency and continued engagement					
2	In my opinion fair treatment during leave approval between coworkers increase significantly my job engagement level					
3	Provision of unused leave timely cash encasement motivate me for increased engagement at work					
4	Practice of favorite time leave approvals increase my engagement at work					
5	I believe extended (consecutive) leave approvals motivate me for increased and continual job engagement					
6	Having prescheduled annual leave plans enable me to be more focused at work and increased engagement					

☞ What do you propose or suggest further that you propose or suggest that shall be included or excluded in leave approval practice to contribute more for your job engagement?

II. Friendly work environment:

No.	Questions Related to Practice of healthy and friendly work environment	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
1	The feeling of being valued and appreciation for work done trigger me for increased job engagement					
2	Coworkers positive attitude towards me increase my motivation and engagement at work significantly					
3	Level of coworkers' openness to hear my voices and thoughts have positive effect towards my level of job engagement					
4	I believe personal level connection and friendship beyond work place have positive effect on my job engagement					
5	I believe participation in decision making have positive effect and contribution for increased engagement					
6	In my opinion group events with coworkers such as get-togethers assist for increased engagement					
7	Fair and equal treatment at work place contribute for increased level of my job engagement					

☞ What do you propose or suggest further regarding your work environment contribution in relation with your engagement at workplace? _____

III. Practice of employee assistance programs at work place

No.	Questions Related to employee assistance programs and counseling service at work place	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
1	I believe that work place employee assistance and counseling services improve level of my job engagement					
2	In my opinion employee legal assistance during work related problems raised my level of devotion to exert extra efforts and increased engagement					
3	I believe that staff financial assistance provisions such as emergency loan and salary advance provisions have positive effect on my level of job engagement					

4	In my opinion counseling services and stress management trainings increase my focus at work and improve engagement					
5	Wellness packages such as gymnasium and group sporting festive have positive effect on efficiency and engagement level					
6	In my view practice of counseling service during personal difficulties such divorce, family member death, separation, had positive effect on job engagement after mourning or trouble					

☞What do you propose or suggest further to be included or improved in the bank employee assistance programs and counseling services contribution in relation with your job engagement?_____

IV. Opportunity for Career Development

No.	Questions Related to opportunity for career Development and personal growth	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
1	I believe that the increased chance for career development increase my motivation and focus for work and stay engaged longer					
2	Bank sponsored scholarships and tuition fee benefits packages inspire me to improve my engagement with work					
3	My job engagement is inspired by promotion for					

	higher job posts and increased responsibility					
4	In my view the shorter time for promotion can be source for the continual and increased engagement at work					
5	I believe promotion and career development opportunities encourage me to stay engaged at work					

☛ What do you propose or suggest further to be done in the bank career development programs in relation with increasing employee engagement?

Part Three: Employee engagement level survey questions

No.	Employee engagement level survey questions	Strongly Disagree	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
1	When I get up in the morning, I really desire to go to work.					
2	At work place, I have the opportunity to do my best everyday					
3	I frequently make suggestions to improve the work of my team/department or about my bank					
4	I know what is expected of me at work place					
5	I am proud to tell others that I am part of the bank					
6	Time passes quickly when I perform my job					
7	I received frequent recognition or praise for doing good work					
8	I have a best friend at work place					
9	When I am working, I forget everything else around me					
10	At my work, I always focused, even when things do not go well					

Thank you for taking your time to participate in the study!

Annex-2

Letter of Confirmation for Data Collection



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ABAY BANK S.C

ቁጥር: ሰኅ/02/5897/15
ቀን: ሰኔ 20 ቀን 2015 ዓ.ም

**ለአዲስ አበባ ዩኒቨርሲቲ ለንግድ ስራ ኮሌጅ
አዲስ አበባ**

ጉዳዩ:- መረጃ መስጠትን ይመለከታል፤

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ከሠላምታ ጋር

Handwritten signature

ሳሙኤል ተሾመ አበጋዝ
ዳይሬክተር- የሰው ኃሰት አስተዳደር



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