

THE EFFECT OF WORK LIFE BALANCE ON EMPLOYEE ENGAGEMENT:

THE CASE OF COMMERCIAL BANK OF ETHIOPIA



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DECLARATION

I hereby declare that this study “the effect of work life balance on employee engagement in the case of commercial bank of Ethiopia,” is my original work prepared under the guidance of my advisor Belaynesh Tefera (PhD). This paper is submitted in partial fulfillment of the requirement for the award of Master of Arts Degree in Business Leadership and it has not been previously submitted to any diploma or degree in any college or university, and that all source of materials used for the study have been properly acknowledged.

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ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE OFFICE OF
GRADUATE STUDIES
THE EFFECT OF WORK LIFE BALANCE ON EMPLOYEE ENGAGEMENT
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Acronyms / Abbreviations

CBE – -----Commercial Bank of Ethiopia

WLB - -----Work Life Balance

EE- -----Employees Engagement

ABSTRACT

Work- life balance and employee engagement are regarded as factors that have a great potential to facilitate growth. The purpose of this study was to study about the Effect of Work Life Balance on Employee Engagement in Commercial Bank of Ethiopia Kirkos District. Specifically, the study was guided by the following objectives; to examine the effect of supervisor support, work load, working hour, job sharing on employee engagement. The study adopted descriptive and explanatory research design using both quantitative and qualitative approach. The target population for the study consists of only the Manager, line manager and professional employee of the bank working under Addis Ababa area Kirkos district offices and branches. Stratified sampling method was used to select the participants from the population. Proportionate Stratified sampling method was used to select the focused employee groups within the selected district. The total sample size was 313.Used mainly questionnaire. Semi-Structured questionnaire was used to collect data from sample employees to collect primary data. The questionnaire was developed mainly based on work life balance components i.e. supervisor support, work load, working hour and job sharing and employee engagement. The data collection instrument used for the research was questionnaire. In the questionnaire a five-point Likert scale were used. Normality test was done for dependent variable in order to support subsequent analysis. The data obtained was analyzed using both qualitative and quantitative analysis. Correlation analysis was used to test the direction of relationship between the independent variables and dependent variable. Multiple linear regressions were used to test. The correlation result shows that supervisor support, work load, working hour and job sharing positively related to employee engagement. Based on the research findings it can be concluded that work life balance had a favorable significant effect on employee engagement.

CHAPTER ONE

INTRODUCTION

This chapter introduces the research problems and the associated research questions to be objectives to be achieved. It includes the background of the study, statement of the problem, research objectives and questions, significance of the study, scope and delimitation of the study, definitions of terms and finally organization of the paper.

1.1 Back ground of the study

In modern era, all needs are demanded to be quickly and correctly In today's dynamic environment, it is noticed that employees face deep work load and long working hours and this has significant effect on them and lives of their families, therefore Work-life balance is an essential topic in both professional business practice and academic study.

"Work-life balance becomes a trendy research area in different fields such as sociology (e.g. Allan, Loudoun & Peetz, 2007), psychology (e.g. Greenhaus, 2008 Frone, 2000)". In addition several researchers (e.g. Greenhaus, Collins & Shaw, 2003; and Grzywacz& Marks, 2000) noticed that while assessing relations between work and family domains, considers family life as time spent with a spouse and children, ignoring other important aspects of family, such as time spent with parents, siblings and other relatives.

Currently businesses are expected to meet not only the demands of their customers but also their employees balanced combination of the individual's participation in the work and other aspects of their life. Work-life balance is defined as the optimal enjoyment /allocation/ of time for family /personal issues as well as work (Clark, 2000). It is also finding the real satisfaction both at work and home (Smith et.al. 2016) and reduced conflicts in various roles as employees achieve the right equilibrium (Fapohunda, 2014)

Work life balance encourages employees to divide their time on the basis on priorities and maintain a balance by devoting time to family, health, vacation etc. Along with making a carrier,

business travel etc. it is an important concept in the world of business as it helps to motivate the employees and increase the engagement of employees towards the company.

Employee engagement enhances the productivity of organization. Engaged employees are able to invest in problem solving, seek connections with people, and try to develop innovative services (Bakker & Leiter, 2010).

Both the concepts of work life balance & employee engagement have related results from various previous researches reasonable doubt that Work life balance factors are being considered by employees while deciding to work for a particular company

In the Bank industry like CBE has taken different initiatives and implemented all over the branches in the recent years. Some of the initiatives include reengineering its business; increasing accessibility by expanding its branch outlet and introducing electronic banking systems and agent banking system like ATM, mobile banking, internet banking, CBE birr; introducing different banking products like youth, women, educational, Muday, weeding, and interest free saving and current accounts; and extending its working hours in the weekdays and also Saturday afternoon.

To effectively implement the above all initiatives the employees of the bank had a significant contribution, not underestimating the huge financial investments made. The Bank's staffs are devoting their talents, time and effort in the process of transforming the service from the traditional banking service to the modern competitive one. These all responsibilities in the work place are taking some portion of the time that was to be used for non-work activity (Melesse, 2017).

Therefore, the overall aim of this research is making meaningful inquiry and investigation into the effects of the work life balance in determining employee engagement by presenting the factors that supervisory support, work load, working hour and job sharing how related with the employee engagement.

1.2. Background of the study organization

CBE is the leading bank in Ethiopia, established in 1942 and Pioneer to introduce modern banking to the country. CBE has more than 1800 branches stretched across the country as of

December 2021. It plays a catalytic role in the introduce ATM service for local users and Western Union Money Transfer Services in Ethiopia early 1990s. Currently CBE has more than 34.9 million account holders and the number of Mobile and Internet Banking users also reached more than 6.2 million and 31,849.00 respectively as of march 31, 2022 (68% active users) (CBE website). Active ATM card holders reached more than 7 million (61% active users). It has strong correspondent relationship with more than 50 renowned foreign banks.

CBE combines a wide capital base with more than 39,000 talented and committed employees. Pioneerto introduce Western Union Money Transfer Services in Ethiopia early 1990s and currently working with other 18 foreign money transfer agents like: world remit, Dehabshin, Money Gram, Atlantic International (Bole), and Xpress Money.

1.3. Statement of the Problem

Commercial bank of Ethiopia is the largest commercial bank in Ethiopia. In order to give the customer a competitive service, the Bank has taken different initiatives and implemented all over the branches in the recent years. Some of the initiatives include increasing accessibility by expanding its branch outlet and introducing electronic banking systems like ATM, mobile banking, internet banking, and CBE birr.

To effectively implement the above all initiatives the employees of the bank had a significant contribution, not underestimating the huge financial investments made. The Bank's staffs are devoting their talents, time and effort in the process of transforming the service from the old-style banking service to the modern competitive one. Moreover, being the employee of the state bank, the CBE staffs are also expected to support the growth and transformation plan by mobilizing resource from the unreached and unbanked population of the bank.

The above all responsibilities in the work place are taking some portion of the time that was to be used for non-work activity (Melesse, 2017). For example, the Saturday afternoon was used to be a leisure time and also all the employees used to leave offices at 4:30 pm which is now extended to 6:00pm. These extensions of the working hour have an implication for the balance of work and non-work domains of the staffs.

Employees are facing challenges to attend a further education due to the clash that is occurring in their working hour and class schedules (Melesse, 2017). Those employees who have family responsibility have also affected by the extension of the afternoon work since it took the portion of the time that can be used for taking care of those responsibilities.

In addition CBE recently focus on customer service quality with the aim to be the bank of choice for customers, employees and shareholders. The Bank wants to achieve its visions among other things through its motivated employees and modern technology. This tells us that engaged or good performing employees are the basis for the success of the Bank. If this is the case identifying factors that impact employee's engagement is critical to the very success of the Bank.

Many scholars address the influence of work-life balance on employee engagement. However, the study addressed the factors such as supervisor support, work load, working hour, job sharing and their on the employee's engagement.

1.4. Basic Research Questions

The research seeks to answer whether there is a relationship between work-life balance and employee engagement in Commercial Bank of Ethiopian Central Region in Kirkos District. In particular, this study will explore the following research questions

- What is the effect of supervisor support on employee engagement in CBE?
- What is the effect of workload on employee engagement in CBE?
- What is the effect of working hour on employee engagement in CBE?
- What is the effect of job sharing on employee engagement in CBE?

1.5. Objective of the Study

In this section of the paper the general and specific objectives of the research will be stated.

1.4.1. General Objective

The general objective of the study is to assess the effect of work life balance on employee engagement in commercial bank of Ethiopia Kirkos district A.A.

1.4.2. Specific Objective of the Study

In addition to the general objectives stated above, the study has the following specific objectives:

- ❖ To assess the effect supervisor support on employee engagement in CBE
- ❖ To assess the effect of work load on employee engagement in CBE
- ❖ To determine the effect of working hours on employee engagement in CBE
- ❖ To identify the effect of job sharing on employee engagement in CBE

1.6. Definition of Terms/ Concept and Constructs

- Work Life Balance means the optimal enjoyment /allocation/ of time for family /personal issues as well as work (Clark, 2000).
- Employee engagement is to be psychologically present when occupying and performing an organizational role (Kangure 2014)
- Supervisor support means deliberate support offered by the supervisor to employees to enable them perform their duties well and attend to personal/family needs effectively as well (Straub 2011)
- Work load means the amount of work performed or capable of being performed (as by a mechanical devise). Usually with in a specific period of time.
- Working hours is defined the amount of time we spend on job/ office has an Effect on balancing Work and life. Working hours is defined as: “indicate to the regulation to restraint the working hours.
- Job sharing is an arrangement where typically two people are retained on reduced basis to perform a job normally fulfilled by one person working fulltime.(Baildam, Ewing, Cummins 1991)

1.7. Significant of the Study

The study tried to explain the Effect of work life balance on employee engagement. As a result WLB have an Effect on employee's engagement in CBE. The other significance is to create awareness on the gap identified to the bank and non-bank institutions. It is also significant to find the possible solution like maximize the profit of the organization through balancing their work and family life in addition the study can be referral for future researchers and students.

1.8. Scope of the Study

The study has various variables, including time, money and other resources imposed limitation on the investigation. These elements made the research timely, geographically, and methodologically constrained. Conceptually the focus of this study was on the supervisor support; work load, working hour job sharing and employee engagement in CBE were all taken in to consideration when analyzing work life balance.

Geographically the study was restricted to CBE branches in the Addis Ababa Kirkos District; it did not concentrate on outside branches of this region. The study focuses on workers in a few chosen CBE branches located in kirkos district office and branches only.

1.9. Organization of the Study

The research papers were organized in five chapters. The first chapter consisted of the background of the study, statement of the problem, basic research question, and objective of the study, definition of terms, significance and scope of the study. The second chapter reviews literatures related to the study. In this chapter various theoretical concepts that relates with WLB and EE are discussed and conceptual framework are developed based on the discussion. The third chapter explained about the methodologies of the study and the fourth chapter present and discusses the findings. At last the fifth chapter summarized the main findings, give conclusion and recommendation and suggestions.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter presented detailed explanation on the definition, other researchers work on effect of work life balance on employee engagement; this supports and notifies the subject matter. Therefore, this chapter presents the concepts about work life balance and employee engagement in case CBE at Addis Ababa under kirkos district branches.

2.2. Theoretical Review

2.2.1. Theory of work life balance

An ideal work-life balance is satisfaction and good functioning at work and at home with a minimum of role conflict, (Clark, 2000).WLB benefits employees and organizations collectively (Mesimo-Ogunsanya, 2017).WLB is about how to help employees maintain a healthy and beneficial life style that affect their performance improvement (Grimm, 2017).

Work life balance is the separation between work life and personal life of an employee. It is the boundary that one creates between the professional life, career advancement, personal life or any other segment of the individual's life. Apart from the career life these segments include family, personal growth, fitness and health, community relations and friendship.”(Raisinghani & Goswami, 2014).the research find out the factors which have impact on employee’s engagement.

In order to find a good balance it's essential to prioritize some aspects of daily life and organizing correct time management. A research by Gavin, Cooper, & Quick (2004) gave a very different approach and ways to prioritize. The positive consequences of work life balance benefits that employers can derive from practices are also abundant.

In the past decade, employers have increasingly been realizing that the quality of an employee's personal and family life impacts their work. There are tangible business reasons to encourage work and family integration, according to Lockwood (2003). Key factors to measure the return in

work-family programs like: employee time saved, employee retention, increased motivation and productivity, absenteeism, decreased health care costs and stress-related illnesses.

2.2.2. Dimension of work life balance

2.2.3. Supervisor Support

There is a significant relationship between employee perception of the supportiveness of their supervisor and their ability to cope well with work and family issues. Supportive supervision has emerged as an important prerequisite for effective integration and employee's well-being. This is related to lower levels of work-family conflict and psychosomatic symptoms, such as anxiety and depression (Breugh & Frye, 2014).

The study also revealed that the relationship between employee perception of the supportiveness of their supervisor and their ability to cope well with work and family issues helps to improve employees' usage in the workplace.

2.2.4. Work Load

By Jacobs, Hellman, Markowitz, & Wuest, (2013) cited Hart and Staveland (1988) describe workload as “the perceived relationship between the amount of mental processing capability or resources and the amount required by the task.” International Labour Organization defines “Work Pressure is the harmful physical and emotional response caused by an imbalance between the perceived demands and the perceived resources and abilities of individuals to cope with those demands” (ILO, 2016).

Work load indicate the degree to which the job is taxing in terms of mental effort, complexity of work and speed of work (De jonge et al 1995; Van Veldhoven and broersen, 1999). Work-related pressure is determined by work organization, work design and labour relations and occurs when the demands of the job do not match or exceed the capabilities, resources, or needs of the worker, or when the knowledge or abilities of an individual worker or group to cope are not matched with the expectations of the organizational culture of an enterprise. Work Pressure also defined as the adverse reaction people towards their job/work. Therefore for this research purpose the researcher use interchangeably Work load with work pressure.

2.2.5. Working Hours

Working hours is defined as the amount of time someone spends at work during a day. The amount of time we spend on job/ office has an Effect on balancing Work and life. working hours is defined as: "indicate to the regulation to restraint the working hours". In Ethiopia working hours for workers is eight hours per day and 48 hours per week. Extended hours are thought that individuals are working longer hours because of increasing workloads and job demands (Sparks, Fried Cooper & Shirom 2011).

This defines that such long hours could affect an individual's health, well-being and performance. Kodz, Lain, Sheppard, Davis, Bates, & Cummings, (2001) note how most research that addresses the effects of long hours on personal and family factors seems to concentrate on attitudinal surveys or case study type research. They note that this may be because measuring the Effect of work on home life is very difficult and it is hard to examine direct causal links. Looking at this type of attitudinal research, they conclude that long hour workers tend to feel that they are not happy with the amount of time they devote to work and how it effects on their family and home life.

2.2.6. Job Sharing

Job sharing is an arrangement that allows two or more employees to jointly fill one fulltime job, with responsibilities and working time shared or divided between them. Job sharing also assists the development of membership, those who share a specific job could learn from each other while providing shared support (Muangi et al, 2017).

Job sharing program reduce hours for personal reasons which increased the chance of achieving a balance between work and personal life and as well as decrease absenteeism and as a result develop engaged employee reduced hours may therefore improve work life outcomes helps to continue personal issues (Mulanya and Kagiri 2018).Therefore Employees can keep their jobs while having more time for family and other activities as well as job sharing. Job sharing gives the freedom to keep the projects ongoing while a colleague is on leave. It also helps individuals to execute any personal duty without compromising assigned responsibilities

2.2.2. Theory of Employee Engagement

According to Joshi(2011), determinants of employees engagement cover job content, compensation, and benefits obtained by employees, WLB relationships between superior and employees, career paths, and teamwork. some factors that hinder or even damage the level of employees are insecurity, injustice, work without space, under pressing work with little flexibility or autonomy, poor management behavior, bullying and non-stop working period (Saks, 2006).

The term employee engagement and work engagement is used interchangeably in different researches and also for the purpose of this paper the researcher will use both terms interchangeably. Engagement has become popular term first in business then in consultancy and now in academics. The origin of the term “employee engagement” is not entirely clear, but most likely it was first used in the 1990s by the Gallup organization (Buckingham & Coffman, 1999) as cited under (Arnold et. al, 2010). And here below the research will present different conceptual explanations on the meaning and dimensions of employee engagement. first scholar who conceptualized engagement at work was Kahn (1990), who described it as the “harnessing of organizational members” selves to their work roles; in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performances” (p.694). In other words, engaged employees put a lot of effort into their work because they identify with it (Arnold et. al, 2010).

Schaufeli et al ,2002 define work engagement as “ a positive , fulfilling , work related state of mind that is characterized by vigor, dedication, and absorption” This definition of work engagement is considered as working definition for the purpose of this research .

Perrin as cited by Kangure, (2014) defined engagement “as willingness or enthusiasm that the employee holds to spend optional effort towards the job.” Bakkar and Scheufeli as cited by Jebel (2013) have defined the term employee engagement that “it is a psychological state where employees feel a vested interest in the organization’s success and perform to a high standard that may exceed the stated requirements of the job.”

An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefits of the organization (Sharma & Anupama, 2010). It is

a positive state of mind held by the employees towards the organization and its values. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee (Robinson as cited by Tessema, 2014). Apart from this, Baig (2010) argued that employee engagement is concerned with the individual contribution under healthy working conditions, promote individual development, encourage mutual confidence and understanding between the employer and the employee and between the employees themselves.

2.2.3. The Relationship Work life balance And Employee Engagement

There is little evidence that employees with a high level of work-life balance experience high levels of work engagement at work, according to the British Chambers of Commerce and Industry (Bocombe). However, there has been some research on the relationship between work-life balance and employees' well-being and quality of life (Greenhaus as cited by Kort, 2016). Previous studies have assumed that employees who perceive a balance between work and their private lives experience low levels of stress in both roles they fulfill (Marks & MacDiarmid as cited by Kanguru, 2014).

One explanation of this could be that these employees fulfill roles that are salient to them. In addition, these employees are better able to allocate their energy and time to the demands they experience, which in turn leads to increased well-being (Whittington as cited by Kort, 2016). Furthermore, as previously mentioned, work-life balance can also lead to job satisfaction and organizational commitment (Reindl as cited by Kanguru, 2014).

Previous studies have also examined the relationship between work-life balance practices, which are related to work-life balance, and engagement. The relationship between work-life balance practices and work engagement can be explained using the social exchange theory (Blauas cited by Kort, 2016). This theory states that when employers provide care and opportunities for their employees, these employees will show certain attitudes and behaviors. More specifically, when employees receive favorable treatment they respond, which in turn leads to beneficial outcomes for both employers and employees (Eisenberger as cited by Kort, 2016). Applying the social exchange theory to work-life balance, when employees feel that organizations help them balance their work and family demands, they probably feel cared for and supported by their organization.

Following the norm of reciprocity, it can be said that employees feel obligated to reciprocate by showing more favorable attitudes and behaviors at work. These employees respond with increased positive feelings regarding their job and the organization (Aryee as cited by Kanguru, 2014).

Similarly, when employees are provided with particular resources by their employer, they respond with a certain degree of engagement (Saks as cited by Kort, 2016). The results of a study by Richman as cited by Kort (2016) have revealed that supportive work-life policies and perceived flexibility are positively related to employee engagement. In addition, a study by Sonntag as cited by Abdullah (2014), has suggested that recovery, which can be seen as a part of work-life balance, can contribute to employees' work engagement.

2.2.4. Types of Employee Engagement

According to the Gallup, the Consulting Organization, there are mainly three types of engagement that occur in the organization. All are different in terms of involvement and their role in the organization.

1. Engaged Employees

An engaged employee is considered as the base of the organizational development. Such kind of employees carries the organization in positive direction. Engaged employees play an important role in achieving the organizational goals and objectives. They perform with passion, drive innovation and move their organization forward through their performance. (Vazirani as cited by Jebel, 2013).

2. Not Engaged

These kinds of employees care only about their work not any other things like goals, objectives and development of the organization. They do not have energy and enthusiasm in their work (Reilly, 2014). These categories of employees do not have cooperative relationship with their colleagues as well as the employers. Their contribution is little in the success and development of the organization.

3. Actively Disengaged

Actively disengaged employees do not perform their work in a proper manner and do not complete their work timely. Their contribution is almost negligible in the success and development of the organization. They are unhappy at work and look after the work of the other member of the organization. Such kind of employee carries the organization in the negative direction and organization suffers in achieving its goals and objectives (Vazirani as cited by Jebel, 2013).

2.2.5. Characteristics of Engaged Employees

According to Robinson, Perryman, and Hayday (as cited in IES, 2003) An engaged employee has emotional attachment with their job as well as the organization. Engaged employees perform beyond the expectation of the employers and help achieve the organization's goals and objectives.

2.3 Empirical review of related studies

Many scholars have looked at the themes of job engagement, including the role the supervisor's support, work load, working hour and job sharing. However, the majority of research has been done in the west and the developing world has received very little attention (Bond as cited by Poelmans as cited by Shankar and Bhavnagar, 2010). Despite the fact that the majority of research has been carried out in the west, according to Shankar and Bhatnagar 2010, their findings are intriguing and pertinent since they provide light on the potential connection between work life balance and employee engagement. Work life balance and employee engagement both boost business success and give a company competitive advantage, according to studies and business practice (Deery as cited by Kangure, 2014).the following research have specifically looked at the effect of supervisory support, work load, working hour, and job sharing

supervisory support

Research suggests that administrative or supervisory support is critical when it comes to the utilization and effectiveness of work-life programs (Allen as cited by Kangure, 2014). In addition, research consistently shows that the level of support that employees receive from their supervisors is crucial in alleviating conflicts between work and life. Supervisor support is a core

aspect of work-life culture, or the shared assumptions, beliefs, and values regarding the extent to which an organization supports and values the integration of employees' work and private lives

Work load

International Labor Organization defines "Work Pressure is the harmful physical and emotional response caused by an imbalance between the perceived demands and the perceived resources and abilities of individuals to cope with those demands" (ILO, 2016).

Working hours

(Sparks, Fried, Cooper, & Shirom, 2011). This defines that such long hours could affect an individual's health, well-being and performance. Kodz, Lain, Sheppard, Davis, Bates, & Cummings, (2001) note how most research that addresses the effects of long hours on personal and family factors seems to concentrate on attitudinal surveys or case study type research. They note that this may be because measuring the Effect of work on home life is very difficult and it is hard to examine direct causal links.

Long working hours have been supposed to be a serious risk factor for Depression/depressive symptoms, (Banna & Tamakoshi, 2014). They concluded that working long hours is linked with depressive state, anxiety, sleep condition, and coronary heart disease.

Holly & Mohnen, (2012), found that working hours has an Effect on Job satisfaction with pleasing work life balance. This balance is explicit to every individual and relates to satisfaction with a job and all other parts in life, especially family life and free time. Therefore, a good WLB consequences in high satisfaction.

Job sharing

Multiple regression analysis results showed that job sharing related positively with employee. Another study by Kirby & Krone as cited by Shankar & Bhatnagar (2010), explored the views of employees in a finance organization about implementation and utilization of work-life balance policies. They found that attitudes expressed by job sharing illustrated how the construction of work-life benefits was affected by factors such as: expectations of business travel for employees with and without family responsibilities.

2.7. Conceptual Framework

Based on the above theoretical and practical views the study used the model as presented in figure 2.1 below. It is developed based on the objectives of the study and the knowledge obtained from literature review. From the literatures the researcher has assumed that, supervisory support, work load, Working hour, and job sharing are independent variable whereas employee engagement is dependent variable.

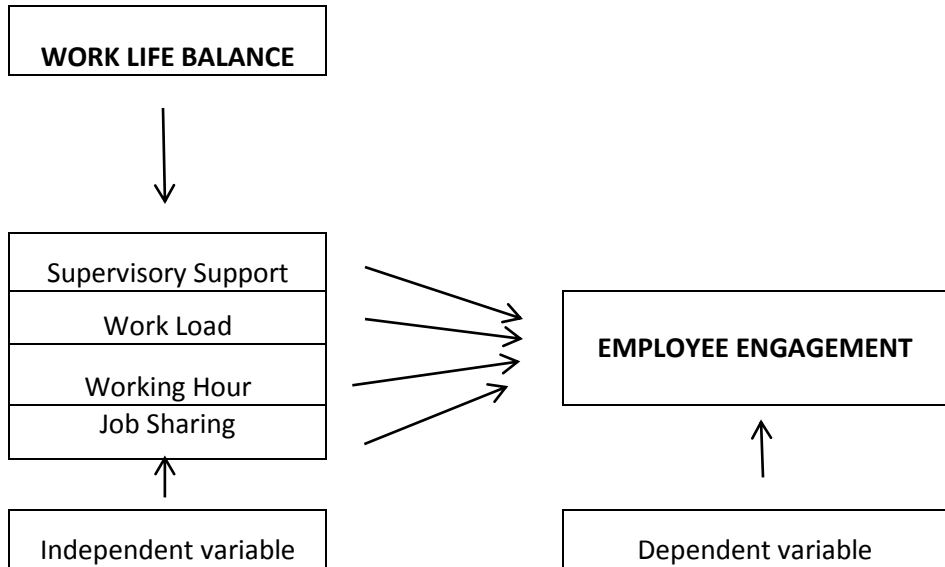


Figure 2.1. Conceptual frame work

Research Hypothesis

Based on the above Review of the literature, the researcher proposed the following research Hypothesis:

To examine the relationship between work life balance and employee engagement in CBE

H01: There is relationship between supervisory support and employee engagement in CBE

H02: There is relationship between work load and employee engagement in CBE

H03: There is relationship between working hour and employee engagement in CBE

H04: There is relationship between job sharing and employee engagement in CBE

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

Research methodology is the path of finding answers to the research questions (Woldemichael, 2012). In this chapter, the researcher provided brief explanation on how the study was conducted it including; the study design, research approach sample size, sampling techniques, data collection methods, data analysis, data reliability and validity and ethical issues.

3.2. Description of the study area

This study was carried out at Commercial bank of Ethiopia. According to 2021/2022 FY corporate performance and way forward report currently 53 branches under kirkos district. The research was conducted on selected employees on the branch and district office.

3.3. Research Approach

Quantitative research method involves studies that make use of statistical analysis to obtain finding. Creswell (2005) asserted that quantitative research is a type of educational research in which the researcher decides what to study and asks specific, narrow questions.

3.4. Research Design

A good research design helps the researcher conduct a good analysis of data. According to Leedy et al (2010), research design provides the overall structure of the procedures the researcher follows, the data collects and the data analysis the researcher conducts. Therefore, in this study adopt quantitative and qualitative approach as well as by the nature of the study used descriptive and explanatory approach.

3.5. Target Population

Population is defining as the entire set of individuals or other entities to which study findings are need to be generalize (Schutt, 2011). Population is defining as the entire set of individuals or other entities to which study findings are need to be generalized (Schutt, 2011). The target population of the study was employees of commercial bank of Ethiopia at under kirkos district

branches and district office. The reason of focusing on the kirkos district is for the study to manageable the distributed questionnaire, time and budget constraint.

3.6. Sampling techniques and Sample size

3.6.1 Sampling techniques

Due to time and resource constraints it was difficult to study all the population of the study and selecting a sample was necessary. In this study the researcher select CBE branches under kirkos district by using stratified sampling technique. Stratified sampling is a type of sampling method in which the total population is divided into smaller groups or strata to complete the sampling process. The strata are formed based on their common characteristics in the population data. After dividing the population into strata, the researcher used proportionate stratified sampling

The researcher selects CBE branches under kirkos district by using stratified sampling technique. The total population is divided into smaller groups or strata to complete the sampling process. After dividing the population into strata, the researcher randomly selected the sample proportionally.

3.6.2. Sample size

A sample is defined as a subset of a population that is used to study the population as a whole (Schutt, 2011). In order to determine sample size; the researcher will use formula for calculating the required sample size in four departments or strata's which are found in CBE Kirkos District. The formula was developed by Taro Yamane (1967). It is calculated as follows

Assumptions: - A 95% confidence level, and $e = \pm 5\%$

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

Where:-

n = the sample size

N = the population size

e = the level of precision (Sampling error)

$$n = \frac{1431}{(1+1431(0.05)^2)} = 313 \text{ sample size of the research}$$

Hence, the total sample size will be 313. Since the number of employees in each department is not the same, the number of samples for each branch will be calculated by the following formula:

$$n = \frac{n}{N} N_1$$

Where;

n = is total number of sample

N = is total number of population

N₁ = is total number of population in each Department

Table 3.1: List of sample Department

Sample Strata (departments)	Total Number of Population	Total Number of Sample
District office	245	54
Grade four branch	355	78
Grade 2 branch	490	107
Grade 1 branch	341	74
Total	1431	313

Source: From the CBE Kirkos District HR department, March 2022

Finally, after determining the sample size the researcher will use purposive sampling to distribute questionnaire for the respondent.

3.7. Data Source and type

Both primary and secondary data are used for the study. The study use primary and secondary data sources of data collected through questionnaires in order to gather required information from targeted employees that can help the researcher in addressing the objective of the study.

3.8. Data collection instrument

Data collection instrument used for the research was questionnaire. The questionnaire is divided into three parts. Part I gathered employee's demographic information, Part II gathers information concerning work life balance and Part III assesses the level of employee engagement. And five point likert scales was used. All questionnaires were distributed for employees of the Bank found in Addis Ababa by taking kirkos district offices and branches.

Table 1Component of questions related to the research title

SN.	DIMENTION	Total Question
1	Demography	7
2	Supervisory Support	6
3	Work load	5
4	Working hour	4
5	Job- sharing	6
6	Employee Engagement	12
	TOTAL	40

Source- own survey 2022

3.8. Data Analysis

The data from the survey questionnaires is analyzed both qualitatively and quantitatively. A descriptive analysis of all variables in the form of the measures of central tendency, frequency distribution, and the measures of variability is applied to summarize and describe the WLB and employee engagement. The study used multiple linear analyses to measure the relationship between the independent variables that is, supervisor support, work load, working hour and job sharing, and the dependent variable, that is, and employee engagement by using statistical packages for social sciences, SPSS version 23.

Descriptive statistics was applied to analyze quantitative data in order to generate percentages, means, median, mode, standard deviation and variance of both dependent and independent variables. Normality tests were conducted for the dependent variable so as to establish whether it assumed normal distribution or not. The researcher used Smirnov test and Shapiro -Wilk to test whether employee engagement data was normally distributed and this was found to be the case. The essence of testing for normality was to enable the researcher to continue with the other subsequent analysis.

Correlation analysis was done to establish whether there was correlation between independent variable work life balance (supervisor support, work load, working hour, job sharing) and the dependent variable (employee engagement). This was achieved through the use of Pearson correlation that indicated the correlation coefficients between the variables. In case the correlations were found to be less than 0.2 they were not considered for subsequent analysis.

Coefficient of 0.5 and above was considered to have met the threshold. Regression analysis was used to test whether the independent variables has any effect on employee engagement in CBE.

In addition, the study sought to ascertain the casual effect of dependent variable upon the independent variables that is: relationship between work life balance and employee engagement. To explore such, the investigator assembled data on the underlying variables of interest and employ regression to estimate the quantitative effect of the causal variables upon the variables that they influence. The investigator also typically assessed the statistical significance of the estimated relationship. Statistical test included F-test and ANOVA. Data was presented in frequency tables.

3.9. Validity of Data

According to Kangure (2014), defined the validity as “the degree to which a measure accurately represents what is supposed to”. 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.

3.10. Reliability of Data

Validity is a necessary but not sufficient condition of a measure. A second consideration is reliability, which is the ability of the measure to produce the same results under the same conditions. Prior to the actual data collection reliability test was conducted on selected staffs of the bank to check whether the data collection instrument was consistent and dependable in measuring what it intended to measure.

Consequently, Cronbach’s alpha developed by Lee Cronbach Alpha in 1951 was employed to test the reliability of the questionnaire and all of the questionnaire items were found to have a result higher than 0.7. Nunnally as cited by Melese (2017) has suggested that score reliability of

.70 or better is acceptable when used in basic social science research. The cronbach's alpha coefficient can be calculated through the following equation 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 2reliability test table by Cronbach's alpha value

SN.	Variable of the study	No. of Items	Cronbach Alpha Value
1	Supervisory Support	6	.853
2	Work load	5	.830
3	Working hour	4	.801
4	Job- sharing	6	.724
5	Employee Engagement	12	.718
	TOTAL	33	0.852

Source- own survey 2022

3.10. Ethical Considerations

According to Leedy *et al* (2010) Most ethical issues fall into one of the following four categories; informed consent, confidentiality, security and honesty. The researcher did not expose the participants to unusual stress, embarrassment, or loss of self-esteem and honesty.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

As indicated in the preceding chapters, this research study attempted to examine the effects of the work life balance in determining employee engagement in CBE Kirkos District. A total of 313 questionnaires were distributed to employees found under Kirkos district office branches and 100% useable questionnaires were obtained valid and used for further analysis. The data collected were presented, analyzed and interpreted using SPSS software version 23.

The questionnaire was developed in five scales ranging from 1 (strongly disagree) to 5 (strongly agree). Since the questionnaire of the study was developed as Likert scale, sum or mean was calculated for the Likert items of each variable during the data analysis procedure. According to Harry and Deborah (2012) descriptive statistics recommended for Likert scale data include mean for central tendency and standard deviation for variability, in addition other data analysis procedures recommended for such type of data include Pearson's correlation (r), normality test, ANOVA, and regression analysis.

Given that 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 (supervisory support, work load, working hour, job sharing) on the dependent variable (Employee Engagement), the most appropriate statistical test for testing the hypothesis of the study was found to be measures of central tendency (mean & standard deviation), ANOVA, and multiple linear regression analysis.

4.1 Demographic Background of Respondents

Descriptive statistics using frequencies was used to analyze the demographic characteristics of the respondents and hence the result of the analysis is described in detail.

Table 3 Demographic Background of Respondents

Item S.N	Background	Distribution	Frequency	Percentage
1	Gender	Male	206	65.8
		Female	107	34.2
		Total	313	100
2	Age	20 - 25	44	14.1
		26 - 35	191	61
		36 - 45	69	22
		46 and above	9	2.9
		Total	313	100
3	educational qualification	Diploma/level IV	6	1.9
		First Degree	178	56.9
		Masters and Above	129	41.2
		Total	313	100
4	Number of service year in CBE	Months - 5years	102	32.6
		6 years-10 years	119	38
		11years-15years	51	16.3

		above 15 years	41	13.1
		Total	313	100
5	Marital Status	Single	102	32.6
		Married	206	65.8
		Divorced	1	0.3
		Widowed	4	1.3
		Total	313	100
6	place of assignment	Branch	259	82.7
		District	54	17.3
		Total	313	100
7	Employee Group	Management	26	8.3
		Line Management	26	8.3
		Professional	261	83.4
		Total	313	100

Source: own survey 2022

Table 3 presents the demographic information of the respondents. As can be seen from the above table item number one, male respondents took the biggest share of the sample population.

Considered under the study (n=313), Item 1 shows 65.8% male respondent found and 34.2% was found female respondent sample. Indicating that majority of the banks employees are males.

Item number 2 shows that the age of the majority of the respondents was found out to be between 26-35, followed by those age group of 36 - 45, those between 20-25 constituted 14.10 % while

those between 46 and above 2.9 %. This indicates that most of the current employees of the bank are less than the age of 44 indicating majority of the banks employees are young.

According to item number **3** of the above table, 1.9% of the respondents are found to be Diploma/level IV holders, followed by those possessing First Degree (56.9%) and Masters and above holders constituted 41.2%. This implies that majority of the Banks employees are first degree holders this happened because positions equal to and above professional post require a minimum of first degree qualification.

According to item number **4** of the above table, 32.6% of the respondents are found to be having a work experience of months-5 years, followed by those having a work experience of 6-10 years (38%) and those having a work experience of 11-15 years (16.3%). Those employees having work experience of above 15 years consists of 13.1%. This implies that majority of the Banks employees work experience is below 15 years.

According to item number **5** of the above table, 65.8% of the respondents are found to be married and 32.6% single. This implies that majority of the Banks employees are married.

According to item number **6** of the above table, 82.7 % of the respondents are working at branch and the rest of 17.3 % working at district

According to item number **7** of the above table, 27.1% of the respondents are found to be Management, 8.3%, line management (8.37%). Professionals consist of 83.4%. This implies that majority of the employees are under professional posts.

4.2. Descriptive Analysis

Descriptive statistics was employed to examine the mean & standard deviation of the responses of respondents with regards to the effect of work life balance (supervisory support, work load, working hour, job sharing) on employee engagement. A number of questions were asked to the respondents who gave their responses was described by 5 point likert-type questionnaires where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree. Based on response of the respondents mean and standard deviation were computed. for the purpose of this study, a mean (M) score of 0-1.49 means that the respondents strongly disagreed, between 1.50 to 2.49 means they disagreed, 2.50 to 3.49 means the respondents were neutral or not sure, 3.50-4.49

means they agreed, and a mean 4.50-5 means the respondents strongly agreed. Based on this assumption, the descriptive analysis on variable used particularly the mean were analyzed and presented as indicated in the following sub headings.

Table 4 Descriptive analysis of supervisory support

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
	N%	N%	N%	N%	N%		
I feel free to talk openly to my manager	6.4	7.3	22.7	39.9	23.6	3.8786	1.15107
My immediate supervisor is available when I need advice	2.9	8.6	8.3	47.3	32.9	3.9872	1.00949
I receive adequate support from my supervisor which enables me to achieve more for the company and helps me on personal accomplishments	3.5	10.2	19.5	44.1	22.7	3.722	1.03592
My immediate supervisor helps me to improve my self	6.4	7.3	22.7	39.9	23.6	3.6709	1.10811
My immediate supervisor establishes plans and work objective with me	3.2	10.9	22.4	43.1	20.4	3.6677	1.02132
My immediate supervisor is effective in making decision	5.8	7.7	21.7	40.6	24.3	3.6997	1.09452
Valid N (listwise)	313						

Source own survey 2022

Table 4 indicated that majority (42.48%) were agreed and (24.58%) were strongly agreed that their supervisors were involved in their personal life accomplishment and job involvement , (19.55 %) of the respondents are neither agreed nor disagreed (having neutral response) the involvement of their supervisors support in their personal accomplishment and job participation and the rest respondents (4.7%) were strongly disagreed and (8.7%) were disagreed on support of their supervisors in the job and their personal life accomplishment. therefore based on the mean and standard deviation result the respondent agreed on there is supervisors support on their personal accomplishment and working activity.

Table 5.Descriptive analysis of work load

	Strongly disagree	Disagree	Neutral	Agree	Strong agree	Mean	Std. Deviation
	N%	N%	N%	N%	N%		
My responsibility at work increase my work load	20.1	10.9	12.5	34.5	22	3.2748	1.43934
Staffing level are adequate for work	18.8	11.5	26.8	32.6	10.2	3.0383	1.26787
I am received more target beyond my capacity	24.3	19.5	20.8	23	12.5	2.7987	1.36382
The level of responsibility I am given is reasonable	16.3	10.5	21.1	35.8	16.3	3.2524	1.30711
There is fairly task or target distributed	24.9	24	16	27.5	7.7	2.6901	1.31429
TOTAL	20.88	15.28	19.44	30.68	13.74		

Descriptive analysis of work load (own survey 2022)

The above table 5 indicates 20.88% respondents strongly disagree on work loading effect on their task 15.28% respondents were disagree on the work load contribution on their target and then 19.44 respondents were neutral it might related or not work load with their target task and 30.68% indicates the respondents agree on there is the relationship between work load and

Table 6 Descriptive analysis of work hour

	Strongly disagree	Disagree	Neutral	Agree	Strong agree	Mean	Std. Deviation
	N%	N%	N%	N%	N%		
I spend after hours working shifts	14.1	24.3	19.5	30	12.1	3.0192	1.26324
my relationship with my partner is suffering because of long hours of my work	9.3	30	19.5	21.1	20.1	3.1278	1.29457
I often go home in the evening	8.3	27.2	19.8	33.2	11.5	3.1246	1.17689
I work more than I think is reasonable	5.8	18.8	19.5	39	16.9	3.4249	1.14422
TOTAL	9.38	25.08	19.58	30.83	15.15		

Source own survey 2022

Table 6 showed that the majority of respondents (30.83 percent agreed and (15.15 percent strongly agreed that working hours were involved in their time management. While 19.58 percent of the respondents were neither agreed nor disagreed about the involvement of working hour in working activity. And the remaining respondents (25.08 dis agree and (9.38 were strongly disagreed the role of long time work on their job. The mean and standard deviation result shows working hour had neutral result.

Table 7 Descriptive analysis of job sharing

	Strongly disagree	Disagree	Neutral	Agree	Strong agree	Mean	Std. Deviation
	N%	N%	N%	N%	N%		
Sharing a job makes me very productive.	6.4	3.8	10.5	44.1	35.1	3.9776	1.09023
I bring work home with me	24.3	25.6	21.1	22.7	6.4	2.6134	1.25093
I feel boxed in; that is, I do what I do because others depend on me for support.	17.3	27.8	29.1	21.1	4.8	2.6837	1.129
I frequently delegate work to others	18.8	29.4	24	20.4	7.3	2.6805	1.2037
I have a hard time saying “no” to requests at my delegate at work.	16.6	19.5	33.9	22	8	2.853	1.17566
I feel that I never have a chance to catch my breath before moving on to the next project/crisis	12.5	27.2	35.1	21.4	3.5	2.7891	1.13522
Valid N (listwise)	15.983	22.217	25.617	25.283	10.850		

Source own survey 2022

The above table 7 displays neutral respond and agree respond have almost equal percent (25.617%) neutral and (25.283%) agree on job sharing involvement on work life balance. Were as strongly agreed result (10.850%) in other side disagreed (22.217) and strongly disagree (15.983) on the involvement of job sharing in personal life. Then the mean and standard deviation result shows the 1st question sharing a job makes me productive result more agree but the rest question have disagreed on the role job sharing on work life balance.

Table 8 Description analysis of employee engagement

	Strongly disagree	Disagree	Neutral	Agree	Strong agree	Mean	Std. Deviation
	N%	N%	N%	N%	N%		
I know what is expected to me at work	1.9	3.5	4.5	42.5	48	4.3035	.86263
I have materials and equipment needed to do my work	5.4	14.4	19.5	38	23	3.5815	1.14658
I am given the opportunity to do my best everyday	1.9	8	18.2	44.4	28	3.8754	.96765
I have received recognition or praise for doing good work in the last seven days	20.8	27.5	31	12.8	8	2.5974	1.18115
there is someone at work who encourages my development	11.5	16.3	33.5	27.5	11.2	3.3610	3.46235
at work, my opinions seem to count	2.6	16	33.2	39.6	9	3.3578	.93699
the mission/purpose of my company makes me feel my job is important	3.8	9.9	16	41.2	29	3.8179	1.07807
My associates/colleagues are committed to do quality work	2.2	7	13.4	57.8	19.5	3.8530	.89019
I have best friend at work	2.9	4.5	20.4	36.7	36	3.9744	.99967
In last six months, someone has talked to me about my progress	8.9	15.7	30	33.5	11.8	3.2364	1.12732
my supervisor cares about me as a person	6.1	8.6	35.1	37.7	13	3.4185	1.01617
in the last year, I had opportunities to learn and grow	12.1	14.4	22.7	30.4	20	3.3259	1.28447
total	6.68	12.15	23.13	36.84	21.20		

Source own survey 2022

The above table 8 indicates mean and standard variation score shows there is neutral respondents (3.1415) about the role of employee engagement in overall working activity and likert-type Scale result shows (6.68percent, (12.15%) were strongly disagreed and disagreed respectively on the involvement of employee engagement in the above listed questionnaire or personal and work life role. And (23.13%) neutral, (36.84%) agree and (21.20%) were strong disagreed on the involvement of work and personal life activity on employee engagement.

4.3 Normality test

Tests of Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
SS	.123	313	.000	.943	313	.000
WL	.167	313	.000	.900	313	.000
WH	.143	313	.000	.965	313	.000
JSA	.129	313	.000	.910	313	.000

a. Lilliefors Significance Correction

The above table shows the variables supervisory support, work load, working hour and job sharing described by normality test by using Kolmogorov-Smirnov^a and Shapiro-Wilk.

4.4 Correlation Analysis

Correlation analysis provides information on the closeness of two variables or explores the degree of association between study variable (Senthilnathan, 2019). And it cannot measure cause and effect.

4.4.1 Correlation Analysis for Supervisor Support and Employee engagement

Pearson correlation coefficient was used to gauge the relationship between supervisor support and employee engagement. The results indicated that supervisor support has a significant effect (positive relationship) on employee engagement. This was indicated by Table 4.3.1, which show that the precision under consideration was $p=0.000$ and this meets the threshold since $p<0.05$. The positive relationship was represented by correlation coefficient of 0.646, and the number of respondents considered was 313. The results also indicated that supervisor support influence employee engagement.

Table 9 Correlation Results of Supervisors Support & Employee Engagement

		SUPERVISORY SUPPORT	EMPLOYEE ENGAGEMENT
SUPERVISORY SUPPORT	Pearson Correlation	1	.646**
	Sig. (2-tailed)		.000
	N	313	313
EMPLOYEE ENGAGEMENT	Pearson Correlation	.646**	1
	Sig. (2-tailed)	.000	
	N	313	313

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

4.4.2 Correlation Analysis for work load and Employee engagement

Pearson correlation coefficient was used to measure the relationship between work load and employee engagement. The results indicated that work load have a significant effect positive effect (positive relationship) on employee engagement. The below table 10 indicated that the positive relationship was represented by correlation coefficient of 0.218, and the number of respondents considered was 313.

Table 10. Correlation result of work load and employee engagement

		Work load	Employee Engagement
work load	Pearson Correlation	1	.218**
	Sig. (2-tailed)		.000
	N	313	313
Employee Engagement	Pearson Correlation	.218**	1
	Sig. (2-tailed)	.000	
	N	313	313

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

4.4.3. Correlation Analysis for working hour and employee engagement

Based on the Pearson correlation analysis result indicates there is not significant relationship or positive relationship between working hour and employee engagement the under table 11 coefficient result shows that 0.180 with the respondents 313

Table 11 Correlation result of working hour and employee engagement

		Working Hour	Employee Engagement
Working hour	Pearson Correlation	1	.180**
	Sig. (2-tailed)		0.001
	N	313	313
Employee Engagement	Pearson Correlation	.180**	1
	Sig. (2-tailed)	0.001	
	N	313	313

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

4.4.4 Correlation Analysis for job sharing and employee engagement

Table 12 indicated that the result of the relationship between job sharing and employee engagement has significant or positive relationship with represented by correlation coefficient of 0.383 and the number respondents were 313 and have relationship between them.

Table 12 Correlation result of job sharing and Employee engagement

		Job Sharing	Employee Engagement
Job Sharing	Pearson Correlation	1	.383**
	Sig. (2-tailed)		.000
	N	313	313
Employee Engagement	Pearson Correlation	.383**	1
	Sig. (2-tailed)	.000	
	N	313	313

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

4.5. Regression analysis

The study further carried out regression analysis to establish the statistical significance relationship between the independent variables like-supervisory support, work load, working hour, job sharing on the dependent variable which was employee engagement. Regression is a technique that can be used to investigate the effect of one or more interpreter variables on an outcome variable. Regression allows you to make statements about how well one or more independent variables will predict the value of a dependent variable. The regression analysis

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

4.5.1 Multiple regression models

A multiple regression model separates each individual variable from the rest allowing each to have its own coefficient describing its relationship to the dependent variable. Multiple regression models were used to determine the causal relationship between work life balance and employees' engagement.

The following model was proposed for the purpose of running multiple linear regressions that is necessarily to test the effects and statistical significance work life balance on employees' engagement.

$$\check{Y} = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon_i$$

Where: \check{Y} = Dependent variable (organization Engagement)

α = constant

β = (Beta value) coefficient of slope of regression model

X_1 = Supervisory Support

X_2 = Work Load

X_3 = Working Hour

X_4 = Job sharing

ϵ_i = error term

Model summary

Table 13 Model Summary of work life balance and employee engagement

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.695 ^a	.482	.476	.06351

- a. Predictors: (Constant), Job sharing, Work Load, Supervisory Support, Working Hour
- b. .Dependent variable : Employee engagement

The above table 13 result show data obtained there is positive relationship between work life balance and employee engagement due to its high correlation value R which is 0.695 OR 69.5%.and R square shows that work life balance /supervisory support ,work load, working hour ,job sharing/ has positively effect on employee engagement.

ANOVAs result of work life balance and employee engagement

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.158	4	.289	71.771	.000 ^b
Residual	1.242	308	.004		
Total	2.400	312			

- a. Dependent Variable: Employee Engagement
- b. Predictors: (Constant), Job sharing, Work Load, Supervisory Support, Working Hour

The above ANOVA table shows that the overall multiple linear regression model is significant F statistics shows a value $p = .000$, which is less than $p < 0.05$.this indicate that the model describe

the effect of that the model fit is significant at $p=0.000$, $F=71.771$ with 312 degrees of choice. This implies that the work life balance has positive effect on employee engagement.

Table 14 Combined Coefficients'

Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.213	.021		9.963	.000	.171	.255
	Supervisory Support	.062	.005	.578	13.360	.000	.053	.072
	Work Load	.004	.004	.053	1.238	.217	-.003	.012
	Working Hour	.000	.004	.005	.118	.906	-.007	.008
	Job sharing	.172	.030	.252	5.764	.000	.113	.231

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Job sharing, Work Load, Supervisory Support, Working

Table 14 Indicated that supervisory support and job sharing were highly significant at $p=0.000$, $p=0.000$, respectively. However, work load and working hour at $p=0.217$, $p=0.906$ respectively not significant on employee engagement. The fitted model was $Y=0.213+0.062(X_1) + 0.004(X_2) + 0.000(X_3) + 0.172(X_4)$.

Where Y =Employee Performance

X_1 = Supervisory support X_2 = Work load X_3 =Working Hour X_4 = Job Sharing

Hypothesis Testing

So as to test the four hypotheses that aim to see if there is relationship between the independent variables (Supervisory support, work load, working hour and job sharing) and employee engagement. The test is summarized as follows:

H1: there is positive significant impact between supervisory support and employee engagement

Referring from the results of multiple regression supervisory support has positive and significant impact to employee performance, ($B=.578$, $t=13.360$, $p<0.05$) so it is Accepted.

H2: there is no significant impact between work load and employee engagement.

Referring from the results of multiple regression work load has no effect between work load and employee engagement, ($B=.053$, $t=1.238$, $p<0.05$) so it is not Accepted.

H3: there is no significant impact between working hour and employee engagement.

Referring from the results of multiple regression work load has no effect between work load and employee engagement, ($B=.004$, $t=.118$, $p<0.05$) so it is not Accepted.

H4: there is significant positive impact between job sharing and employee engagement

Referring from the results of multiple regression job sharing has positive and significant impact to employee performance, ($B=.252$, $t=5.574$, $p<0.05$) so it is Accepted.

CHAPTER FIVE

Summary, Conclusion and Recommendations

This chapter summarizes the major findings of this study, presents the relevant conclusion and makes recommendation for practice and future research based on the findings of the study. The study aimed to investigate the effect of work life balance of employee engagement in CBE Addis Ababa kirkos district.

5.1 Summary of Major Findings

The purpose of the study was to determine the effect between work life balance and employee engagement in CBE Addis Ababa kirkos district. The study specific objective was to investigate the relationship between independent variable such as supervisory support, work load, working hour and job sharing and Employee engagement. The study used a descriptive research design that included both quantitative and qualitative methods.

The collected data was analyzed using both qualitative and quantitative methods. .Pearson correlation result revealed that supervisory support has the greatest influence on employee engagement at 0.646, followed by job sharing at 0.383, work load and working hour has not significant relationship with the result correlation 0.218 and 0.180 respectively. The study was find supervisory support and job sharing has significant relationship with employee engagement in other side working hour and work load does not have positive significant on engagement in CBE kirkos district

Multiple linear regression models were used to determine whether supervisory support, work load, working hour and job sharing effect on employee engagement. Work life balance was discovered to have a significant relationship with employee engagement. as all of the identified factor are predictor of employee engagement $r^2=0.482$.

5.2. Conclusion

The relationship between work life balance and employee engagement was discovered to be positively significant but there is varying degrees depending on the result of multiple linear regression analysis result from independent variables such as working hour and work load has not Significant relation with employee engagement and the other independent variable

supervisory support and job sharing has significant positive relation with employee engagement. A positive outcome is also dependent job sharing and supervisory support that encourages the employee engagement. The primary drivers of employee engagement are elicited in this study, which may be sustained by managers, line managers and professional employees of the company create a work climate that encourages employees become positively engaged. As a result the scope of this research expands in terms of finding strategy that will improve in the variables such as supervisory support, work load, working hour and job sharing.

Finally, the data discussed above shows that work life balance has a major effect on employee engagement. Based on the findings of this study, it can be concluded that the bank of CBE Supervisors and involvement of job sharing has a substantial impact on employee engagement and there is positive relation with work load and working hour with employee engagement with not significant effect.

5.3. Recommendation

The findings and conclusions of the study lead to the following suggestions. Managers, line managers, and employees should collaborate on sharing a job to bring out productive advantages for both employees and company.

Work-life balance must be supported and encouraged at all levels of the business, with supervisory support promoting employee participation.

The outcomes of this study imply that state CBE employees should take into account job sharing and supervisory support is a key component in employee engagement.. This would serve as a constant reminder to employees on how to interact with one another and maintain a great sharing a job connection.

It is preferable to conduct further study for this type of situation because there are numerous aspects that might assist in determining which sector of the organization will result in employee engagement.

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Appendix 1.

RESEARCH QUESTIONNAIRE ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE MASTER'S OF ARTS IN BUSINESS LEADERSHIP

Dear Respondents

I am graduating class of Business Leadership at Addis Ababa University, School of commerce. This questionnaire is prepared for research purpose entitled-**The effect of Work-Life balance on Employee engagement in Commercial Bank of Ethiopia**. As a member of your organization, your participation in this study will be valuable and greatly appreciated. Information gathered was treated with confidentiality and were not be used for any other purpose.

General Instructions

- No need of writing your name and where answer options are available please tick (✓) in the appropriate box.

Contact Address

If any part of the questionnaire is not clear, or if you have any question, please do not hesitate to contact me, Selam Gemechu Negussie, at Mobile number: 09-13-63-99-12 or e-mail address: solgeme117@gmail.com.

Thank you for giving your precious time in advance!

Part I: Demographic Information

INSTRUCTIONS: These parts of the questionnaire ask your personal and job related information. Kindly answer the questions by ticking (✓) in the box that best describes your answer.

1. **Gender:** A. Male B. Female

2. **Age:** A.20-25 B. 26-35 C.36-45 D.46 and above

3. **Educational qualification:**

A. Diploma /level IV B. First Degree C. Masters and above

4. Number of service year in CBE

A. months -5years B.6years -10years C.11years -15 year's D. above 15 years

5. Marital Status: A. Single B. Married C. Divorce D. Widow

6. Place of Assignment: Branch District

7. Employment Group: A. Management B. line management C. Professional

PART II: Question's related to work –life balance

Please rate the following statements by ticking (√) in the appropriate box to indicate how much you agree or disagree with each statement. 1 Strongly Disagree, 2, Disagree 3, Neutral 4, Agree 5, strongly agree.

Key words: - SD- Strongly disagree; D- Disagree; N- Neutral; A- Agree; and SA- Strongly Agree.

SN.	work-life-balance questions	Scale of Measurement				
		SDA (1)	DA (2)	N (3)	A (4)	SA (5)
	QUESTIONS RELATED TO SUPERVISORY SUPPORT					
1	I feel free to talk openly to my manager					
2	My immediate supervisor is available when I need advice					
3	I receive adequate support from my supervisor which enables me to achieve more for the company and helps me on personal accomplishments					
4	My immediate supervisor helps me to improve my self					
5	My immediate supervisor establishes plans and work objective with me					
6	My immediate supervisor is effective in making decision					
	QUESTIONS RELATED TO WORK LOAD					
		SDA	DA	N	A	SA

		(1)	(2)	(3)	(4)	(5)
1	My responsibility at work increase my work load					
2	Staffing level are adequate for work					
3	I am received more target beyond my capacity					
4	The level of responsibility I am given is reasonable					
5	There is fairly task or target distributed					
SN.	QUESTIONS RELATED TO WORKING HOUR	SDA (1)	DA (2)	N (3)	A (4)	SA (5)
1	I spend after hours working shifts					
2	my relationship with my partner is suffering because of long hours of my work					
3	I often go home in the evening					
4	I work more than I think is reasonable					
SN.	QUESTIONS RELATED TO JOB SHARING	SDA (1)	DA (2)	N (3)	A (4)	SA (5)
1	Sharing a job makes me very productive.					
2	I bring work home with me.					
3	I feel boxed in; that is, I do what I do because others depend on me for support.					
4	I frequently delegate work to others					
5	I have a hard time saying “no” to requests at my delegate at work.					

6	I feel that I never have a chance to catch my breath before moving on to the next project/crisis.					
SN.	PART III: QUESTIONS RELATED TO EMPLOYEE ENGAGEMENT	SDA (1)	DA (2)	N (3)	A (4)	SA (5)
1	I know what is expected to me at work					
2	I have materials and equipment needed to do my work					
3	I am given the opportunity to do my best everyday					
4	I have received recognition or praise for doing good work in the last seven days					
5	there is someone at work who encourages my development					
6	at work, my opinions seem to count					
7	the mission/purpose of my company makes me feel my job is important					
8	My associates/colleagues are committed to do quality work					
9	I have best friend at work					
10	In last six months, someone has talked to me about my progress					
11	my supervisor cares about me as a person					
12	in the last year, I had opportunities to learn and grow					

source:GallupQ12

Thank you!

Appendix 2

Summary of reliability result for each independent and dependent variable

1. Reliability result of supervisory support

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.853	.854	6

2. Reliability result of work load

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.830	.831	5

3. Reliability result of working hour

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.801	.803	4

4. Reliability result of job sharing

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.724	.722	6

5. Reliability result of employee engagement

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.718	.815	12

Appendix3 Summary of normality test result

Tests of Normality

Kolmogorov-Smirnova		
Statistic	df	Sig.
.123	313	.000
.167	313	.000
.143	313	.000
.129	313	.000

b. Lilliefors Significance Correction