

**THE EFFECT OF WORK LIFE BALANCE ON EMPLOYEE
ENGAGEMENT IN COMMERCIAL BANK OF ETHIOPIA**



**A THESIS SUMMITTED TO OFFICE OF GRADUATE STUDIES OF
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MASTER OF ARTS IN HUMAN RESOURCE MANAGEMENT**

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Declaration

I, the undersigned, declare that this study entitled “The Effect of Work Life Balance on Employee Engagement in Commercial Bank of Ethiopia” is my original work and has not been presented for a degree in any other university, and that all sources of materials used for the study have been duly acknowledged.

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Certificate

This is to certify that this study, “The Effect of Work Life Balance on Employee Engagement in Commercial Bank of Ethiopia”, undertaken by FASIL ALEMU for the partial fulfillment of the Requirements for the Degree of Master of Arts in Human Resource Management at Addis Ababa University College of Business and Economics School of Commerce, is an original work and not submitted earlier for any degree either at this University or any other University.

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List of Acronyms

SPSS = Statistical Package for Social science

WLB = Work life Balance

CBE = Commercial Bank of Ethiopia

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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 Addis Ababa District. Specifically, the study was guided by the following objectives; to examine the effect of work place policies, supervisor support, co-worker support, corporate culture, on employee engagement. The study adopted explanatory research design using both quantitative and qualitative approach. The target population for the study consists of only the administrative, professional and clerical worker of the bank working under the four Addis Ababa area districts and employees working at the head office under different processes. A random probability sampling method was used to select the participants from the population. Stratified sampling method was used to select the focused employee groups within the selected districts. The total sample size was 387. To collect the primary data, the researcher used mainly questionnaire. Semi-Structured questionnaire was used to collect data from sample customers to collect primary data. The questionnaire was developed mainly based on work life balance components i.e. work-life balance policies, supervisor support, co-worker support and corporate culture 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 aid subsequent analysis. Factor analysis was also done to reduce the data to meaningful size. 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 regression was used to test whether work place policies, supervisor support, co-worker support and corporate culture have any influence on employee engagement. The study found out that work place policy, supervisor support, co-worker support and corporate culture contribute positively to employee engagement. Based on the research findings it can be concluded that work life balance had a positive significant predictor of employee engagement. The findings of the study suggested that work-life balance was a significant area an employer should give attention to in order to create an environment in which the employees can become engaged. The study will contribute to the body of knowledge in that organizations will gain practical insights into the determinants of engagement thereby enriching their knowledge how to increase work engagement and future researchers may concentrate on the development of a common tool of measurement for work-life balance taking individual personality factors also into consideration.

Key words: The Effect of Work Life Balance on Employee Engagement in Commercial Bank of Ethiopia.

Chapter One

1. Introduction

This chapter introduces the research problems and the associated research questions to be answered and 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 Background of the study

In recent years' business are expected to meet not only the demands of their customers but also their employees. Job seekers are making employment decisions by making an overall appraisal regarding remuneration, promotional aspects and a work place that support a balance between their personal lives and paid occupation (Newaz & Zemam, 2012). Work Life Balance is the proper prioritizing between "work" (career and ambition) on the one hand and "life" (Health, pleasure, leisure and family) on the other hand (Gulbahar as cited by Melesse, 2017).

Kossekand Ozeki as cited by Shekhar (2016) stated "Work-life balance is about people having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society". Ensuring appropriate WLB is about creating acceptable combination of participation in paid work and other aspects of their lives (Shekhar, 2016).

Engagement at work was conceptualized by Kahn as cited by Kangure (2014 page 4) "The harnessing of organization members themselves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". Employee engagement motivates and connects the employees with their organization such emotionally or physically (Kahn, Wellins and Concelman as cited by Kanguru, 2014). MacLeod and Clarke (2011) say that 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). Because it can affect the

way employees organize their work and fulfill their tasks, work engagement can be beneficial for both individuals and organizations (Demerouti & Cropanzano, 2010).

For the last few decades, employees have been struggling with a growing number of competing demands between their work and private lives. These demands are caused by globalization, technological advances, workplace changes, and demographic changes (Beauregard and Henry as cited by Kangure (2014). Employees who perceive a balance between their work and private lives are likely to experience positive emotions and attitudes such as engagement (Beauregard and Henry as cited by Kangure (2014). In turn, these positive emotions can broaden employees' minds and build their enduring personal and social resources. According to Schaufeli as cited by Tessema (2014) engagement can be a predictor of increased participation in learning opportunities.

On the other hand, employees today are more likely to express a strong desire to have a harmonious balance between career, family life, and leisure activities (ILO, 1992; Offermann & Gowing, 1990; Zedeck & Mosier, 1990, as cited by Tessema, 2014). The more job involvement and the higher the work family conflict lead to increased burnout, lack of job satisfaction, and reduced engagement (Adams, Dizenzo and Grenchhaus as cited by Kort, 2016). The more preoccupied and reduced effectiveness due to that preoccupation, the higher the work-family conflict (Gutek as cited by Kort, 2016).

Both the concepts of work life balance & employee engagement have almost been for 1 ½ decade now & results from various research have proved beyond reasonable doubt that Work life balance factors are being considered by employees while deciding to work for a particular company. Examining this relationship can be useful since employees' interpretations regarding structures such as organizational climate and the primary work process affect their individual development (Poell & Krogt, V., 2012). It is also possible that employees' interpretations regarding work-life balance affect their development process (Poell & Krogt, P., 2012).

Commercial bank of Ethiopia was the only operational Commercial Bank working in the market before twenty years back (CBE, 2016). Since then, 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 reengineering its business; increasing accessibility

by expanding its branch outlet and introducing electronic banking systems like ATM, mobile banking, internet banking; introducing different banking products like women, youth, educational, Muday, and interest free saving 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 and to provide a suggestion to reduce the gaps between employee engagement and work life balance in CBE Addis Ababa District. Furthermore, this study was expected to be useful for the Banking Industry of Ethiopia to enhance the employee engagement that has positive influence on work life balance.

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. It had launched its operations with 1 million Maria Theresa in paid-up capital, 2branches and only 43 staffs (CBE website). It has more than 1230 branches stretched across the country as of November 2017 (CBE website). CBE is the leading African bank with assets of above495 billion Birr as on June 30th 2017 (CBE website). It plays a catalytic role in the introduce ATM service for local users and Pioneer to introduce Western Union Money Transfer Services in Ethiopia early 1990s and currently working with other 20 money transfer agents (CBE website).

Currently CBE has more than 15.6 million account holders and the number of Mobile and Internet Banking users also reached more than 1.4 million as of September 30th 2016 (68% active users) (CBE website). Active ATM card holders reached more than 3 million (61% active users). It has strong correspondent relationship with more than 50 renowned foreign banks like Commerz Bank A.G., Royal Bank of Canada, City Bank, HSBC Bank and others. CBE combines a wide capital base with more than 30,000 talented and committed employees. Pioneer

to introduce Western Union Money Transfer Services in Ethiopia early 1990s and currently working with other 20 money transfer agents like Money Gram, Atlantic International (Bole) and Xpress Money (Melesse, 2017). CBE has opened four branches in South Sudan and has been in the business since June 2009 (Melesse, 2017).

1.3 Statement of the Problem

Commercial bank of Ethiopia was the only operational Commercial Bank working in the market before twenty years back (CBE, 2016). But currently there are 15 private banks and the competition is stiff. So, 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 reengineering its business; increasing accessibility by expanding its branch outlet and introducing electronic banking systems like ATM, mobile banking, internet banking; introducing different banking products like women, youth, educational, Muday, and interest free saving accounts; and extending its working hours in the weekdays and also Saturday afternoon (CBE, 2016).

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. 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.

Therefore, the overall aim of this research is making meaningful inquiry and investigation into the effects of the work life balance on employee engagement at CBE.

On the other hand, beside the shortage of study on the research topic, the basic problem of the study was; the increasing competition in the banking industry of Ethiopia having with different initiatives undertaken by each banks triggered the researcher to evaluate the effect of work life balance on employee engagement to sustain the leading role of CBE by indicating the main employee engagement affecting work life balance variables to give more emphasis.

1.4 Research Questions

The main research question of this paper was to answer, “What is the effect of Work life balance on employee engagement in CBE?” and the specific research questions were: -

1. What is the effect of Work Life Policies on employee engagement in CBE?
2. What is the effect of supervisor support on employee engagement in CBE?
3. What is the effect of co-worker support on employee engagement in CBE?
4. What is the effect of corporate culture on employee engagement in CBE?

1.5 Research Objectives

In this section the general and specific objectives of the study was identified. The study has one general objective and four specific objectives as listed separately in the following lines.

1.5.1 General Objective

The general objective of this study was to evaluate the effect of work- life balance on employee engagement in CBE.

1.5.2 Specific Objective

The specific objectives of the study are:

- To examine the effect of Work Place Policies on employee engagement in CBE.
- To examine the effect of supervisor support on employee engagement in CBE.
- To determine the effect of co-worker support on employee engagement in CBE.
- To assess the effect of corporate culture on employee engagement in CBE.

1.6 Significance of the Study

The findings of this study will be highly significant to the CBE. The bank will be able to know whether or not its employees are experiencing a balance in their work and personal life. The findings also show the specific effects of the corresponding levels of work life balance on engagement of the employees. Thus, the company may opt to reassess, adjust and improve the different initiatives they are currently doing. The employees of the bank will also be beneficial from this study since the finding of the study create a common understanding among staff and the management regarding the WLB issue prevailing in CBE. These may intern help to put in place the appropriate WLB policies that help both the employees and the bank and hence increase the employee's engagement. This study will be helpful for banking organization to engage the employee and improve the work life balance.

The conclusions drawn from the findings may likewise be beneficial or be utilized in other organizations in the same industry if the nature of work is the same. Finally, the study would be an input and reference document for other researchers who would like to conduct further researches in the area.

1.7 Scope of the Study

This research was constrained by different factors such as time, finance, and other resources. Because of these factors, the research was delimited conceptually, geographically, methodologically and timely.

Conceptually, this study was focused on work-life balance and employee engagement in CBE. In this study, work-life balance was studied based on the following components: work-place policies, supervisor support, co-worker support and corporate culture (Amarakoon & Wickramasingle, 2011). Geographically, the study was also limited it itself to CBE branches that exist in Addis Ababa District; it didn't focus on branches out of this area. Also within Addis Ababa area branches, the study was focused on employees in some selected branches of CBE. However, the recommendation can be applicable to all branches of the bank over the country.

Due to the time constraints to collect and analyze the data that was collected from the respondents, the study was methodologically delimited. The study applied both quantitative and

quantitative approach using only a questioner that contains closed ended questions for collecting data from the participants.

To achieve the aforementioned objectives, the study adopted both qualitative and quantitative research approach. This study also adopted an explanatory research design using both quantitative and qualitative approaches. Since this is an academic research, the time the research should be finalized was based on the academic calendar of the university. Therefore, the research was delimited in time with the academic calendar.

1.8 Definition of key terms

Key terminology	Definition	Author(s)
Dependent Care	Refer to provision of flexible time that employees are able to take care of their close relations at home.	Johnson as cited by Kort (2016)
Corporate Culture	Corporate culture is defined as widely shared and strongly held values in the organization surrounding the ability of individuals to their work and non-work lives	Kaiser as cited by Kort (2016)
Supervisor Support	This is 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)
Employee Commitment	This is the relative strength of an individual's identification with and involvement in a particular organization	Beek & Gerritson (2010)
Employee engagement	is to be psychologically present when occupying and performing an organizational role	Kahn as cited by Kangure (2014)
Work life balance	is individual's ability to meet their work and family commitments, as well as other non-work responsibilities and activities	Delecta (2011)

1.9 Organization of the study

This research will examine the effect of work life balance on employee engagement of CBE employees within five chapters. The first chapter will contain the background of the study, statement of the problem, research hypothesis, objectives of the study, importance of the study, scope and delimitation of the study and organization of the paper. In the second chapter existing literatures will be reviewed to identify the gaps from previous research and attempts to extract the lessons to be learnt. The third chapter will present the research methodology to be used in this thesis. In the fourth chapter the data analysis, presentation and interpretations will be

provided. Finally, Chapter five ends the thesis with conclusions and a set of recommendations that will be derived from the research findings and the conclusions.

At the end of the thesis document, references and a set of appendices that contain the questionnaires of the survey forms that will be used to collect primary data for this work and other supplementary document, if any, will be included.

Chapter Two

2. Literature Review

This chapter presents review of relevant theoretical and empirical literature. It comprises a detailed description of the concept of work-life balance and employee engagement; review of theories and models relating to work-life balance and employees' engagement; and empirical studies related with the concepts under review.

2.1. Theoretical Foundations

2.1.1. Theoretical Foundation of Employee Engagement

2.1.1.1. Definition of Employee Engagement

The term employee engagement was firstly used by the human resource practitioners and business firm, but in academic community the concept was rarely discussed. Kahn as cited by Kangure (2014) was the first academic researcher to define the concept of employee engagement. According to Kahn as cited by Kangure (2014) employee engagement is the level of commitment and involvement of the employees towards their organization and its values. 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 attitude 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.

Schaufeli as cited by Tessema (2014) define engagement “as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.” They further state that engagement is not a momentary and specific state, but rather, it is “a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior”.

2.1.1.2. 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. They not only perform their work but also play an important role in achieving the organizational goals and objectives. Engaged employees want to use their talent and strength at work every day. 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 also. 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).

2.1.1.3. Characteristics of Engaged Employees

According to Robinson, Perryman, and Hayday (as cited in IES, 2003) an engaged employee have emotional attachment with their job as well as the organization, have trust in the employers of the organization, are more committed towards their work as well as organization also, create healthy working environment and respect other employees of the organization and cooperate with their colleagues to perform effectively. Engaged employees perform beyond the expectation of the employers; perform their work in view of goals and objectives of the organization and make necessary change as per requirement and keep update with the knowledge in their field.

2.1.1.4. Theories / Models of Employee Engagement

Employee engagement has its roots in classic work done in employee motivation, in the form of intrinsic motivation (Hertzberg and Dewhurst as cited by Abdullah, 2014). Bateman and Grant (as cited by Abdullah, 2014) state that intrinsic motivation is said to exist when behavior is performed for its own sake rather than to obtain material or social reinforces. Although Deming (as cited by Abdullah, 2014) placed great weight in the value system, he also acknowledged the vital role of intrinsic motivation and the need to engage workers in their work. It would appear that employee engagement is strongly linked to the work of classic motivation theorists and researchers.

Employee engagement is also closely linked to an employee's motivation. Self-determination theory (SDT) (Deci & Ryan as cited by Jebel, 2013) predicts that employees' perceptions of their managers' support will predict satisfaction of their intrinsic needs for competence, autonomy, and relatedness, and in turn will predict work performance and adjustment (Baard as cited by Jebel, 2013). Meyer and Gagne as cited by Jebel (2013) propose that SDT provides a unifying theory to underpin the concept of employee engagement and to explain some seemingly analogous findings in relations to employee engagement. The various motivational states described by SDT can be used to explain both the presence and absence of employee engagement (Meyer & Gagné as cited by Jebel, 2013). Researchers have also developed various

models to further explain the constructs that explain employee engagement, some of which are explained in the following sections.

1. Andrews Brown Engagement Pyramid

Brown as cited by Kangure (2014) views engagement as a progressive combination of satisfaction, motivation, commitment and advocacy resulting from employees' movement up the engagement pyramid.



Fig 2.1 Andrews Brown Engagement Pyramid (as cited by Kangure, 2014)

As indicated in Andrews Brown model in Figure 2.1 above, satisfaction is at the lowest level and is the most passive of measures of engagement, it is what gets employees to just show up for work. It is the base level of employee contentment and includes factors such as: whether or not employees can do their job; how happy they are with their pay; and how well they like their working environment (Harrad & Kate; and Lambert & Hogan, as cited by Kangure, 2014). This means that, at this level, employees have no real desire to go the extra mile (Albrecht, 2012).

Motivation is the excitement employees feel about their work and a desire to excel in it (Fearon, as cited by Kangure, 2014). A motivated worker will want to go the extra mile in the performance of their work (Woodruffe as cited by Kangure (2014). As the employee progresses up the ladder he/she attains commitment. Whereas motivation works at an individual's level, committed workers become positive ambassadors to their companies (Heintzman as cited by Kort, 2016).

Advocacy is the real measure and shows the level of how proactive employees are in speaking about the company they work for as well as the products/services they offer (Sibson as cited as Shankar & Bhatnagar, 2010). If a company achieves advocacy, they'll reap the rewards in both sales and recruitment (Sibson as cited as Shankar & Bhatnagar, 2010). It is free advertising and from the most credible of sources.

Finally, engagement is the combination of all the preceding factors. An engaged worker is satisfied, motivated, committed and is an advocate for their company and what it produces (Heintzman as cited by Kort, 2016). The model discussed provides a clear distinction of employee engagement from other concepts like employee satisfaction, motivation, commitment and advocacy.

2. Dubin Employee Engagement Model

Dubin (as cited by Kangure, 2014) identified co-worker & supervisor relationship as among the key drivers of employee engagement. He argued that when employee's interpersonal relationships with their peers and supervisors are supportive and trustworthy they become engaged with their organizations, teams and work assignments.

Similarly, Schaufeli (as cited by Tessema, 2014) identified engagement as a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption. This physical cognitive and emotional state of engagement translates into favorable outcomes such that when engaged, employees express themselves cognitively, emotionally, and behaviorally.

Dubin as cited by Kangure (2014) identified nine variables to provide an understanding of the antecedents and outcomes of the constructs which constitute a comprehensive model of engagement. The antecedent variables identified in the model are: job design and characteristics, supervisor and co-worker relationships, workplace environment and HRD practices. The model also indicates that employee engagement is related to three major organizational outcomes, which are job performance, turnover intentions, and organizational citizenship behavior (Dubin as cited by Kangure, 2014).

3. Anitha's Employee Engagement Model

Consisting of colleagues and supervisors, organizational policies and procedures, physical resources, and other intangible elements such as supportive work climate and perceived levels of safety, the workplace environment is integral to having engaged employees (Shuck as cited by Tessema, 2014).

Employees need to be provided with adequate physical, psychological social and organizational resources that enable them to reduce their job demands, to function effectively in their work role, and to stimulate their own personal development (Shuffle and Bakker as cited by Kangure, 2014). Work environment was found to be one of the significant factors that determine the engagement level of an employee.

Leadership was the second main criteria identified as a fundamental factor to inform employee engagement (Hughes & Rog as cited by Kangure, 2014). Effective leadership is a higher-order, multi-dimensional construct comprising of self-awareness, balanced processing of information, relational transparency, and internalized moral standards (Hughes & Rog as cited by Kangure, 2014).

Team and co-worker relationship is another aspect that emphasizes explicitly the interpersonal harmony aspect of employee engagement. Khan as cited by Jebel (2013), found that supportive and trusting interpersonal relationships, as well as a supportive team, promote employee engagement.

Compensation or remuneration is an indispensable attribute to employee engagement that motivates an employee to achieve more and hence focus more on work and personal development (Albretcht, 2012). It involves both financial and non-financial rewards. Attractive compensation comprises a combination of pay, bonuses, other financial rewards as well as non-financial rewards like extra holiday and voucher schemes.

A study by Saks and Rotman as cited by Jebel (2013) revealed that recognition and rewards are significant antecedents of employee engagement. They noticed that when employees receive rewards and recognition from their organization, they will feel obliged to respond with higher levels of engagement.

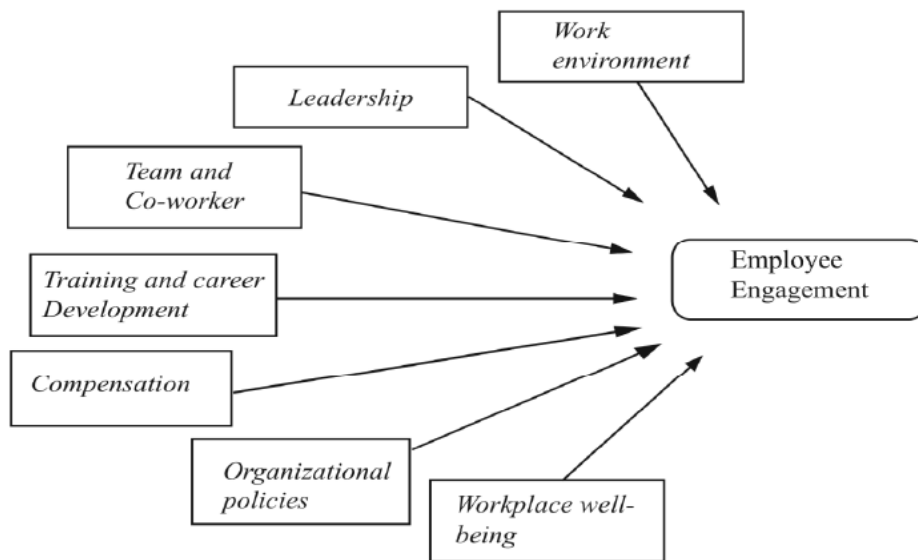


Fig 2.2 Anitha's Employee Engagement Model (as cited by Jebel (2013))

4. Carnegie Value of the Immediate Supervisor Model

The value of the immediate supervisor model, presents the relationship between supervisor support and employee engagement. It identifies supervisor support as a driver of employee engagement. Carnegie (2012) conducted nationwide cross industry study of 1500 employees to explore engagement in the workplace. He found that although there are multiple factors affecting engagement, the personal relationships between a manager and his or her direct reports is the most influential.

5. Hewitt's Drivers of Engagement Model

Another key premise of the engagement model is that the engagement drivers are interrelated; they do not operate in isolation. An analysis of the model describes the corporate practices (culture), quality of life (balance) as the drivers of employee engagement. Employers can understand how to meet the needs of their employees and focus on the specific areas of improvement that have the largest impact on engagement and business results (Shankar & Bhatnagar, 2010). Therefore, company policies play a major role in supporting employee engagement as they guide the decisions of managers and how teams within the organization relate with each other.

Hewitt’s research has repeatedly shown that highly engaged employees demonstrate better quality and efficiency compared to employees who are actively disengaged. In agreement with the Hewitt’s Engagement model, May and Gilson as cited by Shankar & Bhatnagar (2010), state that understanding an organizations’ engagement level is of little value without knowing which actions will be most effective in increasing engagement. This is a critical part of Hewitt’s Engagement model as it identifies six major engagement drivers, which include: quality of life, work, people, opportunities, and total reward and company practices.

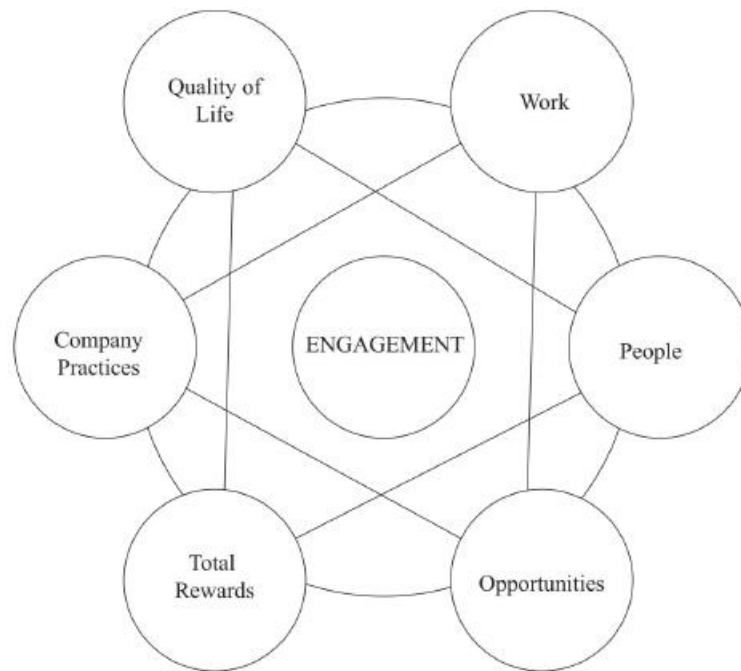


Fig 2.3 Hewitt’s Drivers of Engagement Model (as cited by Shankar & Bhatnagar, 2010)

6. The Job Demands-Resource Model

According to the Job Demands-Resources Model, job characteristics can be defined in two broad categories, which are: job demands and job resources (Broeck as cited by Tessema, 2014). Job demands refer to those aspects of the work context that affect individual employee’s capacity and have psychological and/or physical costs (Bakker and Broeck as cited by Tessema, 2014). According to Broeck as cited by Tessema (2014), the job demand category contains job characteristics such as: task interruptions, workload, work-home interference, organizational changes and emotional dissonance.

Job resources on the other hand refer to physical, psychological, social or organizational aspects of the work context that can reduce the health-impairing impact of job demands; are functional in achieving work goals and stimulate personal growth, development, and learning (Schaufeli and Bakker as cited by Tessema, 2014). As outlined in the JD-R model, the job resources category includes characteristics like: opportunities for skill utilization, autonomy, supervisor support, performance feedback, financial rewards, and career opportunities (Broeck as cited by Tessema, 2014).

Based on the discussions of the above stated models the research will use the Job Demand-Resources approach. This is because this model identified various job characteristics that have directly or indirectly influence the relationship between work-life balance and employee engagement. The other reason is that this model will enable the researcher to well understand engagement typically to maintain that job demands have an effect on the strength of the relationships between job resources (autonomy, feedback, and support) and engagement. As stated above, job demands refer to the physical, psychological, social or organizational factors that require “sustained physical and psychological” effort on the employees’ part and therefore are thought to be associated with certain physiological or psychological costs. Although job demands are not necessarily negative, they may develop into “stressors” if they require that the employees invest too much effort and trying to meet these demands is associated with negative outcomes such as anxiety, burnout, or even depression (Schaufeli and Bakker as cited by Tessema, 2014).

2.1.2. Theoretical Foundation of Work-life Balance

2.1.2.1 The concept of Work Life Balance

The definition of work-life balance can be described as the process in which employees seek to combine their paid jobs with caring responsibilities in order to create a “balance” (Crompton & Lyonette as cited by Kangure, 2014). When working to achieve this balance, employees must struggle with various pressures and tensions such as role expectations, job requirements, and group and organizational norms (Crompton & Lyonette as cited by Kangure, 2014).

Previous research has shown that work-life balance entails employees’ behaviors, attitudes, well-being, and organizational effectiveness (Eby as cited by Kangure, 2014). He stated also, an

imbalance between work and private life can cause absenteeism, dissatisfaction, and low productivity. By contrast, employees who are able to achieve this balance can enhance their well-being since they are better capable to effectively allocate their energy and time to the demands they experience (Whittington as cited by Kort, 2016). Therefore, organizations are forced to suppress the demands that individuals experience by implementing work-life policies and practices which support employees to fulfill their employment-related as well as personal-related responsibilities (Beauregard and Henry as cited by Kangure (2014).

Work life balance is the absence of unacceptable level of conflicts between work and non-work demands (Greenblatt as cited by Kort, 2016). Greenblatt's definition has a similarity with Clark's definition. In both definitions an employee's work and personal life is in balance if the conflicts that occurs in the two domains is minor or doesn't have a significant impact on both roles.

Work life balance is the extent to which an individual's effectiveness and satisfaction in work and family roles are compatible with the individual's life priorities (Greenhaus as cited by Kort, 2016). This definition basic element is the issue of life priorities and the actual reality at work and private life of the individual. This means that the individual measures his/her work life balance with respect to the priorities he/she put for himself/herself. For example, an individual may be effective in his work life however if his/her priority is his personal/family life and he can't be able to meet this, then this person works and life is unbalanced.

Work life balance is the extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role (Greenhaus as cited by Kort, 2016). Unlike the previous definitions which emphasize on prioritization and conflict of work and family role, this definition emphasizes on equally engaging in the work and non-work domain in general. According to this definition an individual's work and personal life is said to be in balance, if he/she is capable of managing the two roles equally.

In general, as can be understood from the above definitions, work life balance is managing the personal life role and the occupational role of the individual in an effective way so that the two roles do not enter in to a conflict.

The WLB definition that is used as an operational definition of this research paper is the one that is given by Delecta, 2011. This definition is selected because it incorporates the broad life aspects of an individual. Hence according to this definition, a person's WLB is achieved when it is successful in meeting his/her work family and other social roles.

2.1.2.2 Mechanisms of Linking Work and Life

Edward and Rothbard as cited by Jebel (2013), mentioned in their research that different work-family researchers have identified different mechanisms of linking work and family and they organized these mechanisms into six general categories: spillover, compensation, segmentations, resource drain, congruence, and work family conflict.

Spillover: Refers to effects of work and family on one another that generate similarities between the two domains. These similarities usually are described in terms of work and family affect (i.e., moods and satisfaction), values (i.e., the importance ascribed to work and family pursuits), skills, and overt behaviors. That means experiences made in one area have an impact on experiences and behavior within the other area. Temper, conduct, ethical values and skills are transferred from one role to the other (Edward & Rothbard as cited by Jebel, 2013).

Compensation: represents efforts to offset dissatisfaction in one domain by seeking satisfaction in another domain. It assumes that deficits in one area (work or private life) are compensated in the other area. Disappointments at work therefore can be compensated by positive experiences in the private area. (Edward & Rothbard as cited by Jebel, 2013).

Segmentation: is the separation of work and family, such that the two domains do not affect one another. People suppress work related thoughts, feelings and behavior while in the family domain, and vice versa. The active separation of work and family may be viewed as a method of coping with stress from either domain or as a way of maintaining a preferred degree of connection between work and family (Edward & Rothbard as cited by Jebel, 2013).

Resource drain: refers to the transfer of finite personal resources, such as time, attention, and energy, from one domain to another. Resource drain is analogous to those forms of compensation that entail a shift of time or attention between domains. However, compensation is an active response to dissatisfaction in one domain, whereas resource drain simply refers to the transfer of

resources between domains regardless of the impetus for the transfer (Edward & Rothbard as cited by Jebel, 2013).

Congruence: refers to similarity between work and family, owing to a third variable that acts as a common cause. These common causes include personality traits, genetic factors, general behavioral styles, and social and cultural forces. For example, dispositional affect may influence both work satisfaction and family satisfaction, there by inducing a positive spurious relationship between these two variables. Congruence is analogous to spill over, in that both lead to similarities between work and family. However, spillover attributes these similarities to the effect of one domain on the other, whereas congruence attributes these similarities to a third variable that affect both domains (Edward & Rothbard as cited by Jebel, 2013).

Work family conflict: is a form of inter role conflict in which work and family role demands are mutually incompatible so that meeting demands in on domain makes it difficult to meet demands in the other (Edward & Rothbard as cited by Jebel, 2013).

2.1.2.3 Approaches to Promote Work Life Balance

Work life balances policies involve all actions that enhance the compatibility of work life and personal life. To improve work life balance, employers need to focus on strategies like providing flexibility around work, increasing employees' sense of control and creating a more supportive work environment. Employers should improve human resources development within their organization and promote greater autonomy by enabling workers to make decisions about how to respond to demands (Duxbury & Higgins as cited by Shankar & Bhatnagar, 2010).

According to Evans as cited by Abdullah (2014), four types of family friendly measures can be differentiated: support of a gap in employment due to family commitments; flexible working arrangements; support of child care or care for family members in need of care; and, information and qualification.

A gap of employment can be due to maternity, child care, or care for family member in need of care or emergency leave (e.g., to deal with a sick child, or when there has been a problem with child care or eldercare). Support can be given by job-protected maternity leave, parental leave for

women and men, paid or unpaid special leave, time to be made up later or reduction in working hours (Evans as cited by Abdullah, 2014).

Flexible working time arrangements to enhance family friendly policies focus primarily on the possibility to individually adjust the position and length of working time. Flexible working time models allow employees to, or at least partially, individually tailor their own work schedule. Meeting/ addressing the interests of employees with family obligations can also be achieved by allowing flexible place of work (e.g. telecommuting) or mobile working. The criteria under which these flexible arrangements can be used should be mutually agreed upon and transparent. There should also be joint liability around their use. The process for changing duration or location of work should be as flexible as possible (Evans as cited by Abdullah, 2014).

Support of child care or care for family members in need of care can be achieved through various possible measures including, workplace or linked nursery; financial help or subsidies to parents for child care; child-care provisions in holidays; breast-feeding facilities; workplace parent support group; and assistance with costs of eldercare (Evans as cited by Abdullah, 2014).

Information and qualification is important aspect employers should consider when aiming to promote work life balance; especially for working women. Less well-educated mothers are more likely to be absent from the labor force for extended periods of time, and this is likely to reduce their, already limited, occupational choice and lower their relative earnings. Relevant information and training policies may act to actively inform staff of the benefits available to them and, in turn, encourage their use (Evans as cited by Abdullah, 2014).

The other measure for promoting work life balance is the availability of supportive managers and work environment. Supportive managers at all levels should be given the skills they need (e.g., communication, conflict management, time management and organizational skills, or how to give and receive feedback), as well as the tools they need to manage people(e.g., appropriate policies or training on how to implement alternative work arrangements) (MacDonald as cited by Jebel, 2013).

Information for employees about the various policies that are available is essentially linked to the indication how these approaches can be accessed. To encourage employees to use these policies,

senior management should model appropriate behavior as a precondition. Employees must be made to feel that their careers will not be jeopardized if they take advantage of supportive policies. The use of the different supportive approaches should be measured; and the sections of the organization that demonstrate best practices in these areas should be rewarded (MacDonald as cited by Jebel, 2013).

2.1.2.4 Relationship between Work-life balance and work engagement

Research on work engagement as an outcome of work-life balance is minimal and there is little evidence that employees with a high level of work-life balance experience a high level of work engagement (Greenhaus as cited by Kort, 2016). 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 & MacDermid 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 reciprocate, 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 Sonnentag 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. Recovered employees are more willing and able to invest effort and show more resilience than employees who have not been recovered. This means that recovery might have a positive effect on employees' vigor. Recovery can also influence dedication since recovered employees possess enough resources to become strongly involved in their work. Finally, recovery can also have a positive effect on the last element of work engagement, absorption. Recovered employees are able to fully concentrate on their tasks and to ignore irrelevant signals Sonnentag as cited by Abdullah (2014).

2.1.2.5 Dimensions of Work-life balance

According to a study of Amarakoon & Wickrama as cited by Kanguru (2014), work-life balance has the following dimensions: work-life balance policies, supervisor support, co-worker support and corporate culture.

1. Work-life Policies

Over the last decade the evidence for the business benefits of Work Place Policies has been growing in volume and strength (Cohen as cited by Kort, 2016). A study conducted by Amarakoon & Wickramasinghe as cited by Kanguru (2014), show strong links between work-life balance policies, increased productivity and job satisfaction. The study also indicates other benefits which include: improved recruitment and retention rates reduced sick leave usage, reduction in worker's stress, improvements in employee satisfaction and improved corporate image.

2. Supervisor Support

Family supportive supervision has emerged as an important prerequisite for effective family integration and employee's well-being (Straub, 2011). Previous studies have shown that 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. This in turn is related to lower levels of work-family conflict and psychosomatic symptoms, such as anxiety and depression (Breugh & Frye; Frye & Breugh; Lapierre & Allen and Secret & Sprang as cited by Kangure (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 employee's usage of work-family policies. Therefore, it would be useful to better understand the characteristics and conditions that lead managers as supervisors to exhibit family supportive behavior.

3. Co-worker Support

Coworker support refers to employees' beliefs about the extent to which coworkers provide desirable resources in the form of emotional support like showing concern when a colleague is experiencing difficulties (Susi as cited by Kanguru, 2014). Providing support especially helping with work tasks has been found to increase the levels of engagement among team members (Fearon, as cited by Kangure, 2014). Supportive co-workers assist employees engage with the team to which they belong (Ebrahimi, 2005). This element is measured by how those in employees' immediate workgroups behave (team identification) and the adequacy of the recognition employees receive for the work they do (job recognition) (Australian Public Service, 2010). Employees in the work place need to feel that they belong and that they have co-workers they can rely on for support and advice including sharing personal/family issues (Kirrane & Buckley as cited by Kort, 2016).

4. Corporate Culture

Corporate culture is defined as widely shared and strongly held values and it includes the beliefs, attitudes, practices, norms and customs that characterize a workplace (Chatman & Jehn as cited by Shankar & Bhatnagar, 2010). It is a particular aspect of the organizational culture that reflects the attitudes and values in the organization about work and non-work life and therefore, the work-life balance culture is the subset of the attitudes, relating directly to how supportive the organization is in allowing employees to balance their work and non-work lives (Thompson as cited by Kangure, 2014).

2.2 Empirical review of related studies

Various researchers have investigated the concepts of work-life balance and employee engagement including: supervisor role, co-worker support, organizational practices and culture. However, most studies have been carried out in the west with very little attention being paid to the developing world (Bond as cited by Shankar & Bhatnagar, 2010). Although, according to Poelmans as cited by Shankar & Bhatnagar (2010) most studies have been conducted in the west, their findings are interesting and relevant as they provide insights into how work life balance and employee engagement might be related.

Studies and business practice reveal that both work-life balance and employee engagement contribute to increased business success and create competitive advantage for a business (Deery as cited by Kangure, 2014). The following studies have specifically examined the influence of supervisor support, work place policies, co-worker support and corporate culture on employee engagement.

1. Work place Policies

Several studies have revealed that organizational work-life policies and programs allow employees to have greater control over how, when and where they work. An empirical research by Anitha as cited by Jebel (2013) established a link between work-life policies and employee engagement. The research outcome further suggested that the following five dimensions underlie this aspect of organizational life: lack of managerial support for work-life balance; perceptions of negative career consequences; organizational time expectations; the gendered nature of policy utilization; and perceptions of unfairness by employees with limited non-work responsibilities. Three major types of work-life policies were identified to assist employees in balancing their work and non-work lives. These are: Flexible work options (part-time work, flexible hours' arrangements, specialized leave polices (parental leave, career break schemes) and Dependent care benefits (subsidized childcare, child care referral).

2. Supervisor support

Research suggests that managerial 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 (Thompson as cited by Kangure, 2014).

3. Co-worker Support

Poon (as cited by Jebel, 2013) in a study titled "Effects of Abusive Supervision and Coworker Support on Work Engagement" examined the effects of coworker support on work engagement. Multiple regression analysis results showed that coworker support related positively with work engagement but did not interact with each other to predict work engagement. 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 co-workers 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; orientations of individualism and meritocracy; and traditional separations between private and public spheres. Thus, employees who utilized work-life policies felt resentment from co-workers and recognized the need to 'use' and 'abuse' so as not to be seen, and treated as a less committed worker (Boles as cited by Shankar & Bhatnagar, 2010).

4. Corporate culture

Research on corporate culture and its effects on employee motivation; reveal that both pay and more benefits can motivate workers to an extent (Anitha as cited by Jebel, 2013). But raising compensation and offering more benefits are not by themselves, effective drivers of employee engagement (Anitha as cited by Jebel, 2013). Corporate culture characterized by teamwork, pleasant working conditions, the considerate treatment of employees, growth opportunities, skill enhancement and abundant training opportunities can all contribute to employee engagement (Akda, 2012).

Research Hypothesis

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

H01: There is no significant association between Work Life Policies and employee engagement in CBE.

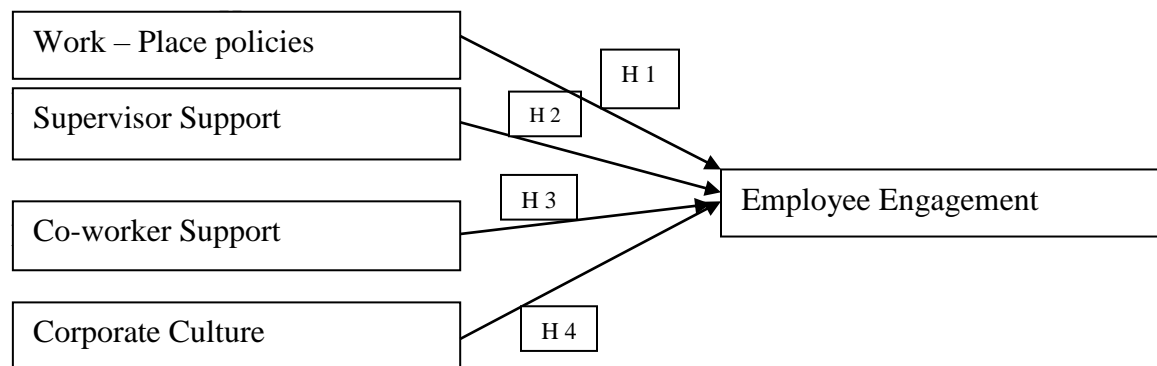
H02: There is no significant association between the supervisor support and employee engagement in CBE.

H03: There is no significant association between co-worker support and employee engagement in CBE.

H04: There is no significant association between corporate culture and employee engagement in CBE.

2.3 Conceptual Framework

A conceptual framework is a tool researcher use to guide their inquiry; it is a set of ideas used to structure the research (Marshall & Rossman as cited by Abdullah, 2014). The major function of a conceptual framework is to enable the researcher to find links between the existing literature and his own research goals (Greener as cited by Abdullah, 2014). The conceptual framework in this study shows the link between the variables of study; mainly work life balance and employee engagement. The dependent variable will be employee engagement and the independent variable will be work life balance, which includes: work place policies, supervisor support, co-worker support and corporate culture. The presumed relationships between the variables under investigation and is illustrated in the following hypothetical model in Figure 2.4 below.



Independent variable

Dependent Variable

Figure 2.4: Conceptual Framework

Chapter Three

This chapter elaborates on the detailed research design and Approach of the study. It explains the population of the study, sample size, sampling technique, data type & source, instrument of data collection, procedure of data collection, method of data analysis & Ethical considerations to be applied over the course of the study.

3 Research Methodology

The purpose of this chapter describes the research methodology and techniques that will be used to conduct the study. In this chapter the practical methods to be used in order to answer the research questions and fulfill the purpose of the research are presented. That means it provides an overview of the research study area, the research approach, design and method, population and sample, data source and type, description of the data collection instrument, data collection procedure, ethical considerations and finally the methods of data analysis.

3.1. Description of the Study Area

This study was intended to be carried out at Commercial Bank of Ethiopia. As reported in the 2016/17 first quarter performance report of CBE, the bank has 15 districts and more than 1160 branches all over Ethiopia as of November 2017. Out of the total districts, four are in Addis Ababa area containing 356 branches. On the other hand; there are 12 processes residing at the head office. This research was intended to be carried out on the employees of selected branches from the Addis Ababa districts i.e. East Addis Ababa District, North Addis Ababa District, South Addis Ababa District, West Addis Ababa District and employees under the head office whereby the effect of work life balance on employee engagement was examined.

3.2. Research Approach

There are two methods that provide in the research method such as Quantitative and Qualitative, where one of them is not better than the others, all of this depends on how the researcher wants to do a research of study (Ghauri and Kjell, 2005). To achieve the aforementioned objectives, the study was adopted both qualitative and quantitative research approach, where it can be use of a questionnaire provided predominantly descriptive and qualified data.

This research was conducted by mixing both quantitative & qualitative approaches i.e. data was obtained from a questionnaire filled by employees of the bank & interview held with selected management officials of the bank. Using the mixed approach has helped the researcher to eliminate shortcoming of using only one approach

3.3. Research Design

This study adopted an explanatory research design using both quantitative and qualitative approaches. An explanatory research is conducted in order to discover and report relationships among different aspects of the phenomenon under study (Firebaugh as cited by Kangure, 2014). Explanatory research seeks explanations of observed phenomena, problems or behaviors. It seeks answers to “why” and “how” types of questions and attempts to connect variables in research, by identifying causal factors (Small as cited by Kangure, 2014). The purpose of this research is primarily to assess the effect of work life balance on employee engagement in CBE; therefore, the nature of this study is explanatory.

Explanatory research attempts to discover or establish the existence of causal relationship/interdependence between two or more aspects of a situation (Kothari, 2004). In other words, explanatory research tests for statistical relationships between variables.

These designs were used because they enable the researcher to describe about & critically examine the relationship between the dependent variable (employee engagement) with the independent variables (work place polices, supervisor support, corporate culture, co-worker support)

3.4. Population and Sample

CBE categorize all its employees under five categories namely: Administrative, professional, clerical, transport & production and service workers. The first three categories include those employees who work clerical activities while those included in the last two perform non-clerical activities. The target population for the study consists of only the administrative, professional and clerical worker of the bank working under the four Addis Ababa area districts and employees working at the head office under different processes. These three categories are selected as the natures of their work are similar and perform their duties only in the office setting.

As reported in the 2016/17 first quarter performance report of CBE, the total number of employees on these three categories (Administrative, Professional and Clerical) in Addis Ababa district is 11,686. Hence the total number of population for this study is 11,686.

Table3.1
Population of Employees in target study areas

No.	Area of Target Population	Number of Employees			
		Administrative	Professional	Clerical	Total
1	Head Office	247	1,958	462	2,667
2	East Addis Ababa District	281	1,548	421	2,250
3	North Addis Ababa District	298	1,689	475	2,462
4	South Addis Ababa District	271	1,448	486	2,205
5	West Addis Ababa District	356	1,329	417	2,102
	Total	1,453	7,972	2,261	11,686

Source: CBE, Human Resource Management, 2016

Due to time and resource constraints it was difficult to study all the population of the study and taking a sample is necessary. Sekeran, (2001) defines a sample as a portion of the population that has attributes as the entire population. A random probability sampling method was used to select the participants from the population. In probability sampling, all people within the research population have a specifiable chance of being selected. These types of sample are used if the researcher wishes to explain, predict or generalize to the whole research population (Dawson, 2002).

Stratified sampling method was used to select the focused employee groups within the selected districts. 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 randomly selected the sample proportionally.

3.4.1 Sample Size Determination

To draw the sample from the population, the sample size determination formula of Yamane, (1967) was used.

$$n = N / [1 + N(e^2)]$$

Where: n = Sample size
N = Population size
E = Level of precision or acceptable sampling error (0.05)

$$\text{Sample size (n)} = 11,686 / [1 + 11,686(0.05)^2]$$

$$\mathbf{n=387}$$

Based on the above formula a sample of 387 employees are selected from the target population.

3.4.2 Sampling Method

Sekeran (2001) defines a sample as a portion of the population that has attributes as the entire population. As for this study it was assumed that all branches of CBE operate in a similar manner with respect to policies and practices despite the fact that they are located in geographical areas that span the state, the researcher will use a stratified sampling.

If we have a population dispersed over a wide geographic region, it may be difficult or impossible to take a simple random sample of the units of the study population at random, and because of Logistical difficulties may discourage single-stage random sampling techniques. However, when a list of clusters of study units is available (e.g., districts, villages or schools) or can be easily compiled, a number of these groupings can be randomly selected (Creswell as cited by Kangure, 2014).

Once the sample size is determined the next step is determining the number of respondents that is going to be selected from the head office and the four districts. In order to do that a proportionate stratified sampling technique is used. In this technique the number of sampling unit drawn from each stratum is in proportion to the population size of that stratum.

For the purpose of this study the sampling technique used was proportional stratified sampling in combination with systematic sampling. The sample was drawn from the existing professional employees of the Bank found in Addis Ababa by taking the four districts& head office as a stratum.

A formula is provided by Kothari (2004) to calculate the number of elements selected from each stratum: -

$$i = n \cdot p_i \quad p_i = \text{strata } i / N$$

Where **i** = number of items selected from stratum **i**

p_i= proportion of population included in stratum **i**

n= total sample size

N= total population size

Accordingly, after applying the above formula the number of respondents selected from each stratum was obtained which is illustrated in the following table

Table3.2
Proportionate Stratified Sample Size

No	Strata	Total Strata size	Proportionate Sample
1	Head Office	2,667	88
2	East Addis Ababa District	2,250	75
3	North Addis Ababa District	2,462	82
4	South Addis Ababa District	2,205	73
5	West Addis Ababa District	2,102	70
	Total	11,686	387

Based on the size of each stratum the respondents were selected using a simple random sampling technique.

3.5 Data source and Type

To collect the primary data, the researcher used mainly questionnaire. Structured questionnaire was used to collect data from sample customers to collect primary data. Conceptually, this study was intended to focus on work-life balance and employee engagement in CBE Addis Ababa branch. The questionnaire was developed mainly based on work life balance components i.e. work-life balance policies, supervisor support, co-worker support and corporate culture and employee engagement. The researcher has made some modification.

The questionnaire is divided into six sections. Part A gathered employee’s background information, Part B gathers information concerning workplace policies, Part C assesses the supervisor support, Part D assesses the co-worker support, Part E assesses the corporate culture and Part F assessed the level of employee engagement.

3.6 Data Collection Instrument

The measurement instrument used for the research was questionnaire. In the questionnaire a five-point Likert scale was used. All questionnaires were distributed to the target district and head office.

Table 3.3 Component of questions related to the research title

S.N	Dimension	Total Questions
1	Demography	6
2	Work Life Policies	14
3	Supervisors Support	8
4	Co-worker support	8
5	Corporate culture	8
6	Employee Engagement	10
	Total	54

3.7 Validity of data

Hair as cited by 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.

According to Field as cited by Kangure (2014), factor analysis is an exploratory tool used to help the researcher make decisions on whether the variables under investigation explain the dependent variable. In this study, validity is concerned with whether the findings will really explain employee engagement in CBE Addis Ababa branch. 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.

The Factor analysis result results show that all the factors related to workplace policies, supervisor support, co-worker support, and corporate culture were found to have a factor loading of 0.4 and above. Therefore, they were used in the subsequent analysis.

3.8 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. To be valid the instrument must first be reliable. The easiest way to assess reliability is to test the same group of people twice: a reliable instrument will produce similar scores at both points in time (test–retest reliability).

Reliability differs from validity in that it relates not to what should be measured, but instead to how it is measured. Hair as cited by Kangure (2014) defines reliability as the extents to which a variable or a set of variables is consistent in what it is intended to measure. To ensure the inner consistency of the present instrument, it was used the cronbach's alpha coefficient developed by Lee Cronbach in 1951. The cronbach's alpha coefficient is a statistical tool that evaluates the confidentiality through the inner consistency of a questionnaire (Kangure, 2014).

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. Accordingly, 30 questionnaires were distributed to employees of the bank as a pilot test and collected to measure the reliability of the instrument. Accordingly, comments received from the respondents were incorporated in the questionnaire before undertaking full scale data collection.

Consequently, Cronbach's alpha 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

$$\alpha = \left(\frac{k}{k-1} \right) * \left(1 - \frac{\sum_{i=1}^k S_i^2}{St^2} \right)$$

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 3.4 summary of cronbach's alpha values after full scale data collection

S.N	Variable of the study	No. of Items	Alpha Value
1	Work Life Policies	14	.728
2	Supervisors Support	8	.873
3	Co-worker support	8	.826
4	Corporate culture	8	.722
5	Employee Engagement	10	.801
	Total	54	

As we can see in the above table, the cronbach's alpha coefficient of the dependent and independent variables are all above 0.7 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 .838.

3.9 Data Collection Procedures

To collect data for the study first document & literature review was made. Next questionnaires were developed for the study and pilot tested. Before distributing the questionnaire to the respondents, the researcher obtained a letter of cooperation to collect the questionnaire from Addis Ababa University School of commerce by second party on behalf of the researcher. Then, a meeting was held with HR manager of the Bank to get an approval for distributing the questionnaires to the selected branches through the second party. Next the questionnaires were distributed to 387 professional employees of the bank working in the four districts of Addis Ababa and Head Office. Subsequently, the data collected was edited and carefully checked to eliminate improperly filled questionnaires so that only usable questionnaires were considered for analysis. Finally, the data obtained was entered & analyzed on SPSS software version 20 and the results were presented using tables & graphs.

3.10 Ethical consideration

Ethical considerations are expected to arise in any kind of research study. This paper took into consideration those ethical issues on using proper citation, formulating and clarification of the topic, design, access and use of data, analysis and reporting of the findings in a moral and responsible way.

The researcher tried to get the consent of the participants and assured them that the source of data collected would remain confidential and that their anonymity will be maintained. In addition, the Participants were provided with a covering letter stating the purpose of the questionnaire

3.11 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, work place policies, supervisor support, co-worker support and corporate culture, and the dependent variable, that is, employee engagement by using statistical packages for social sciences, SPSS version 20.

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 (work place polices, supervisor support, corporate culture, co-worker support) 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.

Chapter Four

4 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 Addis Ababa District. A total of 387 questionnaires were distributed to employees found in Head Office, East Addis Ababa District, North Addis Ababa District, South Addis Ababa District and West Addis Ababa District and 100% useable questionnaires were obtained valid and used for further analysis. The data collected were presented, analyzed and interpreted using SPSS software version 20.

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), t-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 (work place polices, supervisor support, corporate culture, co-worker support) 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), independent sample T-test, 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 hereunder:

Table 4.1 Demographic Background of Respondents

S.N	Background	Distribution	Frequency	Percentage	Percentage in Districts/head office				
					E.D	HO	ND	SD	WD
1	Sex	Male	223	57.6	57.3	62.5	53.7	56.2	57.1
		Female	164	42.4	42.7	37.5	46.3	43.8	42.9
		Total	387	100	100	100	100	100	100
2	Age	20 - 25	106	27.4	28.0	23.9	31.7	27.4	25.7
		26 - 35	146	37.7	38.7	44.3	31.7	35.6	38.6
		36 - 45	114	29.5	29.3	27.3	29.3	30.1	31.4
		46 and above	21	5.4	4.0	4.5	7.3	6.8	4.3
		Total	387	100	100	100	100	100	100
3	Marital Status	Single	165	42.6	40.0	46.5	41.5	47.9	37.1
		Married	220	56.8	60.0	53.5	58.5	52.1	62.9
		Divorced	0	0					
		Widowed	0	0					
		Missing System	2	.5					
		Total	387	100	100	100	100	100	100
4	Number of service year in CBE	0 - 5	169	43.7	41.3	50.6	45.1	37.0	42.9
		6 - 10	79	20.4	21.3	16.1	19.5	28.2	17.1
		11 - 20	70	18.1	18.7	20.7	14.6	16.4	20.0
		21 - 30	52	13.4	14.7	9.2	13.4	13.7	17.1
		31 - 40	17	4.4	4.0	3.4	7.3	4.1	2.9
		Above 41							
		Total	387	100	100	100	100	100	100
5	Designation or job title	Junior officer	49	12.7	13.3	9.1	14.6	15.1	11.4
		Customer service officer	88	22.7	25.3	25.1	14.6	23.3	24.3
		Senior customer service officer	105	27.1	29.3	20.5	28.0	28.8	30.0
		Customer service manager	20	5.2		3.4	13.4	6.8	1.4
		Support Team leader/manager/director	20	5.2	4.0		4.9	5.5	5.7
			5	1.3		5.7			
		Other	100	25.8	26.7	34.1	22.0	19.2	25.7
		Total	387	100	100	100	100	100	100
6	Level of Education	Secondary school level	0	0					
		University level (degree)	210	54.3	60.0	55.7	50.0	46.6	58.6
		College diploma level	3	.8		1.1	1.2		1.4
		Post-graduation level	150	38.8	40.0	38.6	37.8	42.5	34.3
		Missing system	24	6.2		4.5	11.0	11.0	5.7
		Total	387	100	100	100	100	100	100

Source: own survey 2017

Table 4.1 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=387), which is 57.6% of the 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 27.4 % while those between 46 and above 5.4 %. 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, 56.8% of the respondents are found to be married and 42.6% single. This implies that majority of the Banks employees are married.

According to item number 4 of the above table, 43.7% of the respondents are found to be having a work experience of 0-5 year, followed by those having a work experience of 6-10 years (20.4%) and those having a work experience of 11-20 years (18.1%). Those employees having work experience of above 21 years consists of 17.8%. This implies that majority of the Banks employees work experience is below 20 years.

According to item number 5 of the above table, 27.1% of the respondents are found to be senior customer service officer, 22.7% customer service officer followed by junior office (12.7%). Customer service manager, support and team leaders/managers/directors consists of 11.7% in aggregate. This implies that majority of the employees are under medium level management level (professional posts).

According to item number 6 of the above table, 54.3% of the respondents are found to be first degree holders, followed by those possessing Master's Degree (38.8%) and Diploma holders constituted 0.8%. 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.

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 (work place polices, supervisor support, corporate culture, co-worker support) on employee engagement.

4.2.1 Descriptive Analysis for Perceived Employee Engagement in CBE

Respondents were asked to indicate the level of engagement on a closed scale of very much, much, neutral, little and very little. Majority 35.0% indicated neutral, 27.0% indicated good (much), 24.3% indicated little, 8.6% indicated very much and 5.0% indicated very little level of engagement. This implies that 35% of the employees are neither fully engaged nor disengaged, 29.3% of the overall employees found to be actively disengaged and 35.6% of the overall employees are actively engaged.

Table 4.2 Level of employee engagement

Level of Employee Engagement	Percentage
Actively engaged (very much)	8.6
Engaged (much)	27.0
Neither engaged nor disengaged (neutral)	35.0
Not engaged (little)	24.3
Actively disengaged (very little)	5.0
Total	100

The result of respondent's level of engagement is presented in the below table and different related questionnaire were used which assumed to address the intended level of employee engagement.

Table 4.3 Summary of Employee Engagement

	Actively disengaged (very little)	Not engaged (little)	Neither engaged nor disengaged (neutral)	Engaged (much)	Actively engaged (very much)	Mean	St. Deviation
	N%	N%	N%	N%	N%		
I frequently make suggestions to improve the work of my team/department or organization.	5.2	9.6	20.7	43.7	20.9	3.6563	1.07165
I always do more than is actually required on my job.	1.0	18.6	46.3	24.3	9.8	3.2326	.90059
I am proud to tell others that I am part of this organization.	5.7	11.9	55.0	18.3	9.0	3.1318	.93615
I am very enthusiastic about my job	3.1	13.2	23.8	48.6	11.4	3.5194	.96386
I feel bursting with energy at my work.	6.2	9.3	35.4	41.6	7.5	3.3488	.96829
I find the work that I do full of meaning and purpose.	.8	28.2	44.4	18.6	8.0	3.0491	.90489
When I am working, I forget everything else around me.	4.1	50.9	19.4	22.0	3.6	2.7003	.97538
It is difficult to detach myself from my job.	10.3	49.9	31.5	3.9	4.4	2.4212	.89087
At my work, I always persevere, even when things do not go well	5.4	28.7	51.4	10.3	3.9	2.7850	.84846
When I get up in the morning, I really desire to go to work.	8.0	23.0	22.5	38.8	7.8	3.1525	1.10815

4.2.2 Descriptive Analysis for Work Life Policies

The study sought to investigate the effect of work life balance on employee engagement in CBE in Addis Ababa Districts and head office. To achieve this objective employee opinion was sought on whether there exists' written Work Place Policies in their organizations. Majority (46.0%) agreed that there is a written workplace polices in place, 29.5% disagreed and 24.5% indicated that they were not aware if the policies exist or not.

Further, the respondents were asked whether the existing Work Life Policies are sufficient or not. For analyzing the respond of the respondents, it was logical to consider the responses of those who know the existence of Work Life Policies in their organization. By using a cross tab to know whether the existing Work Life Policies in the organization is sufficient or not among those respondents who knows that there is a Work Life Policies in the organization, the majority (72.5%) of the respondents replied that the existing Work Life Policies are not sufficient and the remaining 27.5% replied that the existing Work Life Policies are sufficient. Those who were not aware if the policies exist or not replied that though they don't know about the Work Life Policies existing in the organization, 6.3% of them replied that it is sufficient and the remaining 93.7% replied it is not sufficient for them.

Finally, the respondents were asked which Work Life Policies there are aware of. To make the analysis more valuable, those respondents who know the existence of Work Life Policies in their organization were taken in to consideration. To do the intended analysis a cross tab was used and the result indicated that majority (42.1%) of the respondents replied that they are aware of health care availability followed by leave arrangements (30.9%), flexibility for educational opportunities (16.3%) and flexible work schedules (5.6%). Among the listed work place policies, telecommunicating and availability of recreational facilities were not well known (in aggregate 5.1% of the respondents know about it) by the respondents who know that there is a Work Life Policies in their organization.

The following table indicates the correlation of the availability of Work Life Policies with the types of Work Life Policies in CBE.

Table 4.4 Cross tabulation of the awareness of the existence of Work Life Policies and which Work Life Policies are known by the respondents

		Which Work Life Policies exist in CBE?						Total
		Flexible work schedules	Leave arrangements (paternity, maternity, pooled leave)	Telecommuting	Heath care availability	Availability of recreational facilities	Flexibility for educational opportunities	
Are there written policies that help employees to balance work and personal life in CBE?	Yes	10	55	1	75	8	29	178
	No	18	41	1	45	1	5	111
	I don't know	26	22	0	32	9	6	95
Total		54	118	2	152	18	40	384

The above table (table 4.4) indicates that in the analysis, 39.6% agreed that health care policy exists in the organization, 30.7% of the respondents indicated that leave arrangement is available in the organization followed by 14.1% who were in the opinion that flexible work schedules exists in the organization. This was however followed by flexibility for educational opportunities at 10.4% and recreational facilities were at 4.7% and the rest at 0.5% were for the opinion that telecommuting policy exists in the organization.

Each Work Life Policies are rated and the following table indicates the result.

Table 4.5 Summary of Rating of Existence of Work-life Balance Policies

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	St.Deviation
	N%	N%	N%	N%	N%		
I can decide the start and finish times for specific tasks assigned (work place flexibility).	34.1	16.0	25.3	15.8	8.8	2.4910	1.33382
There are adequate health resources and services available for me in this company.	14.7	2.1	23.5	29.7	30.0	3.5814	1.33135
I can take some time off to develop my skills through university study or in-house training and this helps me to feel more empowered in this organization.	16.8	16.5	28.4	14.0	24.0	3.1192	1.39062
There is a paid maternity/paternity leave in this Organization	14.5	7.0	25.6	19.1	33.9	3.5090	1.39273
I am allowed to take time off for cultural/religious reasons.	16.5	14.7	24.5	19.6	24.0	3.2000	1.39344
Female workers are entitled to safety at work when expectant i.e. changing work to avoid long standing periods or lifting heavy objects.	16.8	7.5	33.9	14.2	27.6	3.2842	1.38528
My employer has social functions arrangements at times suitable for my family participation.	25.3	19.9	31.5	18.3	4.9	2.5776	1.18988
Up skilling strategies are regularly arranged to enable employees perform their work better	19.4	14.7	34.6	19.4	11.9	2.8966	1.25903
I can pool my leave days to enable me adequate time to attend to personal and family matters.	12.7	11.1	29.2	24.8	22.2	3.3282	1.28495
There is adequate provision of recreational facilities in this company like gymnasium.	22.7	24.3	27.9	17.3	7.8	2.6305	1.22597
Professional counseling services are available to employees.	28.2	25.6	32.6	12.1	1.6	2.3333	1.06035

4.2.3 Descriptive Analysis for Supervisor Support

The study sought to investigate the relationship between supervisor support and employee engagement in CBE. To achieve this objective different questionnaire which is mainly segregated in to two categories (supervisor support in the job and supervisor support/involvement in their personal life) were prepared. The collected response indicated that majority (32.0%) were disagreed that their supervisors were involved in their personal life, 22.0% strongly disagreed and 21.4% indicated that they are neither agreed nor disagreed (having neutral response) the involvement of their supervisors in their personal life. 19.4% of the respondents are agreed that their supervisors were involved on their personal life and 4.8% strongly agreed the involvement of their supervisors on their personal life.

On the other hand, majority (37.1%) of the respondents agreed that their supervisors were supported their day to day job activities, 9.4% strongly agreed the support of their supervisors on their day to day job activities. But 32.4% of the respondents disagreed that their supervisors are not supporting them on their job, 5.0% strongly disagreed and 15.9% neither agreed nor disagreed (having neutral feeling) on the support of their supervisors on their job.

The responses of the respondents in each variable of their supervisor's support were presented in the following table.

Table 4.6 Summary of Degree to which Supervisors' Support Work-life Balance

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	St.Deviation
	N%	N%	N%	N%	N%		
Our managers understand employee's family responsibilities and this makes employees feel that the company cares about their welfare	37.5	27.1	19.1	11.1	4.9	2.1865	1.19367
My immediate boss is sympathetic about my personal matters.	20.4	34.9	31.0	12.1	1.0	2.3818	.97744
My Supervisors seem to care about me as a person and this fosters a good employment relation.	4.9	40.6	11.4	30.0	12.9	3.0544	1.19290
I can easily discuss personal matters with my supervisor.	25.3	25.6	24.0	24.3	.5	2.4896	1.13098
My supervisor talks to me about my work progress regularly.	4.1	40.6	19.9	19.9	15.2	3.0155	1.17761
I receive adequate support from my supervisor which enables me to achieve more for the company and helps me on personal accomplishments.	4.7	28.9	9.6	40.8	15.8	3.3420	1.18526
My supervisor motivates me to achieve more on personal and career goals.	1.8	33.3	17.1	44.2	3.4	3.1399	.98356
My supervisor inspires me to do the best in my job.	9.3	26.6	17.1	43.7	3.1	3.0466	1.09682

4.2.4 Descriptive Analysis for Co-worker Support

The study sought to investigate the relationship between co-worker support and employee engagement in CBE. To achieve this objective respondents were asked whether co-workers were supportive to one another when it comes to work life balance.

Majority of the respondents (42.9%) agreed that co-workers are supportive. This was followed by 28.2% who neither agreed nor disagreed (having neutral opinion) that their co-workers are supportive. In addition, 13.1% of the respondents disagreed that their co-workers are supportive, 10.3% strongly agreed the support of their co-workers and 5.2% of the respondents strongly disagreed that their co-workers are supportive.

The responses of the respondents in each variable of their co-worker's support were presented in the following table.

Table 4.7 Summary of Level of Co-worker Support

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	St.Deviation
	N%	N%	N%	N%	N%		
The people in my work environment are interested in what I do and this makes me want to always accomplish more for the team success.	2.6	10.1	34.9	33.3	18.9	3.5596	.99235
My co-workers would cover for me if I needed to leave work to deal with an important non-work issue.	4.7	4.9	3.1	72.1	15.0	3.8808	.88643
My co-workers encourage my personal and career development.	1.8	17.3	38.5	34.6	6.7	3.2742	.89240
When I talk about my co-workers, I usually say “we” rather than “they”.	2.6	41.9	29.7	14.7	10.9	2.8938	1.04775
My co-workers are interested in how I manage my work and family affairs.	7.8	7.8	42.1	37.2	4.9	3.2383	.95083
My co-workers offer support whenever they can.	8.3	7.0	28.2	49.4	49.4	3.3990	1.00977
I feel a strong personal attachment to my peers in the work place.	7.2	5.7	31.3	44.4	11.1	3.4663	1.01170
I am proud to work in my current team.	6.7	10.6	17.6	57.1	7.8	3.4870	1.01218

4.2.5 Descriptive Analysis for Corporate Culture

The study sought to investigate the relationship between corporate culture and employee engagement in CBE. To achieve this objective respondents' opinion was sought on whether organizational structure has corporate culture in work schedules.

The result depicted that the majority (30.9%) of the respondents agreed that there is corporate culture in the organization, 25.6% disagreed and 21.7% of the respondents took a neutral stand. Further, 15.2% of the respondents strongly disagreed that there is corporate culture in the organization and 6.3% of the respondents strongly agreed that there is corporate culture in the organization.

Table 4.8 Summary of Level of Corporate Culture

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	St.Deviation
	N%	N%	N%	N%	N%		
Turning down a promotion or transfer for family related reasons will not hurt one's career progress in this organization.	22.5	10.9	20.4	38.2	7.8	2.9793	1.30716
Employees in this organization are not expected to put their jobs ahead of their families or personal lives to be viewed favorably by top management.	16.8	43.4	21.7	13.7	4.1	2.4482	1.05371
Decisions made in the human resources department like transfers take into account an employee's family/ personal situation.	23.3	16.0	18.3	38.8	3.4	2.8290	1.26153
I would feel comfortable in asking my boss for time off if an emergency arose.	28.2	46.3	1.3	19.6	4.7	2.2636	1.19706
Working long hours is not seen as sign of commitment in my organization.	9.3	14.7	33.3	31.5	11.1	3.2041	1.11382
It is not difficult to get time off during work or take care of personal or family matters.	14.2	33.3	28.2	20.9	2.8	2.6468	1.05322
To get ahead, employees are not expected to put their jobs before the family.	5.4	26.6	34.1	32.3	1.3	2.9741	.92826
Extra pay (over-time/call out) is supposed to be paid when you work over allotted hours.	2.3	14.0	16.0	52.2	15.5	3.6460	.97972

4.3 Correlation Analysis

In this study, correlation analysis was conducted to understand the effect of work life balance (work place polices, supervisor support, corporate culture, co-worker support) on dependent variable employee engagement. Pearson’s correlation coefficient was used to indicate the strength of the effect. In addition, the p-value was used to indicate the significance of the relationship.

4.3.1 Correlation Analysis for Work Life Balance Policies

Pearson correlation coefficient was used to gauge the relationship between work place polices and employee engagement. The results indicated that workplace policies have a significant effect positive effect (positive relationship) on employee engagement. The table below indicated that the p-value was at $p=.000$ and this meets the threshold since $p<0.05$.

As we know if the Sig. value for a correlation is .05 or less, we can assume that the correlation is not the result of chance or random sampling error. That is why we would reject H_0 and conclude that the correlation is a real one, and thus, one that can be generalized from the sample to the overall population in which we are interested.

The positive relationship was represented by correlation coefficient of 0.239, and the number of respondents considered was 387. The result indicated that Work Place Policies influence employee engagement. The results corroborate with the findings of Shuck et al, (2011) which indicated that Work Place Policies influence employee engagement.

Table 4.9 Correlation Results of Work Place Policies and Employee Engagement

		Employee Engagement	Work - Place Policies
Employee Engagement	Pearson Correlation	1	.239**
	Sig. (2-tailed)		.000
	N	387	387
Work - Place Policies	Pearson Correlation	.239**	1
	Sig. (2-tailed)	.000	
	N	387	387

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

4.3.2 Correlation Analysis for Supervisor Support

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 4.10, 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 0.284, and the number of respondents considered was 387. The results also indicated that supervisor support influence employee engagement. Supervisors support has the major effect for employee engagement as it compared with other independent variables.

Table 4.10 Correlation Results of Supervisors Support & Employee Engagement

		Employee Engagement	Supervisors Support
Employee Engagement	Pearson Correlation	1	.284**
	Sig. (2-tailed)		.000
	N	387	387
Supervisors Support	Pearson Correlation	.284**	1
	Sig. (2-tailed)	.000	
	N	387	387

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

4.3.3 Correlation Analysis for Co-Worker Support

Pearson correlation coefficient was used to gauge the relationship between co-worker support and employee engagement. The results indicated that co-worker support have a significant effect (positive relationship) on employee engagement. This was indicated by Table 4.11, which show that the precision under consideration was at $p=.000$ and this meets the threshold since $p<0.05$. The positive relationship was represented by correlation coefficient of 0.606, and the number of respondents considered was 387. The results corroborate with the findings of Cohen (2007) which indicated that co-worker influence employee engagement.

Table 4.11 Correlation Results of Co-workers Support & Employee Engagement

		Employee Engagement	Co-workers Support
Employee Engagement	Pearson Correlation	1	.606**
	Sig. (2-tailed)		.000
	N	387	387
Co-workers Support	Pearson Correlation	.606**	1
	Sig. (2-tailed)	.000	
	N	387	387

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

4.3.4 Correlation Analysis for Corporate Culture

Pearson correlation coefficient was used to gauge the relationship between corporate culture and employee engagement. The results indicated that corporate culture has a significant effect (positive relationship) with employee engagement. This was indicated by Table 4.12, which shows that the precision under consideration was at $p=0.000$ and this meets the threshold since $p<0.05$. The positive relationship was represented by correlation coefficient of 0.235, and the number of respondents considered was 387. The variable corroborates with the findings of Choi (2007) which indicated that family supportive corporate culture influence employee engagement.

Table 4.12 Correlation Results of Corporate Culture & Employee Engagement

		Employee Engagement	Corporate Culture
Employee Engagement	Pearson Correlation	1	.235**
	Sig. (2-tailed)		.000
	N	387	387
Corporate Culture	Pearson Correlation	.235**	1
	Sig. (2-tailed)	.000	
	N	387	387

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

4.4 Regression Analysis

The study further carried out regression analysis to establish the statistical significance relationship between the independent variables notably, work life policies, supervisor support, co-worker support, corporate culture on the dependent variable which was employee engagement. Regression is a technique that can be used to investigate the effect of one or more predictor 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 regression model summary tables, Analysis of Variance (ANOVA) table and beta coefficients tables.

4.4.1 Regression Analysis on Work Place Policies versus Employee Engagement

H0: There is no significant association between Work Place Policies and employee engagement in CBE

Regression analysis was conducted to determine the significance relationship of Work Place Policies against employee engagement. The table below indicates about the quantity of variance that is explained by the predictor variable (work life policy). The first statistic, R, is the multiple correlation coefficients between the predictor variable (work life policy) and the dependent variable (employee engagement).

In this model, the value of R is .239 at a significance level of 0.05, which indicates that there is a great deal of variance shared by the independent variable and the dependent variable. The next value, R Square, is simply 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 .057, which indicates that only 5.7% of the variance in the dependent variable (work life policy) is explained by the independent variable (employee engagement) and this means that the model fit is not that much appropriate.

The coefficient of determination indicates that 5.5% of the variation on employee engagement is influenced by work-life balance policies. This implies that there exists a positive significant relationship between Work Place Policies and employee engagement.

Table 4.13 Model Summary for Work Place Policies

Model Summary^b			
R	R Square	Adjusted R Square	Std. Error of the estimate
.239 ^a	.057	.055	.97838

a. Predictors: (Constant), Work-Place Policies

b. Dependent Variable: Employee Engagement

The second output of regression is an ANOVA which describes the overall variance accounted for in the model. The Analysis of variance (ANOVA) results as shown in Table 4.14 further confirms that the model fit is appropriate for this data since p-value of 0.000 which is less than 0.05. This implies that there is a significant positive relationship between Work Place Policies and employee engagement.

Table 4.14 Analysis of variance (ANOVA) for Work Place Policies

ANOVA^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	22.263	1	22.263	23.257	.000 ^b
Residual	368.533	385	.957		
Total	390.796	386			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Work-Place Policies

The third output in standard regression provides information about the effects of individual predictor variables. Generally, there are two types of information in the Coefficients table: coefficients and significance tests. The un-standardized coefficients indicate the increase in the value of the dependent variable for each unit increase in the predictor variable. A well-known problem with the interpretation of un-standardized coefficients is that their values are dependent on the scale of the variable for which they were calculated, which makes it difficult to assess the relative influence of independent variables through a comparison of un-standardized coefficients.

The below table shows the third output of the regression i.e. coefficient of work life balance policies: -

Table 4.15 Work Place Policies Coefficient

Coefficients ^a					
	Un-standardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.599	.120		21.606	.000
Work Place Policies	.176	.037	.239	4.823	.000

a. Dependent Variable: Employee Engagement

The above result of Work Place Policies coefficient i.e. table 4.15 indicate that work place policies have positive and significant effects on employee engagement. The fitted model $Y=2.599+0.176*X1$. This implies that a unit change in workplace policies will increase employee engagement by the rate of 0.176. Even when supportive work place policies are non-existence, employee engagement is still positive at 2.599 indicating that there are other drivers of employee engagement in the work place including supervisor support, co-worker support and corporate culture

In terms of significant associations found between workplace policies and employee engagement with regard to the entire tested sample it concluded that: null hypothesis H01, “there is no significant association between workplace policies and employee engagement” is rejected and alternative hypothesis, “there is significant association between workplace policies and employee engagement” is accepted.

4.4.2 Regression Analysis for Supervisor Support versus Employee Engagement

H02: There is no significant association between the supervisor support and employee engagement in CBE.

Regression analysis was conducted to determine the significance relationship of supervisor support against employee engagement. Table 4.16 presents the regression model on supervisor support versus employee engagement. As presented in the table, the coefficient of determination R square is 0.081 and R is 0.284 at significance level of 0.05. The coefficient of determination indicates that 7.8% of the variation on employee engagement is influenced by supervisor support. This implies that there exists a positive relationship between supervisor support and employee engagement.

Table 4.16 Model Summary for Supervisor Support

Model Summary ^b				
R	R Square	Adjusted R Square	Std. Error of the estimate	
.284 ^a	.081	.078	.96605	

a. Predictors: (Constant), Supervisors Support

b. Dependent Variable: Employee Engagement

The Analysis of variance (ANOVA) results as shown in Table 4.17 further confirms that the model fit is appropriate for this data since p-value of 0.000 which is less than 0.05, with 386 degrees of freedom. This implies that there is a significant positive relationship between supervisor support and employee engagement.

Table 4.17 Analysis of variance (ANOVA) for Supervisor Support

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	31.492	1	31.492	33.744	.000 ^b
Residual	359.304	385	.933		
Total	390.796	386			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Supervisors Support

The other output of the regression result is coefficients and this was explained in table 4.18. The results indicate that supervisor support has positive and significant effects on employee engagement. The fitted model $Y=2.444+0.240*X_2$. This implies that a unit change in supervisor support will increase employee engagement by the rate of 0.240. Even in the absence of supervisor support, employee engagement is still positive at 2.444 indicating that there are other drivers of employee engagement in the work place including workplace policies, co-worker support and corporate culture.

Table 4.18 Supervisor Support Coefficient

Coefficients ^a					
	Un-standardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.444	.127		19.204	.000
Work Place Policies	.240	.041	.284	5.809	.000

a. Dependent Variable: Employee Engagement

In terms of significant associations found between supervisor support and employee engagement with regard to the entire tested sample it is concluded that: null hypothesis H02, “there is no significant association between supervisor support and employee engagement” is **rejected** and alternative hypothesis, “there is significant association between supervisor support and employee engagement” is accepted. The findings corroborate with the existing research which supports a positive relationship between supervisor support and employee engagement (Cole, Bruch & Vogel, 2006). Therefore, we can conclude that supervisor support positively influence employee engagement.

4.4.3 Regression Analysis for Co-worker Support versus Employee Engagement

H03: There is no significant association between co-worker support and employee engagement in CBE.

Regression analysis was conducted to determine the significance relationship of co-worker support against employee engagement. Table 4.19 presents the regression model on Co-worker support versus employee engagement. As presented in the table, the coefficient of determination R square is 0.367 and R is 0.606 at significance level of 0.05. The coefficient of determination indicates that 36.5% of the variation on employee engagement is influenced by Co-worker support. This implies that there exists a positive relationship between Co-worker support and employee engagement.

Table 4.19 Model Summary for Co-worker Support

Model Summary^b			
R	R Square	Adjusted R Square	Std. Error of the estimate
.606 ^a	.367	.365	.80166

a. Predictors: (Constant), Co-worker Support

b. Dependent Variable: Employee Engagement

The Analysis of variance (ANOVA) results as shown in Table 4.20 further confirms that the model fit is appropriate for this data since p-value of 0.000 which is less than 0.05, with 386 degrees of freedom. This implies that there is a significant positive relationship between Co-worker support and employee engagement.

Table 4.20 Analysis of variance (ANOVA) for Co-worker Support

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	143.370	1	143.370	223.088	.000 ^b
Residual	247.425	385	.643		
Total	390.796	386			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Co-worker Support

Table 4.21 results indicate that co-worker support has positive and significant effects on employee engagement. The fitted model $Y=1.095+0.598*X_3$. This implies that a unit change in co-worker support policies will increase employee engagement by the rate of 0.598. Even in the absence of co-worker support, employee engagement is still positive at 1.095 indicating that there are other drivers of employee engagement in the work place including workplace, supervisor support, Work Place Policies and corporate culture.

Table 4.21 Co-worker Support Coefficients

Coefficients ^a					
	Un-standardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.095	.142		7.713	.000
Work Place Policies	.598	.040	.606	14.936	.000

a. Dependent Variable: Employee Engagement

In terms of significant associations found between co-worker support and employee engagement with regard to the entire tested sample it is concluded that: null hypothesis H03, “there is no significant association between co-worker support and employee engagement” is rejected and alternative hypothesis; “there is significant association between co-worker support and employee engagement” is accepted. This corroborates findings by Lu et al, (2009); Wadsworth & Owen, (2007) that co-worker support enhances employee engagement with the work-team and the organization as well.

4.4.4 Regression Analysis on Corporate Culture versus Employee Engagement

H04: There is no significant association between corporate culture and employee engagement in CBE.

Regression analysis was conducted to determine the significance relationship of corporate culture against employee engagement. Table 4.22 presents the regression model on corporate culture versus employee engagement. As presented in the table, the coefficient of determination R square is 0.055 and R is 0.235 at significance level of 0.05. The coefficient of determination indicates that 5.3% of the variation on employee engagement is influenced by corporate culture. This implies that there exists a positive relationship between Corporate Culture and employee engagement.

Table 4.22 Model Summary for Corporate Culture

Model Summary ^b			
R	R Square	Adjusted R Square	Std. Error of the estimate
.235 ^a	.055	.053	.97925

a. Predictors: (Constant), Corporate Culture

b. Dependent Variable: Employee Engagement

The Analysis of variance (ANOVA) results as shown in Table 4.23 further confirms that the model fit is appropriate for this data since p-value of 0.000 which is less than 0.05 with 386 degrees of freedom. This implies that there is a significant positive relationship between corporate culture and employee engagement.

Table 4.23 Analysis of variance (ANOVA) for Corporate Culture

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	21.610	1	21.610	22.536	.000 ^b
Residual	369.186	385	.959		
Total	390.796	386			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Corporate Culture

As shown in table 4.24, the results indicate that corporate culture has positive and significant effects on employee engagement. The fitted model $Y=2.556+0.198*X_4$. This implies that a unit change in corporate culture will increase employee engagement by the rate of 0.198. Even when corporate cultures are non-existence, employee engagement is still positive at 2.556 indicating that there are other drivers of employee engagement in the work place including workplace policies, co-worker support and supervisor support.

Table 4.24 Corporate Culture Coefficients

Coefficients ^a					
	Un-standardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.556	.130		19.634	.000
Work Place Policies	.198	.042	.235	4.747	.000

a. Dependent Variable: Employee Engagement

In terms of significant associations found between corporate culture and employee engagement with regard to the entire tested sample it is **concluded that: null hypothesis H04**, “there is no significant association between corporate culture and employee engagement” **is rejected** and alternative hypothesis; “there is significant association between corporate culture and employee engagement” **is accepted**.

4.5 Combined Effect Model

4.5.1 Multiple Linear Regression for all Variables

The study aimed at finding out the overall effect of the independent variables that is workplace policies, supervisor support, co-worker support, and corporate culture on employee’s engagement. The model $Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$ explained 49.7% of the variations in employee engagement as shown in Table 4.25. This showed that workplace polices, supervisor support, co-worker support a corporate culture explained 49.7% of the variation in employee engagement

Table 4.25 Model Summary

Model Summary ^b				
R	R Square	Adjusted R Square	Std. Error of the estimate	
.705 ^a	.497	.492	.71706	

a. Predictors: (Constant), Corporate Culture, Co-worker support, Supervisor Support, Work Place Policies

b. Dependent Variable: Employee Engagement

The analysis of variance results Table 4.26 indicates that the model fit is significant at p=0.000, F=94.511 with 386 degrees of freedom. This implies that work place polices, supervisor support, co-worker support and corporate culture has a significant and positive combined effect on employee engagement.

Table 4.26 Analysis of variance (ANOVA)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	194.381	4	48.595	94.511	.000 ^b
Residual	196.415	382	.514		
Total	390.796	386			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Corporate Culture, Co-worker Support, Work-place policies, Supervisor Support

The overall model as shown on Table 4.27 indicated that corporate culture, co-worker support and work place polices were highly significant at p=0.004, p=0.000, p=0.000 respectively. However, supervisor support was significant at p=0.090. The fitted model was $Y=0.087+0.307x_1+ 0.101x_2 + 0.700x_3+ 0.011x_4$

Table 4.27 Combined Coefficients

Coefficients ^a					
	Un-standardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.087	.166		.525	.006
Work Place Policies	.307	.033	.415	9.258	.000
Supervisors Support	.101	.059	.119	1.701	.090
Co-worker Support	.700	.040	.708	17.504	.000
Corporate Culture	.011	.056	.013	.195	.004

a. Dependent Variable: Employee Engagement

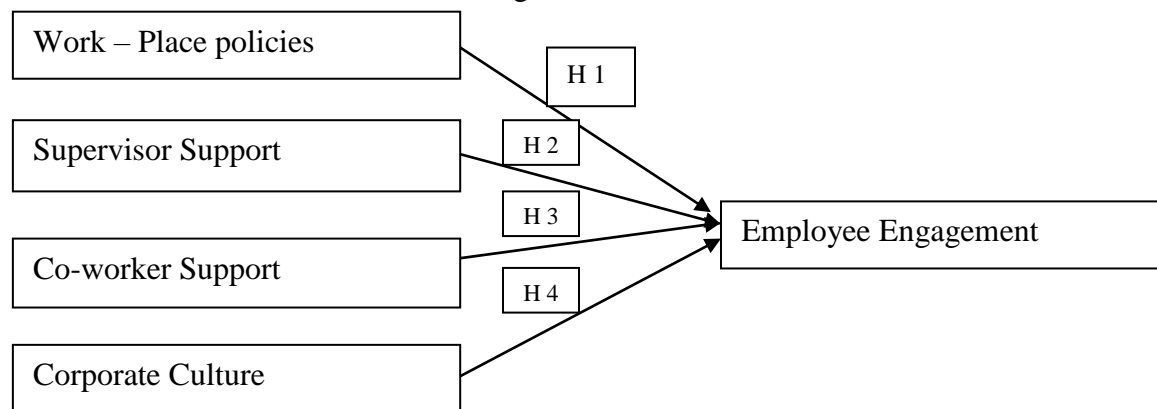
Pearson correlation results shown on Table 4.28 indicated that co-worker support is leading with the highest influence on employee engagement with a correlation of 0.606, followed by supervisor support at 0.284, then Work Place Policies with a correlation of 0.239 and finally corporate culture with a correlation of 0.235. Therefore, the study concluded that co-worker support followed by supervisor support and Work Place Policies were the most prominent indicators of employee engagement in CBE.

Table 4.28 Correlation Matrix

		Work-Place Policies	Supervisors Support	Co-worker support	Corporate culture	Employee Engagement
Work-Place Policies	Pearson Correlation	1	.485**	-.176**	.470**	.239**
	Sig. (2-tailed)		.000	.001	.000	.000
Supervisors Support	Pearson Correlation	.485**	1	.270**	.832**	.284**
	Sig. (2-tailed)	.000		.000	.000	.000
Co-worker support	Pearson Correlation	-.176**	.270**	1	.178**	.606**
	Sig. (2-tailed)	.001	.000		.000	.000
Corporate culture	Pearson Correlation	.470**	.832**	.178**	1	.235**
	Sig. (2-tailed)	.000	.000	.000		.000
Employee Engagement	Pearson Correlation	.239**	.284**	.606**	.235**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	387	387	387	387	387

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

The validated model is illustrated on Figure 4.1.



Independent variable

Dependent Variable

Chapter five

5. Summary, Conclusion and Recommendations

This chapter presents a summary of major findings of this study, sets out the relevant conclusions and makes recommendations for practice and suggestions for further research based on the findings of this study. The study sought to examine the effect of work life balance on employee engagement in CBE Addis Ababa District.

5.1 Summary of Findings

The study sought to establish the relationship between work life balance and employee engagement in CBE Addis Ababa District. Specifically, the study was guided by the following objectives; to investigate the relationship between (investigate the effect of independent variables) work place policies, supervisor support, co-worker support, corporate culture, and employee engagement. The study adopted explanatory research design using both quantitative and qualitative approach.

The data obtained was analyzed using both qualitative and quantitative analysis. Multiple linear regression models were used to test whether work place policies, supervisor support, co-worker support and corporate culture have any influence on employee engagement. It was found that work-life balance had a significant relationship with employee engagement in that all the identified factors are predictors of employee engagement ($r^2 = 0.492$). Pearson correlation results indicated that co-worker support was leading with the highest influence on employee engagement at 0.606, followed by supervisor support at 0.284, then Work Place Policies with a correlation of 0.239 and finally corporate culture with a correlation of 0.235. The study concluded that co-worker support followed by supervisor support were the most prominent indicators of employee engagement in CBE Addis Ababa District.

5.1.1 Relationship between Work Place Policies and Employee Engagement

Descriptive statistics were used to analyze this research objective and other subsequent analysis was done. The result indicated that majority (46.0%) of the respondents agreed that there is a written workplace policies in CBE, 29.5% disagreed and 24.5% indicated that they were not aware if the policies exist or not.

Furthermore, the majority (72.5%) of the respondents stated that the existing Work Place Policies are not sufficient and the remaining 27.5% stated that the existing Work Life Policies are sufficient. Those who were not aware if the policies exist or not replied that though they don't know about the Work Life Policies existing in the organization, 6.3% of them replied that it is sufficient and the remaining 93.7% replied it is not sufficient for them.

The correlation analysis also indicated that there is a positive significant relationship between work place policies and employee engagement. The positive relationship was represented by correlation coefficient of 0.239, and the number of respondents considered was 387. The result indicated that Work Place Policies influence employee engagement.

Regression analysis was conducted to determine the significance relationship of Work Place Policies against employee engagement. The coefficient of determination indicates that 5.5% of the variation on employee engagement is influenced by work-life balance policies. The results and findings therefore conclude that there was slightly lower significant association between work place policies and employee engagement.

5.1.2 Relationship between Supervisor Support and Employee Engagement

The study sought to investigate the relationship between supervisor support and employee engagement in CBE. To investigate this, the questionnaire is segregated in to two parts i.e. supervisors support in their day to day activities and supervisors support in their persona life. The collected response indicated that majority (32.0%) were disagreed that their supervisors were involved in their personal life, 22.0% strongly disagreed and 21.4% indicated that they are neither agreed nor disagreed (having neutral response) the involvement of their supervisors in their personal life. 19.4% of the respondents are agreed that their supervisors were involved on their personal life and 4.8% strongly agreed the involvement of their supervisors on their

personal life. On the other hand, majority (37.1%) of the respondents agreed that their supervisors were supported their day to day job activities, 9.4% strongly agreed the support of their supervisors on their day to day job activities. But 32.4% of the respondents disagreed that their supervisors are not supporting them on their job, 5.0% strongly disagreed and 15.9% neither agreed nor disagreed (having neutral feeling) on the support of their supervisors on their job.

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. Regression analysis results indicated that Supervisors support had a positive significant relationship with employee engagement. The results indicated that supervisor support explained 7.8% of employee engagement in CBE.

5.1.3 Relationship between Co-worker Support and Employee Engagement

The level of co-worker support was measured on a five point Likert scale. The findings show that majority of the respondents agreed that co-workers are supportive. The correlation analysis also indicated that there was a positive significant relationship between co-worker support and employee engagement. The positive relationship was represented by correlation coefficient of 0.606, and the number of respondents considered was 387.

Regression analysis was done whereby the results indicated that co-worker support had a goodness of fit of 36.5% indicating that co-worker support explained 36.5% of the variation in the employee engagement in CBE. The results and findings therefore conclude that there is highest significant association between co-worker support and employee engagement.

5.1.4 Relationship between Corporate Culture and Employee Engagement

Majority of the respondents agreed that there is corporate culture in CBE. The correlation analysis also indicated that there was a positive significant relationship between corporate culture and employee engagement. The positive relationship was represented by correlation coefficient of 0.235, and the number of respondents considered was 387. Regression analysis was done whereby the results indicated that corporate culture had a goodness of fit of 5.3% indicating that corporate culture explained 5.3% of the variation in the employee engagement in CBE. The

results and findings therefore concluded that there was significant association between corporate culture and employee engagement.

The main objective of this study was to explore the relationship between work life balance and employee engagement in CBE. The study revealed that work life balance had a positive significant predictor of employee engagement. This study emphasizes the importance of employee engagement and also identifies various aspects that have a significant effect on it. It also shows that there was a strong and significant relationship between employee engagement and work life balance. There are three factors that came out with a strong and significant path validity or t value relating with employee engagement, which are co-worker relationship, supervisor support and work place policies.

5.2 Conclusion

The findings of this study suggests, that work-life balance is one significant area an employer should give attention to when creating an environment in which the employees can become engaged. The findings of this research support the findings of previous researchers that employee wellbeing at work, positively contributes in organizational success by creating a family-friendly culture that eventually leads to employee engagement (Wildermuth & Pauken, 2008).

Further it can be concluded that effectiveness of work-life balance policies and practices must incorporate the effects of workplace culture and supervisor support of employees' efforts to balance work and family responsibilities. Therefore, work-life balance must be supported and encouraged at all levels of the organization. An organization which encourages work-life balance policies and practices will win the benefits of augmented employee engagement and also a positive outcome is dependent on a workplace culture that is supportive of using work-life initiatives.

This study elicits the key determinants of employee engagement, which can be nurtured by the managers and employers to provide a work environment that is conducive for the employees to become positively engaged. Hence this study widens the scope of identifying measures that will enhance organization factors like work-life balance policies, supportive leadership, co-worker support and family friendly corporate culture. Therefore, companies have to invest in building a

harmonious environment that will produce an environment conducive for good team and co-worker relationship, effective leadership and organizational policies that encourage work-life balance.

The model can be used by organizations to focus on key aspects that could result in both employee and employer benefits. Support and mutual respect among team members is an essential ingredient in creating and maintaining an engaged workforce. Team Co-worker connection opens doors of communication and mutual work styles helping strengthen team member relationships. Team members and co-workers play a significant role in employee engagement and want to have an active role in the process. From the above conclusion, work-life balance must be supported and encouraged at all levels of the organization by the managers and employers to provide a work environment that is conducive. **The study thus rejects the null hypothesis.**

5.3 Recommendation

The following recommendations were derived from the results, findings and conclusions of the study. Both employers and employees should exert collective efforts in identifying the ideal mix of benefits that matches employee needs, developing a supportive culture respecting individual needs/values, and the continuous evaluation and improvement of organizational work life programs, to bring in fruitful gains to individual employees as well as organizations. One of the most important aspects identified in this study is that effective teamwork and a healthy co-worker relationship are required for enhanced engagement.

Factors including, team climate, collective pride, commitment to team and team bonding play a major role in building effective high performance teams (Bhogle and Bhogle, 2011). These factors call for special attention from the employers' angle to improve the team and co-worker relationship. Therefore, it is essential for the organization to facilitate enhanced co-worker relationship and provide an ambience where collegiality would thrive. Another key HR role is therefore to pay close attention to the selection, development and performance management of line managers to ensure they maximize their potential to be engaging leaders.

The results and findings of this research suggest that the management of state corporations in Kenya need to incorporate ability of new recruits to work in a team since co- worker support is a very important factor in employee engagement. HR professionals should build a positive culture through regular communication of the organizational policies and code of conduct. This would continuously remind employees on how to relate with each other and provide a positive co-worker relationship.

5.4 Areas for Further Research

Despite the contributions made by this study, it highlights a few aspects to be considered by future researchers. Firstly, the propositions put forward in this study emphasize the importance of assessing the ability of a worker to work in a team during recruitment. The study focused on banking industry which is highly governed by policies. Subsequent studies should consider replicating this study in government organizations in order to enhance employee's engagement.

Secondly, future research may attempt to achieve more comprehensive understanding of influence of individual factors on work life balance having possible influences on the relationship between work life balance and employee engagement. Hence future researchers may concentrate on the development of a common tool of measurement for work - life balance taking individual personality factors also into consideration.

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APPENDIX

Appendix 1: Questionnaire



ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

MASTER'S OF ARTS IN HUMAN RESOURCE MANAGEMENT

Dear Respondents

I am graduating class of Human Resource Management 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 will be treated with utmost confidentiality and will not be used for any other purpose.

Part A: 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. Sex** A. Male B. Female
- 2. Age** A. 20-25 B. 26-35 C. 36-45 D. 46 and above
- 3. Marital Status** A. Single B. Married C. Divorced D. Widowed
- 4. Number of service year in CBE**
A. 0-5 B. 6-10 C. 11-20 D. 21-30 E. 31-40 F. above 41
- 5. Designation or job title**
A. Junior Officer B. Customer Service Officer C. Senior Customer Service Officer
D. Customer Service Manager (Branch Manager) E. Support (IT, Legal, maintenance, etc)
F. Team Leader /Manager/ Director G. Other
- 6. Level of education**
A. Secondary School level B. College Diploma level
C. University level (Degree) D. Post graduation level

PART C: Supervisors Support

Using the following Table, please tick your opinion on the following statements which best describe your level of supervisors’ support; Scale: (Strongly agree=5, agree=4, Neutral=3, Disagree=2, strongly Disagree=1)

	Statement	5	4	3	2	1
1	Our managers understand employee’s family responsibilities and this makes employees feel that the company cares about their welfare					
2	My immediate boss is sympathetic about my personal matters.					
3	My Supervisors seem to care about me as a person and this fosters a good employment relation.					
4	I can easily discuss personal matters with my supervisor.					
5	My supervisor talks to me about my work progress regularly.					
6	I receive adequate support from my supervisor which enables me to achieve more for the company and helps me on personal accomplishments.					
7	My supervisor motivates me to achieve more on personal and career goals.					
8	My supervisor inspires me to do the best in my job.					

PART D: Co-worker support

Using the following Table, please tick your opinion on the following statements which best describe your level of co-workers’ support; Scale: (Strongly agree=5, agree=4, Neutral=3, Disagree=2, strongly Disagree=1)

	Statement	5	4	3	2	1
1	The people in my work environment are interested in what I do and this makes me want to always accomplish more for the team success.					
2	My co-workers would cover for me if I needed to leave work to deal with an important non-work issue.					
3	My co-workers encourage my personal and career development.					
4	When I talk about my co-workers, I usually say “we” rather than “they”.					
5	My co-workers are interested in how I manage my work and family affairs.					
6	My co-workers offer support whenever they can.					
7	I feel a strong personal attachment to my peers in the work place.					
8	I am proud to work in my current team.					

PART E: Corporate culture

Using the following Table, please tick on the following statements which best describe your opinion of corporate culture in your organization; Scale :(Strongly agree=5, agree=4, Neutral=3, Disagree=2, strongly Disagree=1)

	Statement	5	4	3	2	1
1	Turning down a promotion or transfer for family related reasons will not hurt one’s career progress in this organization.					
2	Employees in this organization are not expected to put their jobs ahead of their families or personal lives to be viewed favorably by top management.					
3	Decisions made in the human resources department like transfers take into account an employee’s family/ personal situation.					
4	I would feel comfortable in asking my boss for time off if an emergency arose.					
5	Working long hours is not seen as sign of commitment in my organization.					
6	It is not difficult to get time off during work or take care of personal or family matters.					
7	To get ahead, employees are not expected to put their jobs before the family.					
8	Extra pay (over-time/call out) is supposed to be paid when you work over allotted hours.					

PART F: Employee Engagement

Using the following Table, please tick on the following statements which best describe your opinion on your engagement in your organization; Scale: (Very Much=5, Much=4, Neutral=3, Little=2, Very Little=1)

	Statement	5	4	3	2	1
1	I frequently make suggestions to improve the work of my team/department or organization.					
2	I always do more than is actually required on my job.					
3	I am proud to tell others that I am part of this organization.					
4	I am very enthusiastic about my job					
5	I feel bursting with energy at my work.					
6	I find the work that I do full of meaning and purpose.					
7	When I am working, I forget everything else around me.					
8	It is difficult to detach myself from my job.					
9	At my work, I always persevere, even when things do not go well					
10	When I get up in the morning, I really desire to go to work.					

Thank you very much for taking your time to participate in this study.

Appendix 2: Reliability Result Summary of each Dependent and Independent Variables

1. Reliability result of Corporate Culture

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.722	.721	8

2. Reliability results of Co-worker Support

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.826	.830	8

3. Reliability result of Supervisor Support

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.873	.874	8

4. Reliability result of Work-Place Policies

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.728	.693	14

5. Reliability result of Employee Engagement

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.801	.806	10