

DOES THE RELATIONSHIP OF WORK LIFE BALANCE AND EMPLOYEE JOB ENGAGEMENT EXIST IN BANKING SECTOR OF PAKISTAN?

¹ Abdul Khaliq Alvi, ² Qamar Ijaz Cheema ³ Muhammad Haneef

¹ Department of Social Sciences University of Management and Technology, Lahore
e-mail: khaliqalvi@gmail.com, Mobile: +923334287808

² UCP Business School, University of Central Punjab Lahore,
e-mail: qamar322@gmail.com, Mobile: +923336305628

³ Department of Social Sciences University of Management and Technology, Lahore
e-mail: chmhaneef@gmail.com, Mobile: +923014965126

ABSTRACT: *Current study is incorporated to evaluate the relationship of work life balance and employee job engagement. The current study is carried out on banking sector of Pakistan. This study is proposed only one hypothesis. The results of this research have validated the results of past studies about the relationship of work life balance and employee job engagement. The current study also verifies that work life balance the good antecedent of employee job engagement. Primary data are collected for doing this research. Questionnaire of this study is composed of 23 items. In future researches some other predictors like Job autonomy, self-esteem, job security and perceived supervisor support, etc. may be included.*

Keywords: Work Life Balance (WLB), Banking Sector, Pakistan, Employee job Engagement

1- INTRODUCTION

In recent times, there has been a wide focus of researchers on the term of employee engagement and researchers are paying more attention on the roles of employee engagement for organizational performance and for getting competitive edge [1]. Furthermore, previous studies have proposed that employee engagement is considered as the predictor of employee turnover intentions, work performance, financial capabilities, and customer satisfaction [2]. [3] describes the noteworthy role of employee engagement but also mention this aspect as “the missing link” that is one of the significant dimension of organizational success. Employee engagement is mentioned as a “new and emerging area” of 21st century [4]. Lot of researches on employee job engagement has been paid attention on organizational issues which are influenced on employee job engagement [5]. Work life balance is the one of the important organizational factor [5]. Current research is designed to check the relationship between work life balance and employee job engagement.

2-LITERATURE REVIEW

Employee Engagement

The educational base of the term about employee engagement depends upon the efforts of [6] on social roles. [7] defines the term “employee job engagement” on the foundation of [6] role behavior assumption. This speculation suggests that attitudes of employees are developed by the rules and regulations of other job holders [8]. Thus, attitudes of employees can be measured by study on their personal roles [8]. The expression “role” is considered from the exaggerated world [8]. [7] proposes that employees can do their duties that are not considered in their job specifications. [7] also suggests that employees are probably to fix them according to their roles. Kahn’s define employee engagement as the “harnessing of organizational members themselves to their work roles” [7]. It is proved that there is the positive and valuable relationship between employee job

engagement and intent to stay in their firms. A meta-analysis was performed on employee job engagement [9]. [9] described that there were significant links among employee job engagement and production, client contentment, worker turnover, earnings, and security proceedings. The potential of job engaged employees is to regulate and vigorously guard the benefits of the organizations can make possible organizations to attain the competitive edge on other organizations and gain the predefined goals [10]. [11] proposed that extra engaged employees pertain elastic efforts to attain the goals of their organizations.

Work-life balance

According to [12] Work-life balance (WLB) is defined as “the extent to which an individual is equally engaged in - and equally satisfied with - his or her work role and family role”. Persons with high level of work-life balance will impart task orientation, logical argument and commitment for tasks allotted to them. Workers with balanced WLB performed the proper and balanced engagement during their personal life and in organizational work [13]. [14] concluded that implementation of family- friendly arrangements can enhance organizational efficiency. These researchers also proved the optimistic relation between workers performance and rate of efficiency. And these things can create family friendly rules in the organization [14]. Lot of researches also supported the execution of WLB rules in different kinds of organizations and in the different part of the country [15, 16,17]. Work life balance is the part of organizational environment [18]. Researches on WLB have also been conducted in the education sector. [19], conducted his study on Higher Education firms HEFCE (Higher Education Funding Council for England) and UCEA (Universities and Colleges Employers Association in 2003) and described the valuable rules regarding WLB. [20], describes the relation of WLB with job pressure and burnout. [20] also confirm that turnover of employees is due

to extra working hours. These researchers suggest that disagreement among employment and family is effected or restrained through the worker’s assistance with organizational customs or by supervisors. Different researchers prove that WLB has greater impact on job fulfillment and loyalty and these can reduce the turnover of the employees [20,21, 22,23]. [24] describes the diverse viewpoint regarding the WLB. [24] illustrate the term “presenteeism” as “an overwhelming need to put in more hours or, at the very least, appear to be working very long hours”. These researchers conclude the three facts are closely related with presenteeism. (1) Managers must offer moral help and coaching to the workers of the organization. (2) Managers must be seen, their organization as like their own business. (3) For better results, it is necessary for the managers spend lots of time in their organization.

Analysis

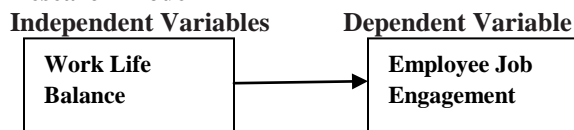
3-HYPOTHESIS

Workers with balanced WLB performed the proper and positive level of engagement during their personal life and in organizational work [17].

On the basis of above discussion current study proposes the following hypothesis.

H1: Work life balance has a positive impact on employee job engagement.

Research Model



4-DATA COLLECTION

A structured questionnaire with 23 statements was given to 423 employees of selected branches of banks randomly. In this study, 423 questionnaires are distributed. 326 questionnaires are returned back. 14 questionnaires are in completed. 312 questionnaires were fully completed and were used for further investigation. Sample size in this study is 312.

The scale used

Work life balance is calculated with the help of 5 object scales. Cronbach alpha of this scale is 0.83 [25]. Employee engagement scale was constructed by [26] during the completion of his thesis from the University of Florida. This scale is actually based on William Kahn’s concept of employee engagement. Kahn’s model of employee engagement is consisted of three pillars i.e. physical, cognitive and emotional engagement [27]. This scale is consisted of 18 statements. First six statements of this scale are representing the first type of employee engagement i.e. physical engagement. For example; “I work with intensity on my job”. Next six statements, i.e. 7 to 12 are regarding emotional engagement. For example; “I am excited about my job”. Next six statements, i.e. 13 to 18 are regarded cognitive engagement. For example; “at work I am absorbed my job”[26].

Validity of Scale

Validity of scale is tested with the help of AMOS. Factor loading of each scale is being checked with the help of its loading value. If the factor loading value is greater than 0.50 than this statement will used for further calculation otherwise statements of below values are rejected. All the statements of the scale have value greater than 0.50 except one statement of work life balance. This statement has value 0.455.

Table No1: Factor loading of the statements

EE1	1.000
EE2	1.094
EE3	1.141
EE4	1.054
EE5	.938
EE6	.999
EE7	1.000
EE8	1.348
EE9	1.444
EE10	1.353
EE11	1.427
EE12	1.403
EE13	1.000
EE14	.957
EE15	.953
EE16	.883
EE17	.909
EE18	.979
WLB1	1.000
WLB2	1.080
WLB3	.878
WLB4	1.035
WLB5	.455

This statement is not included in the final analysis. All other statements will be used in further tests.

4-DATA COLLECTION

A structured questionnaire with 23 statements was given to 423 employees of selected branches of banks randomly. In this study, 423 questionnaires are distributed. 326 questionnaires are returned back. 14 questionnaires are completed. 312 questionnaires were fully completed and were used for further investigation. The sample size in this study is 312.

Reliability of Data

Reliability of data is checked with the assist the value of Cronbach alpha. SPSS 17 is used to that test. For reliability of data cronbach alpha must be > 0.50 [28]. Cronbach alpha is 60.1. This value is greater than 0.50. This demonstrates that data is more reliable. We shall apply further tests.

5-RESULTS AND DISCUSSION

Correlation Analysis

Table No 2 indicates that work life balance and employee job engagements are correlated positively. The value of the coefficient of correlation is 0.452. This indicates that both variables are correlated with one another.

Table No2

	EmployEng	Work Life Balance
EmployEng	1	.452**
Work Life Balance		1

** Correlation is significant at the 0.01 level,

* Correlation is significant at the 0.05 level

Regression Test

Table No.3 shows the relationship of work life balance and employee job engagement.

The value of R Square explains the level of effect of the independent variable on the dependent variable. This value is a good one and in acceptable range when it is > 25%. In the current study this value is 30.5. Value of p describes the genuine level of relationship. This value is acceptable range if p is less than 0.01, 0.05, or 0.10. If this value falls in this range then hypothesis is accepted otherwise it is rejected

Table No3

	B	T	p'
(Constant)	2.211	2.211	
Work Life Balance	0.327	.327	0.000
R Square	0.305	.	
F	79.763		0.000
Durbin-Watson	1.677		

Dependent Variable: Employee job Engagement

***Significant at the 0.01 level.

**Significant at the 0.05 level.

* Significant at the 0.10 level.

The value of F explains the degree of relationship between dependent and independent variable. If the value of F is greater than 25 percent then we say that there exist greater among variables. In the current study value of F is 79.763. This value is a good one. At last, value of β shows the level of effect of the independent variable on the dependent variable. The value of β for this relationship is 0.327. And value of p is 0.000 and this value is < 0.01. This implies that work life balance have a noteworthy effect on employee job engagement. Work life balance may cause 32.7 % change in employee job engagement.

6-CONCLUSION

Findings of this research clarifies that work life balance has played vital position in applying concept employee job engagement in banking sector of Pakistan. For enhancing the role of employee job engagement, banking sector of Pakistan must apply the concept of work life balance. Employees who are living a balance life in their house and in working lives can perform better duties in banking sector. Due to applying this concept, dedicated and devoted workers might be generated in the banking sector. In future researches, the effect of other HRM practices will be

checked on employee engagement. This can foster the growth of the banking sector in Pakistan

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