

**Relationships between Perception of Organizational Culture, Work Life Balance and  
Employee Engagement**

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### Declaration

I Franka Fausta Abonyo do hereby declare that this dissertation is my original research work. I also declare that this work has never been submitted for any other degree or professional qualification.

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Date: 16/01/2023 .....

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### Approval

This dissertation has been approved for submission in partial fulfillment for the award of Master of Organizational Psychology of Makerere University.

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## **Dedication**

I would like to dedicate this dissertation to my parents, brothers, and sisters.

## **Acknowledgments**

I am very grateful to the Almighty God for giving me this opportunity to reach this far. Great is Thy faithfulness to me-all I have needed your hand has provided, morning by morning, and indeed my cup overflows. To God be the glory.

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May the good Lord we serve reward you all abundantly!

## Table of Contents

Declaration .....	i
Approval .....	ii
Dedication .....	iii
Acknowledgments .....	iv
List of Figures .....	viii
List of Tables .....	ix
Abstract .....	x
Chapter One .....	1
Introduction .....	1
Background .....	1
Problem Statement .....	3
Purpose .....	4
Objectives .....	4
Scope .....	4
<i>Geographical Scope</i> .....	4
<i>Conceptual Scope</i> .....	5
Significance .....	5
Conceptual Framework .....	7
Chapter Two .....	8
Literature Review .....	8
Introduction .....	8
Theoretical Framework .....	8
Perception of Organizational Culture (POC) .....	9
Work Life Balance (WLB) .....	9
Employee Engagement (EE) .....	10
Perception of Organizational Culture and Work Life Balance .....	10
Work Life Balance and Employee Engagement .....	13

Perception of Organizational Culture and Employee Engagement.....	16
Mediational effect of work life balance on the relationship between Perception of Organizational Culture and Employee Engagement.....	19
Hypothesis .....	20
Conclusions.....	21
Chapter Three.....	22
Methodology.....	22
Introduction.....	22
Design .....	22
Population .....	22
Sample size .....	23
Sampling Technique .....	24
Data Collection Procedure .....	25
Instruments.....	25
Measures .....	26
Ethical Considerations .....	27
Quality Control .....	27
Data Management .....	28
Chapter Four .....	29
Data Analysis and Research Findings.....	29
Introduction.....	29
<i>Respondent Characteristics</i> .....	30
Hypotheses Testing.....	32
Chapter Five.....	37
Discussions, Conclusion and Recommendations.....	37
Introduction.....	37
Relationships between Perception of Organizational Culture and Work Life Balance .....	37
Relationship between Work Life Balance and Employee Engagement.....	39
Relationship between Perception of Organizational Culture and Employee Engagement. ....	41

Work Life Balance as a mediator on the relationship between Perception of Organizational Culture and Employee Engagement .....	42
Conclusions.....	42
Recommendations.....	43
Suggestions for further research .....	44
References.....	45
Appendix I: Questionnaire.....	60



## List of Figures

Figure 1: The conceptual framework indicates the relationships between Perception of Organizational Culture, Work Life Balance and Employee Engagement .....	7
Figure 2: Model showing mediation effects .....	36

### **List of Tables**

Table 1 : The Number of Employee Respondents from each Organization .....	24
Table 2: Response Rate.....	25
Table 3: Reliability Analysis .....	28
Table 4: Respondent Characteristics.....	31
Table 5: Descriptive Statistics and Correlations among study Variables .....	33
Table 6: Predictors of Work Life Balance, Employee Engagement and the Mediation Effect ....	35

## **Abstract**

The study investigated the relationships between Perception of Organizational Culture (POC) and Work Life Balance (WLB), Employee Engagement (EE), and the interactive effects of Work Life Balance on that relationship. The study took place in two International Non-Governmental Organizations which were Danish Refugee Council (DRC) and Fin Church Aid (FCA) in Uganda. The objectives of the study were to examine the relationship between Perception of Organizational Culture and Work Life Balance; to examine the relationship between Work Life Balance and Employee Engagement; to examine the relationship between Perception of Organizational Culture and Employee Engagement and to examine the mediational effects of Work Life Balance on the relationship between Perception of Organizational Culture and Employee engagement. A cross-sectional Correlational research design was used and a sample of 231 employees were selected using Stratified sampling technique. Findings from Pearson's correlation analysis revealed that that Perception of Organizational Culture is negatively and significantly related to work life balance, Work Life Balance is positively and significantly related to employee engagement and that Perception of Organizational Culture was negatively and significantly related to Employee Engagement. The findings also revealed that work life balance mediates the relationship between Perception of Organizational Culture and Employee Engagement, whereby the effect of Perception of Organizational Culture on employee engagement reduces when controlling for the effects of work life balance, hence confirming that mediation occurred.

In conclusion therefore, Organizations should encourage employees to uphold and cherish organizational values, beliefs and practices and they should continuously invest in employee engagement since engagement is a long term and ongoing initiative.

## **Chapter One**

### **Introduction**

#### **Background**

Many employers still find a challenge in engaging their employees fully in the workings of the organizations they run. Harris Interactive, a market research firm, in a recent employee engagement survey covering 23,000 employees in the United States, found out that only 37% of them were fully engaged by their organizations and out of the 23,000 employees, only 37% understood their employers' values, beliefs and norms and their role in achieving what the organization requires them to do to help their organizations reach their targets Nakaye (2017). As a result, you find many employees in organizations in a state you would call ROAD (Retired On Active Duty), Nakaye (2017). This not only compromises the ability of employees to perform, but also makes them disinterested in what is going on at their workplaces.

Most organizations today do agree that engaged employees are those willing to go an extra mile to have a very strong effect on the success of an organization, since employee engagement is pivotal to successful organizational performance, where engaged employees are the backbone of good working environments, where people are industrious, ethical and accountable' (Levinson, 2007; Cleland et al., 2008).The relationship between work-life balance practices and employee engagement can be explained using the social exchange theory (Blau, 1964). 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, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002).

Perception of Organizational Culture has an influence in shaping the attitudes, values, motivation, performance and engagement of employees (Lather, Puskas, Kumar orii & Gupta 2010). Employee engagement levels are affected by the culture of the organization (Collings & Mellahi, 2009). For example, Muhairwe (2009) argued that National Water and Sewerage Corporation (NWSC) had the greatest challenge that required the change of the culture that existed which was making levels of employee engagement at NWSC from the senior managers to the lowest ranks low. Therefore, Culture is an important aspect in ensuring employee engagement because it is the glue that holds the organization together (Kagaari, Munene & Ntayi, 2010). In addition, according to de Chernatony and Cottam (2008), the organization's culture is a powerful driver of employee behavior.

Work-Life Balance is a harmonious or satisfying arrangement between an individual's work obligations and his/her personal life (Amarakoon & Wickramasinghe, 2010). A study on employee engagement on Sri Lankan employees by (Amarakoon and Wickramasinghe 2010) found that work-life balance has a positive influence on employee engagement. They argue that a proper balance between work and life demands is an antecedent for employee engagement since work-life factors such as caring about employees, placing employees' interests first and flexibility are predictors of employee engagement.

Work is an integral part of one's professional identity but balancing it with the non-work activities can be difficult. The maintenance of balance between one's work and varied facets of life has become a source of growing public concern in recent years, as more employees recognize the need for what is now commonly known as "work-life balance." The discourse on work-life balance (WLB) commenced in the 1990s (Lewis et al., 2007), and since then, it has witnessed profound changes in terms of social, demographic and workplace advancements. These

advancements have been made in response to profound changes in the labor market, modification of gender roles, more contribution of women in the labor force, augmented prevalence of dual-earner couples, single parents in the workforce, longer working hours, communication technology obscuring the lines between work and non-work, and increasing desire for the quality of life (Karkoulian et al., 2016; Rashmi and Kataria, 2021; Shabir and Gani, 2020). With all these changes co-occurring simultaneously, the responsibilities of individuals toward their work and personal life have increased manifold resulting in an upsurge in work– life “imbalance.” Consequently, for individuals in modern society, the notion of WLB has become an important issue (Akanji et al., 2020; Le et al., 2020). They are now more concerned about balancing paid work with family and personal responsibilities to attain a holistic sense of well-being, such as family satisfaction, psychological health and overall life satisfaction (Le et al., 2020). Nevertheless, empirical studies available are mostly concentrated on the developed countries only with a dearth of the same studies in developing countries like Uganda hence, the need for this study on the relationship between Perception of Organizational Culture, work life balance and employee engagement.

### **Problem Statement**

Evidence suggests that employees tend to have low levels of engagement, Organizations that fail to engage employees tend to suffer increased absenteeism, low morale, negative attitudes, conflicts, and lack of cooperation among the staff most especially when the nature and culture of the organization does not facilitate the process of helping employees find their jobs meaningful (Heslina, & Syahrini, 2021). More so, when the culture of an organization disregards work life balance which is the most important domain of life for most adults (Carlier, Llrente & Grau, 2012), whereby on the other hand, disengaged employees disengage from work tasks and withdraw consciously and emotionally (Heslina & Syahrini, 2021). Additionally, work life balance is one

of the major catalysts that increases the level of employee engagement whereby unless employers devote to helping their staff achieve some level of work-life balance, employee engagement will still be low (Convergence International, 2008).

### **Purpose**

The purpose of the study was to examine the relationships between Perception of Organizational Culture, Work Life Balance, and Employee Engagement.

### **Objectives**

The study was guided by the following objectives.

1. To examine the relationship between Perception of Organizational Culture and Work Life Balance.
2. To examine the relationship between Work Life Balance and Employee Engagement.
3. To examine the relationship between Perception of Organizational Culture and Employee Engagement.
4. To examine the mediational effects of Work Life Balance on the relationship between Perception of Organizational Culture and Employee Engagement.

### **Scope**

#### ***Geographical Scope***

This study on the relationship between Perceived Organizational Culture, Work Life Balance and Employee Engagement was conducted in Danish Refugee Council (DRC) and Fin Church Aid (FCA), International Non-Government Organizations in Uganda focusing on only national staff from only five locations from DRC starting with the Country Office in Kampala Muyenga as well as field offices in, Kyaka II Refugee settlement, Moroto, Arua, Agago. From FCA only five locations: Kampala, Arua, Adjumani, Kiryandongo and Fort portal, were focused

on out of the various operational locations since it would be very difficult for the researcher to cover all the locations.

### ***Conceptual Scope***

The study focused on the following concepts:

Perception of Organizational Culture were shared beliefs, norms and values within the organization that helps to shape the behavior patterns of employees (Kotter & Heskett, 1992). The norms of behavior are common ways of acting and shared values are important concerns shared by most people in an organization, Kotler (2001). These shared beliefs become basic assumptions and core values developed by an organization over time (Greene, 1995).

Work life balance in this study was defined as a condition where individuals commit to work and family and are responsible for non-work-related activities. Based on that understanding, it can be concluded that work-life balance is a condition in which a person can set priorities and commit to work and family and feel satisfaction in these roles Ninaus et al. (2021); Albrecht., (2020).

Employee engagement in this study was defined as a positive work-related psychological state (reflected in words like vigor, dedication and absorption) and that engagement is also a motivational state reflected in a genuine willingness to invest focused effort toward organizational goal and success Albrecht (2010); Albrecht.,(2020).

### **Significance**

The study may benefit various stake holders such as managers, academicians and researchers in different ways as follows

Managers and Human Resource practitioners may use the findings and recommendations of this study to formulate employee engagement practices for competitive advantage in their



organizations. It may also educate them on the pros and cons of using the various means of achieving employee engagement.

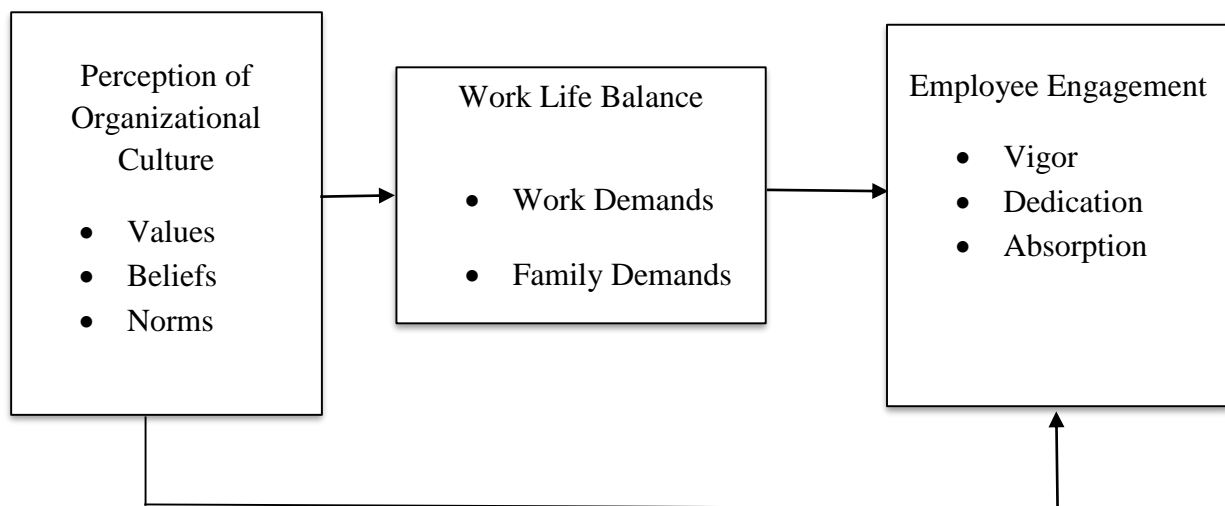
Students in the fields of economics, Human Resource, research methods, management, and development studies may find this research study useful most especially to those with research interests in employee engagement by serving as a point of reference. In addition, future researchers will be able to formulate further studies based on the recommendations of this study. The findings may contribute towards the general local knowledge as well as serve as a starting point for future research and criticism.

Policy makers like the human resource managers of the various organizations may use the findings and recommendations of this study in formulating policies on human resource. The findings may come in close in their advisory opinions and management regulations to businesses. It may also help in reducing the malicious number of human resource disputes as well as offer a guideline on the maintenance of a proper working condition.

To the public for instance the entrepreneurs, the study may assist them in understanding the contribution of perceived organizational culture, work life balance and employee engagement. It may help them in understanding some of the key terms used in managing businesses.

## Conceptual Framework

The study was guided by the conceptual framework below



*Figure 1: The conceptual framework indicates the relationships between Perception of Organizational Culture, Work Life Balance and Employee Engagement*

In the conceptual framework above Perception of Organizational Culture directly relates to Employee Engagement as well as Work Life Balance. In addition, Perception of Organizational Culture relates to Employee Engagement through the mediation effect of Work Life Balance whereby when employees in the organization understand their organizational culture that is to say

values, beliefs and norms and there is always a balance between work and family life, then the Organization will be able to attain Employee Engagement shown through vigor, dedication and absorption

## **Chapter Two**

### **Literature Review**

#### **Introduction**

This chapter consists of other scholar's views about Perception of Organizational Culture, Work Life Balance, and Employee Engagement. It lays out the theoretical framework, literature objective by objective as well as gaps identified, and lessons learned.

#### **Theoretical Framework**

The study adopted the Social Exchange Theory that provides a theoretical foundation to explain why employees choose to become more or less engaged in their work and organization. In terms of Kahn's (1990) definition of engagement, employees feel obliged to bring themselves more deeply into their role performances as repayment for the resources they receive from their organization. When the organization fails to provide these resources, individuals are more likely to withdraw and disengage themselves from their roles. Thus, the amount of cognitive, emotional, and physical resources that an individual is prepared to devote in the performance of their work role maybe contingent on the economic and socio-emotional resources received from the organization.

The social exchange theory can be applied to work-life balance, when employees feel that the organization as well as the culture encourages them to balance their work and family demands, they probably feel cared for and supported by their organizations. Following the norm of reciprocity, it can be said that employees feel obligated to reciprocate by showing more favorable

attitudes and behaviors at work in so doing employees get more engaged. These employees respond with increased positive feelings regarding their job and the organization (Aryee, Srinivas, & Tan, 2005). Similarly, when employees are provided with particular resources by their organizations, they respond with a certain degree of Employee Engagement (Saks, 2006)

### **Perception of Organizational Culture (POC)**

According to Cameron and Quinn (1990) Organizational Culture was not until the beginning of the 1980s that organizational scholars began paying serious attention to the concept of culture. The reason organizational culture was ignored as an important factor in accounting for organizational performance is that it refers to the taken for granted values, underlying assumptions, expectations, collective memories, and definitions present in an organization. It represents “how things are around here.” It reflects the prevailing ideology that people carry inside their heads. It conveys a sense of identity to employees, provides unwritten and often unspoken guidelines for how to get along in the organization, and enhances the stability of the social system that they experience, and circumstances also keep changing and that what was functional in one period can become dysfunctional in another (Triandis, 1994).

### **Work Life Balance (WLB)**

Work-life balance became important as a research area when the workplace dynamics started to change due to the economic uncertainty which resulted in a fight for survival in the organization. Work-life balance involves how much control one feels over the number of hours put in to work in comparison to the number of hours one makes available beyond the boundaries of work. Reiter (2007) noted that most definitions of work-life balance are situational where the idea of work-life balance is subjective. The balance between work and life activities and how it is achieved changes from one individual to another as it depends on when one feels satisfied both

with job and personal life. Thus, supporting the absolutist approach to defining work life balance, the individual gives equal amount of time in every domain. It is the ability of the individual regardless of age or gender, to find a balance that enables them to combine the responsibilities at work and non-work domains in line with the aspirations attached to these domains (Reiter, 2007).

### **Employee Engagement (EE)**

Employee engagement has been conceptualized in different ways, for example, according to Men (2015), it is the positive attitude held by the employees toward the organization and its values. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organization (Ologbo & Sofian, 2013). According to Men (2015), engagement is characterized by energy, absorption, involvement, efficacy, vigor, dedication, enthusiasm and a positive state which are described as catalysts for employee performance. According to Shantz, Alfes, Truss, & Soane, (2013), engaged employees have a positive attitude and have work-related state of mind characterized by vigor, dedication, and absorption and these make the employees psychologically present at work, which minimizes their possibility to do work related mistakes and errors.

### **Perception of Organizational Culture and Work Life Balance**

Perceived Organizational culture and Work-Life Balance stems from the idea that organizational cultures can constrain or assist employees' work-life balance (Callan 2007; Kirchmeyer 2000; Lewis 1997). Present workplace arrangements are sustaining patterns of long working hours (e.g. Kodz et al 1998; Paton 2001) and creating organizational cultures that value and support overwork as the symbol of modern-day success (e.g. Bunting 2005; Gambles et al 2006; McDowell 2004; Sennett 1998). It is argued that these kinds of arrangements create work intensification (Brannen 2005), opposing a settled accommodation (Brannen 2005) or balance

between work and life activities. In this state of imbalance stress and pressure proliferate, which is corrosive not only to employee well-being, but also to that of their families and communities (Hochschild 2000, 2005; Sennett 1998; Voydanoff 2005).

Fombrun, (1983), defines Perceived Organizational Culture as, the emergent patterns of beliefs, behaviors and interaction that uniquely characterize the organization as it operates within an industrial and a social context which is about the beliefs, norms and values that drive an organization (Sorensen, 2002; Keller & Richey, 2006). The Perceived Organizational Culture of an organization acts as the overarching principle that aligns the vision and mission of the organization with the activities of the company (Fombrun, 1983; Keller et.al, 2006; Sorensen, 2002). Work-life balance in its broadest sense is defined as a satisfactory level of involvement or fit between the multiple roles in a person's life (Hudson, 2005; Jenkins, 2008). In essence Work Life Balance (WLB) is about helping one balance their responsibilities to work and to their lives (Chandra, 2012; Daipuria and Kakar, 2013; Gayathiri&Ramakrishnan, 2013; Foster, et.al, 2014). In this case life refers to their family and personal commitments (Chandra, 2012). This means that people should have some control over how, when and where they work (Chandra, 2012; Daipuria, et.al, 2013; Gayathiri, et.al, 2012).

The culture of an organization can have many positive or negative effects including employee morale, commitment, productivity, physical health, and emotional wellbeing, as well as the leadership style of supervisors (Cameron & Quinn, 2006). Based on the leadership style, determined by culture, employees will either feel comfortable having a strong work-life balance, or employees will not have a balance because of pressures from leadership. Supervisors will provide different types and levels of support which give employees an idea of whether or not they are able to take and use the benefits available to them. Each organization has their own benefits

and policies for employees, which can describe the overall organizational culture. Some example policies are maternity leave, vacation and sick days, as well as flex hours, and telecommuting. Culture starts to affect an organization and the employees based on the overall goals, values, and leadership style of supervisors and managers. Supervisors who provide emotional support, instrumental support, role modeling behaviors, and creative worklife management will have employees who feel more comfortable using the benefits available to them (Hammer, Kossek, Yragui, Bodner, & Hanson, 2009).

In a study conducted by Allen (2001), results demonstrated that managerial support affects whether employees will take advantage of the benefits offered to them. When benefits are offered to employees, they are generally for creating a stronger work-life balance.

Research shows that 60% of Americans report stress to be caused by work, when people are stressed because of work, family well-being is also affected (Kaplan, DeShon, & Tetrick, 2017). Work stress is prevented through policies and supervisor support (Lapierre et al., 2008). Supervisor support determines whether employees take advantage of policies available to them (Allen, 2001). By having family-supportive policies in place, a stronger work-life balance is more likely, as employees generally are spending more time at home with their families (Lapierre et al., 2008). By contrast however, employees must feel comfortable in using these family-supportive policies which is determined then by the culture in the Organization. Creating Perception of Organizational Cultures that support flexible working and other work-life balance strategies, organizations could reduce employee stress and enhance well-being by facilitating work-life balance Blair (1998). At the same time this kind of organizational culture could improve employee engagement creating the discourse of the so-called win-win solutions (to work-life balance) tailored to individual needs whereby both work-demands and family demands can be optimally

addressed (Brannen 2005): Many forward-thinking employers are already reaping the benefits of work-life balance for themselves. More employers need to develop working practices that will reward their business and their employees.

Perception of Organizational Culture is seen as an effective tool in the success of work-life balance from several perspectives, the political perspective of work-life balance and the notion of win-win (Brannen 2005) or mutual gains (Tailby et al., 2005), that is, successful outcomes for the employee and employer in the workplace through a cultural change to support work-life balance, is not achievable. Callan (2007), Coyle (2005), Lewis (2001), McBride (2003) and Tailby et al., (2005) qualitative studies have all illustrated that organizational cultures hold a bias toward achieving organizational productivity, and that this is mutually exclusive rather than inclusive to employee's work-life balance and well-being. (Lewis, 1997; Lewis, 2001; Haas and Hwang, 1995).

Research has shown a correlation between Perception of Organizational Culture and Work Life Balance. This relationship is especially relevant to managers and organizations as they labor to increase the engagement of their employees. Nevertheless, the literature review suggests that the relationship between Perception of Organizational Culture and Work life balance is plausible. This is because the provision of Work Life Balance depends on whether or not the organization see's the merits in offering work life balance in their organizations and this is influenced by the organizational culture. However, some scholars argue that due to the different work arrangements, it brings about the Work Life Imbalance (WLI)

### **Work Life Balance and Employee Engagement**

Employee engagement as a concept in its own right: is a positive, fulfilling, work related state of mind that is characterized by vigor, dedication, and absorption whereby vigor refers to



high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties; dedication refers to being strongly involved in one's work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge; and absorption refers to being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work (Schaufeli et al.,(2002);Ramachandran, et al. (2022,) ; Onyeka.,(2022); Sihag., (2021).

Albrecht, (2020) describes a theory regarding the relationship with involvement that occurs closely physically, cognitively, and emotionally between a person and their role in a job, which is then referred to as employee engagement. Employee engagement is an employee's positive attitude and is accompanied by motivation both cognitively and appreciatively, confidence in his abilities, and a feeling of happiness while working. Employee engagement is an employee's enthusiasm for work when employees direct their energy align with strategic priorities. This enthusiasm is formed because employees feel engaged (dynamic behavior engaged). Behavior has Engaging has a positive impact on the organization, namely increasing revenue. The indicators for measuring employee engagement, according to Albrecht, (2020), consist of word recognition, empowerment, supportive feedback, partnership, attention, and trust.

Employee 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 employee engagement. However, there has been some research on the relationship between work-life balance and employees' well-being and quality of life (Greenhaus, Collins, & Shaw.,(2003).

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 fulfil (Marks &MacDermid, 1996). One explanation of this could be that these employees fulfil 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 et al., 2011).

Prior studies have also examined the relationship between Work-Life Balance practices, which are related to Work-Life Balance, and Employee Engagement. The relationship between work-life balance practices and employee engagement can be explained using the social exchange theory (Blau, 1964). This theory states that when the perceived organizational culture of the organizations viewed by employees in terms of care and opportunities for their employees, these employees will show certain attitudes and behaviors. In most case when employees receive favorable treatment they reciprocate, which in turn leads to beneficial outcomes for both organization and employees at large (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002).

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, Srinivas, & Tan, 2005).

Similarly, when employees are provided with particular resources by their employer, they respond with a certain degree of engagement (Saks, 2006). Supportive work-life policies and perceived flexibility are positively related to employee engagement (Richman, Civian, Shannon, Hill, and Brennan (2008). In addition, a study by Sonnentag (2003) has suggested that recovery, which can be seen as a part of work-life balance, can contribute to employee 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, 2003).

According to research work-life balance has a positive influence on employee engagement though the relationship between them is rather rare and only a few authors specifically studied a potential relationship among the variables. However, some other authors assumed that work engagement negatively influences work-life balance as some people can become too engaged. This implies that those employees, who are so engaged, take work home, which distorts their work-life balance.

### **Perception of Organizational Culture and Employee Engagement**

Companies that build a culture of mutual respect by maintaining a successful life story will not only keep their employees engaged but also those newcomer employees can transmit a moral culture of work. Employee engagement also makes employees willing to develop the organization, improve work performance to achieve the targets set by the organization so that they can face global competition (Little and Little, 2006). The results of research presented by Namrita and Yoginder (2017) about the relationship between organizational culture and employee engagement, studied in the Himachal Pradesh hospitality industry, show that there is a relationship between organizational culture and the dimensions contained in employee engagement. Employee performance is influenced by enthusiasm (dedication), dedication (dedication), enthusiasm (enthusiasm) at work, where the presence of these factors makes employees more involved with their work.

Other research conducted by Akbar (2013) on the impact of organizational culture on employee engagement (Study of PT. Primatexco Indonesia Employees in Batang) shows that there is a significant influence between organizational culture on employee engagement, with an effective contribution of organizational culture variables of 2.6 %. These studies indicate that the stronger the organizational culture, the higher the level of employee engagement among employees (Akbar, 2013). This is consistent with the opinion of Denison (2010) which stated that employee engagement is the result of a well-formed organizational culture. Thus, organizational culture is an important factor that can increase employee engagement. Saks (2006) stated that job characteristics, rewards, recognition, supervisor support, distributive and procedural justice are the factors that influence employee engagement. Based on that statement, it can be known that one of the impacts of the factor of employee engagement is Perceived Organizational Culture.

The theoretical background of employee engagement is as discussed by Shaukat and Asadullah (2014). According to Shaukat and Asadullah, the Social Exchange Theory (SET) provides theoretical foundation of engagement of employees. According to SET, when employees are given Perceived Organizational Culture in form of values by empowerment and training, the employees feel sense of consideration and they repay the organization by showing engaged behavior. This engaged behavior of employees motivates them to perform more than their duties and results into the employees performance being increased and more talented people attracted to the organization while disengaged employees are a liability to an organization Ramachandran., Deepa, & Vallabi (2022)

Van den Berg and Wilderom (2004) also stated that organizational culture can better be defined by organizational practices such as recruitment, selection, training and development. These practices form the glue that holds the organization together which can be referred to as

organizational culture and stimulate employees to engage to the organization. Van den Berg and Wilderom (2004) further argued that although values are typically not directly visible for employees, it is assumed that organizational values are expressed, in part, in organizational practices.

According to Jung et al. (2009), Perception of Organizational Culture is widely considered to be one of the most significant factors in bringing about organizational change. This change can in turn influence employee engagement. Performance of organizations is dependent on the extent to which employee values are aligned to company strategy. Further in this regard, Lather et al. (2010) argue that organizational culture creates both stability and adaptability for organizations. Organizational culture also fosters adaptability by availing a clear set of principles to follow when designing strategies for example performance management that is aimed at creating employee engagement to cope with new circumstances. Ramlall (2008) and Peters and Waterman (1982) cited in Kagaari, Munene, Ntayi, (2010) state that organizational culture has a positive effect on firm performance and that organizational culture is a key variable in achieving high level of engaged employees. In essence, it is possible to have engaged employees since organization's culture is a powerful driver of employee behavior.

According to Wellins et al. (2009), people are more likely to be engaged if their jobs and the culture of the organization match both their abilities and skills, and their motivation and values. People also want to be recognized and rewarded for their contributions. Rewards and recognition come in many forms, including competitive compensation packages, a healthy Work Life Balance, among others. But perhaps more important is the heightened sense of what employees feel when their leaders take just a few minutes to let them know that they are doing a great job and that their contributions are valued and appreciated (Wellins et al., 2009). In addition, Denison (2010) 's

study unearthed the fact that certain cultural attributes can make people satisfied and committed and more so simultaneously make them increasingly engaged. An organization 's cultural attributes measured in terms of what is expected of members is likely to drive employee engagement.

According to Tricia (2007), as cited in Kakongoro (2008), Perception of organizational culture ought to implant among other things employees' participation. The degree at which employees see themselves as participating in the decision-making process of an organization, directly influences their work and work mates, then, they adhere more to their roles and are finally engaged. Employees therefore need to always be given roles that are defined clearly in order to achieve organizational goals and the organizations need to look closely into supervisory and job-related climates if their employees are to be fully engaged. The job-related climate brings in a situation which indicates how a worker carries out specified duties and responsibilities. Primary findings have revealed that there is a relationship between organizational culture and employee engagement.

### **Mediational effect of work life balance on the relationship between Perception of Organizational Culture and Employee Engagement**

The current study assumes that work-life balance is positively related to Employee Engagement and in turn that employee engagement is positively related to participation in employee development activities. This implies that work life balance mediates the relationship between Perception of Organizational culture and employee engagement. A theoretical explanation for the mediating role of work engagement can be provided by the Job-Demands Resources (JD-R) model (Demerouti et al., 2001). The JD-R model assumes that job characteristics affect employees' work attitudes (Bakker & Demerouti, 2007). These job characteristics can be

classified as either job demands or job resources. Job resources comprise organizational, social, psychological, and physical components of the job that contribute to the achievement of job requirements and encourage development, learning, and personal growth (Bakker & Demerouti, 2007; de Jonge, Demerouti, & Dormann, 2014).

The motivational process underlies the JD-R model; it assumes that job resources have motivational potential, which in turn result in high work engagement and improved organizational performance (de Jonge et al., 2014). This means that resources such as social support contribute to work engagement. Investments in work-life balance policies and practices can be seen as a form of social support from organizations. Previous research has revealed that the investment of work-life balance policies and practices leads to improved engagement (Richman et al., 2008).

Furthermore, engaged employees are more willing to gain new information and are more productive and more motivated to show extra effort (Bakker, 2011). Therefore, work engagement can be beneficial for both individual employees and organizations since it affects how employees fulfil their tasks and do their work (Demerouti & Cropanzano, 2010). In addition to influencing employees' performance, work engagement may also influence other performance indicators such as active learning behavior (Bakker et al., 2011).

## **Hypothesis**

The study was guided by the following hypotheses;

1. There was a significant relationship between Perception of Organizational Culture and Work Life Balance.
2. Work Life Balance and Employee Engagement were significantly related
3. Perception of Organizational Culture significantly influences Employee Engagement.

4. Work Life Balance mediates on the relationship between Perception of Organizational Culture and Employee Engagement.

### **Conclusions**

In conclusion therefore, related to efforts to increase employee engagement behavior through Perception of Organizational Culture, the management of DRC and FCA needs to strengthen the existing organizational culture by looking at aspects of the organizational culture itself such as increasing employee involvement to maintain company stability and company competitiveness in the global competition. By creating a stronger work environment, employees will feel more comfortable with taking time off for personal needs and taking advantage of policies and benefits available to them. Overall, work-life balance is extremely important to one's overall health, and this can be influenced by the organizational culture.



## Chapter Three

### Methodology

#### Introduction

In this chapter, the researcher describes the methods employed in carrying out the study. They included the research design, area of the study, sampling strategy, instrument, administration, and data management.

#### Design

Correlational research design was used to find the relationship between Perception of Organizational Culture, Work Life Balance and Employee Engagement. This study design helped the researcher in collecting differing opinions about the variables from a number of people/participants with varied characteristics and demographics at a given time (Babbie & Mouton, 2007; Welman et al., 2005).

#### Population

The target population of this study were national staff at Danish Refugee Council (DRC) and national staff at Fin Church Aid (FCA), International Non-Government Organizations in Uganda with common donors and partners like UNICEF, UHNCR, DANIDA and they both operate in refugee hosting districts like West Nile, Northern and Southwestern Uganda and carries out development work with local communities in Northern and Southern Uganda as per March 2018 payroll the total number of national staff at Danish Refugee Council out of eleven locations, the researcher focused on only five locations; Country Office in Kampala Muyenga as well as the field offices in, Kyaka II settlement, Moroto Arua and Agago will be 175. Fin Church Aid operates in many locations, but the researcher focused on only National staff from only five locations out of the many and the population will be 85 focusing on the locations, Fort portal, Adjumani, Arua,

Kiryandongo and Kampala because it would have been quite challenging for the researcher to study all the various locations since they are many.

### **Sample size**

To minimize sampling errors, the researcher used Krejcie & Morgan, (1970) tables to determine the sample size basing on the target population. The researcher focused on only five locations out of the many and the population was 175 and sample size was 157, drawn from Country Office in Kampala Muyenga as well as the field Offices of Kyaka II, Arua, Agago and Moroto from DRC. From FCA, the researcher focused on only five locations, the population was 85 and the sample size was 83 drawn from Arua, Adjumani, Kampala, Kiryandongo and Fort portal making a total sample size of 240 respondents and 231 were returned back to the researcher. The details are shown in the table below;

**Table 1***The Number of Employee Respondents from each Organization*

<b>Organisation (DRC &amp; FCA)</b>	<b>Population</b>	<b>Sample</b>
<b>DRC</b>		
Kyaka II	55	48
Kampala	40	36
Arua	50	44
Agago	20	19
Moroto	10	10
Sub Total	175	157
<b>FCA</b>		
Arua	35	32
Adjumani	10	10
Kampala	15	14
Kiryandongo	10	12
Fort portal	15	15
Sub Total	85	83
Total	260	240

**Sampling Technique**

Since the research design for the study was a cross sectional correlational design, the researcher used stratified random sampling technique in this study because it ensured that each subgroup within the population received proper representation within the sample. In total, I distributed 157 questionnaires to Danish Refugee Council Staff in the selected locations and received back 153. For Fin Church Aid, I gave out 83 questionnaires and received back 78, in total I received back 231 questionnaires. The overall response rate was 96.25%

**Table 2***Response Rate*

<b>Organisation (DRC &amp; FCA)</b>	<b>Expected Sample</b>	<b>Returned Questionnaires</b>	<b>Response Rate (%)</b>	<b>Non-response rate (%)</b>
<b>DRC</b>				
Kyaka II	48	47	98	2
Kampala	36	36	100	0
Arua	44	42	95	5
Agago	19	18	95	5
Moroto	10	10	100	0
<b>FCA</b>				
Arua	32	30	94	6
Adjumani	10	10	100	0
Kampala	14	13	93	7
Kiryandongo	12	11	92	8
Fort portal	15	14	93	7

**Data Collection Procedure**

The researcher used a questionnaire to obtain information or data for the study. This facilitated the researcher to capture various views about Perception of Organizational culture, work life balance and employee engagement at Danish Refugee Council as well as Fin Church Aid.

**Instruments**

All data was collected through self-administered self-report questionnaires. This was a pencil and paper method whereby paper questionnaires were distributed to participants to fill in and received back by the researcher. The questionnaire guide then helped the researcher to identify the Perception of Culture, Work Life Balance, and Employee Engagement among DRC and FCA staff.

Questions on Perceived Organizational Culture was measured on a Likert scale of 1 to 5 ranging from I strongly Agree, Agree, Neutral, Disagree and strongly disagree. Work life Balance on a Truth scale of 1 to 5 ranging from I strongly Agree, Agree, Neutral, Disagree and strongly disagree. Employee engagement will be measured on a seven-point Comparison Scale ranging from never (1) to always (7).

## **Measures**

Section A Contained Bio-data information of the respondent things to do with sex/gender, age, educational level, among others. Section B contained items on Perception of Organizational Culture; Section C contained items on Work Life Balance and the last section which was section D contained items on employee engagement.

Perception of Organizational Culture was measured using Hofstede's (1994) measure of Organizational Culture for example where employees have a clear sense of purpose and they understand their immediate and long term goals, communication patterns are effective, a culture where feedback, diversity is embraced, teamwork is encouraged and employees are engaged and loyal. Respondent will be expected to score on a Likert scale of 1 to 5 ranging from I strongly Agree, Agree, Neutral, Disagree and strongly disagree. According to a study, The Cronbach's alpha Coefficients on the instrument is 0.86, which is above 0.70 which implied that the Likert Scale used was consistent and therefore the instruments were reliable Kembabazi (2012)

Work Life Balance was measured using a survey of work-life balance developed by Brett and Stroh (2003) that operationalizes the construct from a situationalist perspective, which measures work-life balance according to the respondents' point of view and overall satisfaction with variables related to work-life balance. The survey is composed of 18 questions for example my superiors/peers dislike how often I am preoccupied with my personal life at work The

Cronbach's alpha Coefficients on the study variable was 0.798, which is above 0.70 which implied that the Likert Scale used was consistent and therefore the instruments were reliable A 5-point Likert scale, was used ranging from 1 to 5 ranging from I strongly Agree, Agree, Neutral, Disagree and strongly disagree to specify the degree to which they agree with the Work Life Balance items.

Employee Engagement was measured using a standardized instrument known as the Utrecht employee engagement scale modified by Demerouti, Bakker, Janssen and Schaufeli (2001). It is a 17-item tool which measures engagement in terms of Vigour, Dedication and Absorption. Sample items include; I am immersed in my work, time flies when I'm working and I am enthusiastic about my job. It was scored on a seven-point Likert scale ranging from never (1) to always (7) and its Alpha coefficient is 0.80.

### **Ethical Considerations**

An introductory letter was obtained from the School of Psychology, introducing the researcher to the authorities in the study area. Before the commencement of data collection, approvals from relevant authorities were sought. All participants were informed that participation was at free will, and the anonymity of participants was to be respected.

### **Quality Control**

Cronbach's alpha ( $\alpha$ ) coefficient was run again to establish the reliability and since the instruments and measures that was used had already been validated; Validity was also ensured through adopting the same standard questionnaires that had been tested and accepted in the different study areas. The  $\alpha$  range of 0.7 and above indicates reliability of research instruments as asserted by Amin (2005). Below are the alpha Cronbach's coefficients computed using SPSS. Perception of Organizational Culture was measured using Hofstede's (1994), Work Life Balance was measured using a survey of work-life balance developed by Brett and Stroh (2003) and

Employee Engagement was measured using a standardized instrument known as the Utrecht employee engagement scale modified by Demerouti, Bakker, Janssen and Schaufeli (2001).

**Table 3**

*Reliability Analysis*

Variable	Alpha Cronbach's coefficient( $\alpha$ )	No. items retained
Perception of Organizational Culture	0.86	21
Work Life Balance	0.78	11
Employee Engagement	0.84	6

**Source:** Primary Data

Table 3 above shows a Cronbach alpha of 0.86 for Perception of Organisational Culture with 21 items, 0.78 for Work Life Balance with 11 items and 0.84 for Employee Engagement with 6 items, The tool therefore passed the test of reliability for each of the variables since they were all from 0.7 and above.

**Data Management**

Questionnaires were sorted for correctness and those not filled properly were removed. Only the questionnaires that were properly filled were entered for analysis. Responses from the questionnaires were scored. Responses of the bio data section were entered into SPSS version 22 so as to obtain frequency distributions, mean and percentages of the sample characteristics.

Data Analysis

Pearson product-moment correlation coefficient (Pearson correlation coefficient) was used to examine the relationships between Perception of Organizational Culture and Work Life Balance, Work Life Balance and Employee Engagement and Perception of Organizational Culture and Employee Engagement.

The mediation effect of Work Life Balance on the relationship between Perception of Organizational Culture and Employee engagement was done using mediation analysis in PROCESS macro (Hayes, 2013) in SPSS. Demographic data was analyzed using SPSS, interpreted, and presented using frequency table.

## **Chapter Four**

### **Data Analysis and Research Findings**

#### **Introduction**

This chapter covered data analysis and presentation of the findings. Information gathered through questionnaire was integrated to examine the relationships between Perception of Organizational Culture, Work Life Balance, and Employee Engagement.

The results discussed are according to the objectives of the study, the relationship between Perception of Organizational Culture and Work Life Balance, the relationship between Work Life Balance and Employee Engagement, the relationship between Perception of Organizational Culture and Employee Engagement and the mediational effect of Work Life Balance on Perception of Organizational Culture and Employee Engagement. Data collection was from 231 respondents who included Employees from Danish Refugee Council and Fin Church Aid INGO in Uganda drawn from Assistants to management level staff.



**Table 4***Respondent Characteristics*

	Valid	Frequency	Valid Percent
Age	21-30	91	39.4
	31-40	89	38.5
	41-50	39	16.9
	51 and above	12	5.2
	Total	231	100
Gender	Male	121	52.4
	Female	110	47.6
	Total	231	100
Qualifications	Masters' degree	37	16
	Bachelors' degree	142	61.5
	Diploma	32	13.9
	Certificate	16	6.9
	Others	4	1.7
	Total	231	100
Marital Status	Married	104	45

	Single	104	45	
	Others	23	10	
	Total	231	100	
Religion	Catholic	65	28.1	
	Anglican	82	35.5	
	Moslem	35	15.2	
	Others	49	21.2	
	Total	231	100	
	Years worked	0-2 years	89	38.5
		3- 4 years	69	29.9
5- 7 years		52	22.5	
7 and above years		21	9.1	
Total		231	100	

As per Table 4 above, majority of the respondents were between the age of 21-30 years of age and with the highest percent of 39.4%, 89 of the respondents were between the age of 31-40 years of age with 38.5%, 39 respondents were between 41-50 years of age with a percent of 16.9% and only 12 respondents were 51 and above years of age with only 5.2% hence majority of the respondents were between 21-30 years of age.

The above shows the sex of the respondents, it shows that males (121 and 52.4%) were more than females (110, 47.6%) implying that majority of the respondents were males.

The above shows the level of education for the respondents whereby, majority of them had bachelor's degree (142, 61.5), followed by master's degree (37,16.0%), those with Diplomas were (32,13.9%), certificate holders (16,6.9%) and those under others were only (4,1.7%) implying that the majority of the respondents were educated up to degree level.

The table above shows marital status of the respondents, those who were married are (104,45%), who were single at (104,45.0%) and those under others were (23,10%) implying the total number of respondents who were married equals to those who were single.

The table above shows the religion of respondents, whereby majority of them were Anglicans (82,35.5), Catholics (65,28.1%), Moslems (35,15.2%) and others (49,21.2%).

According to table 4 majority of the respondents have worked for a period of 0-2 years (89,38.5%), (69,29.9%) have worked for a period of 3-4 years, (52,22.5%) have worked for 5-7 years and (21,9.1%) have worked for 7 and above years.

### Hypotheses Testing

Hypotheses 1, 2, and 3, were tested using Pearson's product-moment correlation coefficient, and the results obtained, are as shown in table 5

**Table 5**

*Descriptive Statistics and Correlations among Study Variables*

	M	SD	$\alpha$	1	2	3
1. Perception of Organizational Culture	2.10	.49	.86	1		
2. Work Life Balance	3.63	.75	.78	-.32**	1	
3. Employee Engagement	4.53	.86	.84	-.30**	.35**	1

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

Hypotheses 1 stated that there is a significant relationship between Perception of Organizational Culture and work life balance. Results in Table 5 confirms this hypothesis ( $r = -.32^{**}$ ,  $p < .01$ ), therefore, the stated hypothesis is retained though the relationship is in a negative direction implying that the more employees perceive and understand the culture of their

organizations the more the less they are likely to get engaged at work.

Hypotheses 2 stated that Work Life Balance and Employee Engagement are significantly related. Results in Table 5 shows that there is indeed a significant positive relationship between Work Life Balance and Employee Engagement since ( $r = .35^{**}$ ,  $p < .01$ ), therefore, hypothesis 2 is retained of a significant relationship meaning that the more there is a balance between work and life the more engaged the employees will be at work.

Hypotheses 3 stated that Perception of Organizational Culture significantly relates to Employee Engagement. Results from Table 5 show that ( $r = -.30^{**}$ ,  $p < .01$ ), therefore, Perception of e Organizational Culture has a negative significant relationship with Employee Engagement. The hypothesis is therefore retained meaning that as Perception of Organizational Culture increases, the level of Employee Engagement reduces.

Hypotheses 4 which stated that Work Life Balance mediates the relationship between Perception of Organizational Culture and Employee Engagement. This was tested using mediation analysis in PROCESS macro (Hayes, 2013) model 4 in SPSS. Sample bootstrapping was set at 5,000 in line with Hayes' (2013) recommendation for bootstrapping to determine significance because Bootstrap methods are particularly useful for examining sampling distributions. These approaches treat the collected research sample as a population reservoir from which a large number of random samples are drawn with continuous replacement such that the probability of selection for any given case remains equal over every random draw. In mediation analysis, the researcher controlled for the effects of age, gender, marital status, qualifications, and years worked which enabled the researcher to see whether the hypothesis is accepted or rejected.

**Table 6***Predictors of Work Life Balance, Employee Engagement, and the Mediation Effect*

Predictor	Work Life Balance						Employee Engagement					
	B	SE	t	p	LLCI	ULCI	B	SE	t	p	LLCI	ULCI
Constant	1.6	.46	3.5	.0005	.71	2.5	1.7	.68	2.5	.0130	.36	3.0
Age	.04	.08	.48	.6286	-.13	.21	-.04	.08	-.49	.6252	-.20	.12
Gender	.05	.10	.53	.5973	-.15	.26	.15	.12	1.25	.2127	-.09	.39
Marital Status	-.04	.08	-.54	.5382	-.19	.10	-.03	.09	-.32	.7530	-.23	.16
Qualifications	-.04	.05	-.69	.4858	-.14	.07	.04	.07	.51	.6078	-.10	.17
Years worked	.04	.70	.58	.5634	-.01	.18	.05	.07	.75	.4531	-.08	.19
Perceived Organizational Culture	.45	.11	4.1	.0001	.23	.67	.38	.16	2.4	.0174	.07	.69
Work Life Balance							.33	.08	3.9	.0001	.16	.49

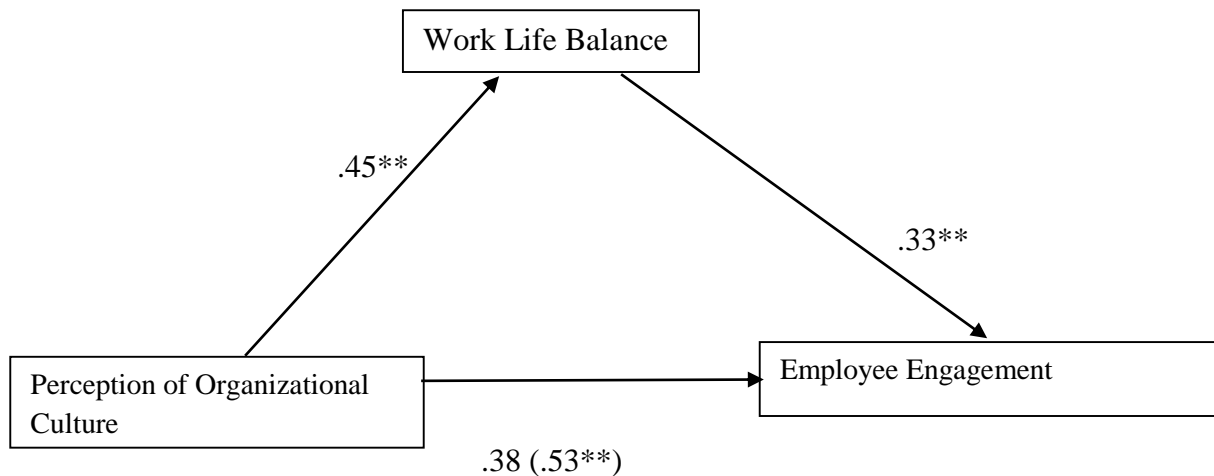
Summary	B	SE	ULCI	LLCI
Effects				
Total effect	.53	.17	.19	.86
Direct effect	.38	.16	.07	.69
Indirect effect	.15	.05	.07	.29
<b>Model Summary</b>	<b>F (7,223) = 5.81, R2 = .12</b>		<b>F (8,222) = 4.25, R<sup>2</sup> = .17</b>	
<b>Normal Theory Test</b>	<b>B=.15, z=2.8**</b>			

\*\*\*p<.005;\*\*p<.05;CIs=95%;Bootstraps=5000 Controls: age, gender, qualifications, marital status and years worked.

To measure accurately the mediation effect of work life balance on the relationship between Perception of Organizational Culture and Employee Engagement, the researcher controlled for the effects of age, gender, qualifications, marital status, and years worked. The results in Table 6 above show that Perception of organizational culture has a significant effect on work life balance (B=.45, SE = .11,  $p < .001$ ). Perception of organizational Culture has a significant effect on employee engagement (B=.38, SE= .16,  $p < .001$ ) hence work life balance is a key indicator of employee engagement.

The significant indirect effect of (B=.15, CI=.07, .29) indicate that work life balance mediated the relationship between Perception of organizational culture and employee engagement. This is confirmed by the total effect (B=.53, SE=.17,  $P < .01$ , CI=.19,.86) is much greater than the direct effects (B=.38, SE=.16,  $p < .05$ , CI=.07, .69). The mediation is confirmed by the Sobel test  $z = 2.8$ ,  $p = .000$ . This means that Perception of organizational culture was associated with approximately .15 points higher than employee engagement scores as mediated by work life balance. Therefore, it was found that work life balance fully mediates the relationship between Perception of organizational culture and employee engagement. Thus, this means that removing

or controlling for the effects of Work Life Balance reduces the effect of Perceived Organizational Culture on Employee Engagement.



*Figure 2: Model showing mediation effects*

The framework in Figure 2 illustrates the mediation effects. It shows that the effect of Perception of organizational culture on employee engagement reduces from  $B=.53$ ,  $p < .001$  to  $B = .38$ ,  $p > .05$  when controlling for the effects of work life balance, hence confirming that mediation occurred. Given that the effects of Perception of organizational culture on employee engagement reduced significantly when the effects of Work Life Balance are controlled, it is concluded that Work Life Balance fully mediates the effects of Perception of Organizational Culture on Employee Engagement.

## **Chapter Five**

### **Discussions, Conclusion and Recommendations**

#### **Introduction**

This chapter presents the discussion, conclusions, and recommendations arising out of the study findings according to the objectives. The study examined the relationships between Perception of Organizational Culture, Work Life Balance, and Employee Engagement. Suggested areas for further research are also presented in this chapter

#### **Relationships between Perception of Organizational Culture and Work Life Balance**

The study examined the relationship between Perception of organizational culture and work life balance. The findings from the correlation results in Table 5 shows that Perception of Organizational Culture is negatively and significantly related to Work Life Balance implying that an increase in Perception of Organizational Culture does not necessarily mean that Work Life Balance will increase. The findings further indicated that Perception of Organisational Culture has



a significant contribution towards the Work Life Balance among employees working at DRC and FCA in Uganda. The Findings are in line with previous research which has also shown a correlation between Perception of organizational culture and work life balance. This relationship is especially relevant to managers and organizations as they labor to increase the engagement of their employees.

For example, as people become more invested in their careers, more time is spent at work and less time is spent with loved ones. This results in a poor work-life balance. Research has shown that 70% of people report having an unhealthy work-life balance, however, 70% of people also rate family as a top priority (Rife & Hall, 2015). This statistic shows that while people want to have a strong work-life balance, they do not actually have one because of various work commitments. With the increase in gender diversity in the workforce, dual income households, and single parent families, the amount of time spent at work is increasing while time spent at home is decreasing (Darcy, McCarthy, Hill, & Grady, 2012). However, many people believe that if they do not concert all energy and effort into their work, then their personal career progression will be affected.

A strong work-life balance is when people feel that their lives are being fulfilled inside and outside of work. This means that there is minimal conflict between work and home, low turnover and absenteeism, and overall satisfaction (Rife & Hall, 2015). A strong work-life balance allows people to spend time with their family and friends while still succeeding in their career. When someone spends too much time at work and not enough time doing things they enjoy, unnecessary stress increases (Golder & Wiens-Tuers, 2005), and overall life satisfaction will decrease, leading to poor health, lower productivity, and lower performance (O'Driscoll, Poelmans, Spector,

Kalliath, Allen, Cooper, & Sanchez, 2003). Research has shown that Work Life Balance is created through a strong organizational support system, which develops through organizational culture (Rife & Hall, 2015). The culture of an organization is extremely important for everyone involved and for the success of the organization.

Nevertheless, previous study also suggests that the relationship between Perception of Organizational Culture and Work Life balance is plausible. This is because the provision of Work life balance depends on whether or not the organization see's the merits in offering work life balance in their organizations and this is influenced by the way employees perceive their organizational culture. However, some scholars argue that due to the different work arrangements, it brings about the Work Life Imbalance (WLI).

### **Relationship between Work Life Balance and Employee Engagement**

The study also examined the relationship between work life balance and employee engagement. The findings from the correlation results in Table 5 show that work life balance is positively and significantly related to Employee Engagement implying that an increase in the level of work life balance will lead to an increase in employee engagement. The findings further indicated that Work Life Balance has a significant contribution towards Employee Engagement among employees working at DRC and FCA in Uganda. Prior studies have also examined the relationship between Work-Life Balance practices, which are related to Work-Life Balance, and Employee Engagement which is in line with previous studies (Harini et al., 2019; Jaharuddin & Zainol, 2019; Mohd et al., 2016).

The relationship between work-life balance practices and employee engagement can also be explained using the social exchange theory (Blau, 1964). This theory states that when

employees perceive the culture of their organizations in terms of care and opportunities for their employees, these employees will show certain attitudes and behaviors. In most cases when employees receive favorable treatment they reciprocate, which in turn leads to beneficial outcomes for both organization and employees at large (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002).

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, Srinivas, & Tan, 2005).

Similarly, when employees are provided with particular resources by their employer, they respond with a certain degree of engagement (Saks, 2006). Supportive work-life policies and perceived flexibility are positively related to employee engagement Richman, Civian, Shannon, Hill, and Brennan (2008). In addition, a study by Sonnentag (2003) has suggested that recovery, which can be seen as a part of work-life balance, can contribute to employee 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, 2003).

According to other research work-life balance also has a positive influence on employee engagement though the relationship between them is rather rare and only a few authors specifically studied a potential relationship among the variables which is in line with my research findings.

### **Relationship between Perception of Organizational Culture and Employee Engagement.**

The third objective of the study was to examine the relationship between Perception of Organizational Culture and Employee Engagement, findings from the correlation results in table 5 shows that Perception of Organizational Culture was negatively and significantly related to Employee Engagement. The findings further indicated that Perception of organisational culture has a significant contribution towards Employee Engagement among employees working at DRC and FCA in Uganda. From this study, it implies that an organization culture fosters employee engagement. The way things are done in an organization increases employee passion for work and the feeling of wanting to stay and be identified with that organization.

In support of the findings about the relationship between Perception of Organizational Culture and Employee Engagement, Denison (2010)'s study of a sample of 9,464 individuals in 90 organizations in North America found that Employee Engagement is a result of a healthy organizational culture. According to Denison (2010), if organizations look at employee engagement alone, without considering the culture that employees work in, they potentially leave themselves blind to the strategic strengths and weaknesses in the organization that impact employee engagement and ultimately organizational performance.

Jung et al. (2009), also confirms the relationship by arguing that organizational culture is widely considered to be one of the most significant factors in bringing about organizational change including engagement of employees. Tsui, Wang and Xin, (2006) also argue that organizational culture is to always be considered a means leading to employee engagement.

## **Work Life Balance as a mediator on the relationship between Perception of Organizational Culture and Employee Engagement**

The study also examined whether work life balance significantly mediates the relationship between Perception of organizational culture and employee engagement. Hypotheses 4 was tested and the findings in Table 6 shows that work life balance mediates the relationship between Perception of Organizational Culture and Employee Engagement. The mediation was supported by Sobel tests implying that Work Life Balance had mediation effect on the relationship between Perception of Organizational Culture and Employee Engagement. This is in line with the previous study that assumed that work-life balance is positively related to work engagement and in turn that work engagement is positively related to participation in employee development activities. A theoretical explanation for the mediating role of work engagement can be provided by the Job-Demands Resources (JD-R) model (Demerouti et al., 2001). The JD-R model assumes that job characteristics affect employees' work attitudes (Bakker & Demerouti, 2007). These job characteristics can be classified as either job demands or job resources. Job resources comprise organizational, social, psychological, and physical components of the job that contribute to the achievement of job requirements and encourage development, learning, and personal growth (Bakker & Demerouti, 2007; de Jonge, Demerouti, & Dormann, 2014).

## **Conclusions**

Results obtained in this study show that Perception of Organizational Culture has a significant contribution towards Employee Engagement among employees. Management of DRC and FCA should be encouraged to improve on the way employees understand and perceive the culture of the organizations so as to improve employee engagement and also sensitize their

employees on the different cultures that the organizations are operational on. This study is a starting point to demonstrate how employees perceive the cultures in their organizations

### **Recommendations**

The aim of the study was to investigate the relationship between Perception of Organizational Culture, and Employee Engagement, and the interactive effects of Work Life Balance on that relationship and the following were recommendations made:

Bearing in mind the increasing desire to have increased employee engagement at the workplace which leads to increased productivity, there is need to instill appropriate organizational cultures. This could be done by putting policies and development plans that encourage a culture of creativity and encourages innovation at all levels of the organization. This will go a long way in making the organization as dynamic as possible given the fact that technology is ever advancing and changing.

A feedback culture should become a binding standard within people management processes in organizations, as it contributes to increasing employee engagement; given the specifics of organizations, it is advisable to consider forms of implementing feedback into all processes, so as to create space for the involvement of employees themselves in evaluation processes; self-assessment creates space for the promotion of feedback seeking behavior inquiring, which contributes. Identify how employees perceive the cultures in their workplaces.

Human resources and managers are in a position to disseminate critical information about the organization to job seekers. This will improve the alignment of prospective employees with the organization's values, beliefs and norms. As a result, employee engagement within the organization will be accelerated and labor turnover will tend to reduce. Human Resources and managers should also be aware of the three stages that employees go through within an

organization. The most critical period for employees is at the initial entry point. This is the stage at which employees who fail to learn are labeled "nonconformists," which can lead to termination.

### **Suggestions for further research**

Following the above study, it was found out that Perceived Organizational Culture and Work Life Balance can lead to Employee Engagement. Thus, the following suggestions for further research were made; a study of the same variables should be carried out over a long period of time to confirm or disconfirm the findings; more variables other than those studied could be identified and researched on for better prediction of employee engagement.

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## Appendix I: Questionnaire

Dear Respondents

As part of the requirements for the award of Masters of Organization Psychology, of Makerere University; the Researcher is administering this questionnaire to collect data on “Perceived Organizational Culture, Work Life Balance and Employee Engagement among Employees” The Results of this study will be treated with confidentiality and will only be used for study purposes. Your participation is voluntary, and indeed your name will not be required. Please tick the appropriate box or space that best represent your feelings. There is no wrong or correct answer but try to be very truthful and honest in all your responses that you will give.

### Section A: Bio-data Information

#### 1. Age Range for the respondents

21-30	31-40	41-50	51 and above
1	2	3	4

#### 2. Gender of the respondent

Male	Female
1	2

#### 3. Marital Status

Married	Single	Others
1	5	6

#### 4. Qualification of Respondent

Masters' degree	Bachelors' degree	Diploma	Certificate	Others
1	2	3	4	5

## 5. Religion of Respondents

Catholic	Anglican	Moslem	Others
1	2	3	4

## 6. How long have you worked in the Organization?

0-2 years	3- 4 years	5- 7 years	7 and above years
1	2	3	4

Section B: Use the scale below to evaluate the culture of your organization

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Not sure</b>	<b>Agree</b>	<b>Strongly agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

No	Perceived Organizational Culture	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
1	The vision of the business future is active and clear to all employees	1	2	3	4	5
2	In my Organization HR processes are aligned with the organization strategy	1	2	3	4	5
3	Our leadership has a certain reputation which they live up to without fail	1	2	3	4	5
4	Flawless interdepartmental interactions which get work done without any form of organizational roadblocks	1	2	3	4	5
5	Workable ideas from one department are easily imported into other departments without constraints due to organizational boundaries	1	2	3	4	5
6	There is flawless inter-individual interaction which gets work done without any form of organizational roadblocks	1	2	3	4	5



7	There is a mechanism for producing new ideas and a climate for adopting them	1	2	3	4	5
8	The compensation system is performance based	1	2	3	4	5
9	Resources are allocated where they create impact	1	2	3	4	5
10	Employees appreciate the reputation we have with clients and make every effort to maintain it.	1	2	3	4	5
11	There are structures and processes to support the future of the business	1	2	3	4	5
12	There is a disciplined change process that achieves change goals	1	2	3	4	5
13	I can communicate effectively regarding my work with senior management	1	2	3	4	5
14	Management has good understanding of what is going in our team	1	2	3	4	5
15	I am treated with respect by management	1	2	3	4	5
16	My monthly plans are developed in the team meeting	1	2	3	4	5
17	I can communicate my grievances/ complaints to the management	1	2	3	4	5
18	Management takes employees suggestions seriously	1	2	3	4	5
19	Management utilizes my skills effectively	1	2	3	4	5
20	Management identifies the training requirement of the team members well.	1	2	3	4	5
21	My organization acknowledges me for my contribution when organizations goals and objectives are achieved	1	2	3	4	5

Section C: Use the “Truth” scale below to evaluate the quality of work life balance practices and experiences in your organization.

<b>Extremely true</b>	<b>Very true</b>	<b>True</b>	<b>Somewhat True</b>	<b>Untrue</b>	<b>Very untrue</b>
<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

No	Work life balance practices and experiences	Extremely true	Very true	True	Somewhat True	Untrue	Very Un True
1	Back home, family members ask each other for help-remove	6	5	4	3	2	1
2	Back home, family members feel very close to each other remove	6	5	4	3	2	1
3	I find my activities at home to be personally meaningful	6	5	4	3	2	1
4	My activities at home are rewarding in and of themselves	6	5	4	3	2	1
5	I am free to work the hours that are best for my schedule	6	5	4	3	2	1
6	I am able to arrive and depart from work when I want	6	5	4	3	2	1
7	It is okay if my workers work from home now and again	6	5	4	3	2	1
8	I would easily take a day off work, if I wanted to	6	5	4	3	2	1
9	I have a say in what goes on at work	6	5	4	3	2	1
10	Supervisors understand family demands on the workers	6	5	4	3	2	1
11	As a supervisor I acknowledge that my workers have obligations as family members	6	5	4	3	2	1

Section D: Please use the “Comparison Scale” below to show the engagement levels in your organization.

This is exactly like me	This is very much like me	This is like me	This is somehow like me	This is not like me	This is not like me at all
6	5	4	3	2	1

No	Employee Engagement	This is exactly like me	This is very much like	This is like me	This is somehow like	This is not like me	This is not like me at all
1	S/he is happy to be part of her/his organization	6	5	4	3	2	1

2	S/he enjoys her/his work and feels happy at work	6	5	4	3	2	1
3	S/he trusts her/his colleagues and senior management	6	5	4	3	2	1
4	The mission / purpose of her/his organization makes him/her feel his/her job is important	6	5	4	3	2	1
5	S/he is involved in the performance of this organization	6	5	4	3	2	1
6	S/he really “throws” her/himself into her/his job (i.e. s/he gets completely involved in her/his work).	6	5	4	3	2	1

**Thank you**