

Impact of Employee Engagement on Work Life Balance with the Moderating Role of Employee Cynicism

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Abstract

The purpose of this study is to explore the relation between the work life balance and employee engagement. Employee engagement is a very obsolete topic in recent year for increasing the deficiently of employee work life by reducing the cynicism. In the modern era, humans are profoundly engrossed in their professional lives. If they have a lusty grip over work-life balance their performance, accountability and commitment go up, while negative attitudes, stress and turnover go down. The purpose of this research to explore the relation between work life balance, employee engagement and employee cynicism in banking sectors of Faisalabad. For this purpose conducting research, we collected 125 sample sizes out of 300 Population. The result of employee engagement, work life balance and employee cynicism are highly correlated because value are greater than 1 and near 0 respectively.669, .669, and

.911. The result gives deep insight into subject terminologies, uncover the challenges, and explore the way in which the concept shapes our experiences. The best implication of this research is to improve the policies for employees in banking sector.

Keywords: - Work- life balance, employee engagement, employee cynicism.

Study Background

The word engagement was first made known to in the late 1990s, and found considerable popularity in business press. The word Engagement as a topic of research has a great intention across the researchers. Different terms use such as customer engagement (Islam and Rahman, 2016; Islam and Rahman, 2016a; Islam and Rahman, 2016b), civic engagement (Jennings and Stoker, 2004; Mondak et al., 2010), social engagement (Achterberg et al. 2003; Huo et al., 2009), and employee engagement (Karatepe and Demir, 2014; Saks, 2006) have been used to express it. Employee engagement motivates and connects the employees with their organization such emotionally or physically (Kahn, 1990; Wellins and Concelman, 2005). Ibrahim and Falasi (2014) explain that manager should express the significance of engagement in the UAE public sector because it increase the employees performance, job satisfaction and lead the organization to achieve its goals. That's why employee engagement is a important issue for organizational leaders (Seijts, 2006), because employees are the essential asset of an organization (Lockwood, 2007). MacLeod and Clarke (2011) say that employee engagement is enhance the productivity of organization. Furthermore, perfect guide line and path can be provided to employees in order to engage them, so that they feel that contributions of employees are valued and relevant for the success of organization (Robbins and Judge, 2012). Gallup research has shown that according to worldwide survey only 13% employees are engaged with their organization (MacLeod and Clarke, 2011). Further in Japan, engagement level is 11% and in India it is high at the rate of 45% and in Pakistan it is difference (Haid and Sims, 2009). variation in engagement level due to change in culture, value, politics, style of management and also change in economy of all country (Haid and Sims, 2009). The overall aim of this research is to suggest a conceptual model to researchers to reduce the gaps between employee engagement and work life balance, especially in the Pakistan context, as well as establishing a network for further researches on employee engagement. Furthermore, this study is also help manager and leader in the banking sector of Pakistan to enhance the employee engagement that have positive influence on work life balance. Current research is aimed to check the relationship between work life balance and employee job engagement.

Problem Statement

There is a target orientated job in the banking sector of Pakistan. People are not engaged with other due to their target. Employees cynicism with other employees it encourage the employee to disengagement which turn the employees balancing life into imbalance. Engaged employees can develop positive workplace among organization which turn the employee into balancing stage. Employee engagement is viewed as a dominating source of competitive advantage that helps organizations cope with challenges, such as increasing workplace performance and productivity amid widespread economic decline employees, and engender a competitive advantage and better understanding. Employee engagement has adverse impact on the personal life of employee which directly affects his job performance and indirectly affects the efficiency of an organization as a whole.

Significance Of The Study

This study will be helpful for banking organization to engage the employee and improve the work life balance. I unveil how employee engagement impacts the employee's life (work life and home life). When employee becomes engaged with their work then they feel relaxed and life converts into balance if there is no cynicism in their working sector. The research is applicable to the entire network of banking sectors of Pakistan to engage the employee factors affecting the productivity of organization. It will have significant practical impact to improve the relationship of employees' cynicism i.e. how the cynicism will influence the life of worker.

Objective of the Study

From the significance of the study following objectives can be observed

- To check the effect of employee engagement on work life balance.
- To explore the relationship between employee engagement and work life balance taking into consideration the moderating role of employee cynicism.

Research Questions

From the research objectives following research question can be formed

- 1- What is the effect of employee engagement on work life balance in the banking sector of Pakistan?
- 2- How employee cynicism moderates the relationship between employee engagement on work life balance in the banking sector of Pakistan.

Review Of Literature

Work life balance

Work life balance is a balancing point between personal life and working life (Karthik 2013). Routine life of almost every person is divided between the time at workplace and time from outside at workplace (family life, friend life). Academics have deliberated the relation between two domains, i.e. work life or work family literature, for decades (Marta et al., 2016). Work life balance creates a positive environment for personal and for individual (Beauregard & Henry, 2009). Beutell (1985) defined work family conflict as "it is a form of conflict in which the stress from the work and family are mutually incompatible in some respect". How the work and the home time are linked both in terms of positive and negative is a dynamic research issue (Lourel et al., 2009). Armstrong (2006) explores that "work life balance is concerned with the scope for employees to balance their office work with responsibilities and interests and merge the competing statements of work and home by meeting their own needs as well as their employers.". Finding of (Paul, 2003) those organizations which focus on employee work life balance have better results of their business and as well performance and profit. In today's organization need to be more flexible balancing the work and home life which will help to reduce the absenteeism, lateness (Lazer et al, 2007, p 207). It reduces the turnover and increases the quality of productivity in organization and the performance of organization. The importance of work-life conflict has been deeply studied. Furthermore on the other hand, also understand the organizational level factors, such as company policies, rule and regulation, (Saltzstein et al., 2001); inter-personal factors like the employee's relationship with colleagues and supervisor and employee engagement Wu et al., 2012). Organizations which more focus on work life balance can expect that workers are going to be more efficient at their work place and home (Agarwala, 2009). A social support theory was also explained

about employee engagement provides individual work life balance (Cohen & Wills, 1985). Social exchange theory is use in paper. Social exchange theory states that employee's behavior (employee balancing life) influence on organization and employees both (Eisenberger& Huntington, 1986).

Employee Engagement

Employee engagement, therefore, is an obsolete topic in the recent literature (Lee and Ok, 2016).As noted by Robinson et al.(2004), there has been unexpectedly little academic and experimental research on a topic that has become popular. As a result, employee engagement has the form of being somewhat faddish or what some might call, "old wine in a new bottle". Employee engagement in term of educational base depends upon the struggles of on social roles (Wise, 2013). Employee attitude can be measured by the study on their personal roles (Scott, 2003).Schaufeli et al(2002) has explained engagement as a psychological phenomenon "as a encouraging, fulfilling, work related state of mind that is characterized by vigor, dedication, and absorption". Employees with high strong point are full of positive energy, and are mentally and physically strong (Tummers et al., 2016). Engagement is type of energy that individual sets into his work, involving himself to better his performance (Maslach, 2003). (Saks, 2006) Explain that engagement is the will of employee to get involved into his work tasks. It is a positive behaviour which developed in employee when he finds organizational support and cultural support. Engagement are use as various terms in different study such as 'personnel engagement' (Kahn, 1990), 'employee engagement' (Macey and Schneider, 2008), and 'work engagement' (Bakker and Demerouti, 2008). Kahn (1990) has explained personal engagement as "the attaching of organization members' characters to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (Kahn, 1990, p.694).

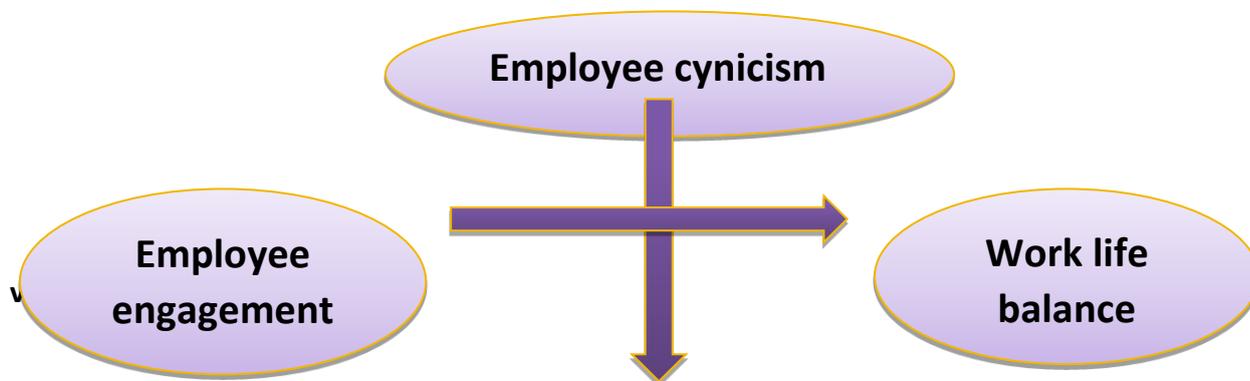
Employee Cynicism

Cynicism is a hurtful attitude that hinders offered changes and this term is recognized as important by all social science disciplines, such as philosophy, psychology, management, political science and sociology (Ince and Turan, 2011). Stanley et al. (2005) deliberated that cynicism is the main obstacle to organizational change programs. According to Cole, Bruch and Vogel (2006), cynicism is about negative judgment or attitude that initiates from an individual's employment experience. Some other researchers have defined cynicism as a consequence of distrust, hopelessness and disillusionment (Liegman, 2015).It is an instinctive personality attribute reflecting a generally about negative emotions and perceptions like hindrance about human attitude. Different theories are also explain in cynicism in the field of organizational management (James, 2005), such as the theories of attribution (Struthers, Miller, Boudens, and Briggs, 2001), employee attitude (van Breukelen et al., 2004), emotional events (Brown and Cregaan, 2008), and social exchange (Johnson and O'Leary Kelly, 2003).Bedian (2007) explain that cynicism is an employee's skeptical attitude resulting from a critical assessment of motives, values, and action of organization. When employees realize that the Behaviors and relationship of employee engagement and family toward them are negative, they become cynical and reply with a negative attitude toward their organization. However we can see that work life balance and employee engagement both are positive concept but they both are interconnected if employee engagement with their work and other employee will good than the work life automatically will balance such as if the engagement

of employees are increasing, life is turning into balancing. More over gap between employee engagement and employee cynicism find by the research paper of Sung (2017).

Conceptual Framework

Moderating variable



Hypotheses:

H1: employee engagement has significant effect on work life balance.

H2: Employee cynicism moderating the relationship between work life balance and employee engagement.

Methodology

Sample and Procedure:

Study respondents were employees of banking sectors in Faisalabad. Firstly, it is ensured that all respondents included in the survey would be able to understand all the questions; a pilot test also was conducted. Secondly, Employees were randomly chosen in banking sector. Then they were asked to complete the survey individually and to provide response. The importance at this early stage was to mark the text as understandable as possible. Great accent was placed on the clarity of questions. Based on the response, appropriate changes were made to strengthen the accuracy of the survey by deleting difficult language and embracing parts that would confuse the respondents and affect the results. The questionnaire was sent to all employees. Respondents were informed that their participation was necessary and kindness grounds. The first page was contained on explanation of purpose of the study. It was permitted that information providing would remain confidential. Respondents also provided information about their age, gender, qualification and their department showing in descriptive part. The fieldwork was completed in April 2017. For maximize response rates, online and paper and pencil format questionnaires were made available to employees. The paper questionnaires were sent out to all the employees at bank and they were also provided an online link to respond via mail. Altogether, 140 surveys were administered. After discarding incomplete questionnaires, there were 125 valid surveys for analysis (response rate was 89.2%) in which 69.6 % were male and 30.4 % were female. The average age of respondents was 32.5.

Measures/scales

All items were presented as a statement in survey. Respondents were specify their level of agree or disagree which based on a five point likert's scale (1) strongly disagree

(2) disagree, (3) neutral, (4) agree (5) and strongly agree. This scale was using to analysis the ratings (Lynn, 1986, cited in Thrush et al., 2007). Adaptation of validated scales was used. Items used in scales were originally in English. Further explanation of each items are following below.

Employee Work Life Balance

The scale used to calculate work-life balance was built upon the work life conflict scale of Hill et al (2001) which includes seven items. It starts from time of employee time for recreation activities. The second item took into account employee's working hours. The third item was about separation of employee work from its family life. The fourth item was about what should be the adequate time for work life and family life. Fifth one was based on the demand of work and family life. Sixth item was based on enough items for work and family and the last item is based on social benefits that company offers to employee.

Employee Engagement

The scale used to evaluate the effect of employee engagement in organization was the scale of Schaufeli et al. (2001), which is consist of three factors: vigor, dedication, and absorption. Twelve items were included. First item was based on feeling going to work. Second item was based on bursting with energy. Third item was based on when things do not go well at workplace always. Fourth item was based on job. Fifth item was based on proud on the work that do. Sixth item was based time flies in working. Seventh item was based on immersed in work. Eight items was based on working intensely. Ninth item was based feeling happy during working. Tenth item was based on motivation. Eleven item was based on expectation and the last item is based on work that meaningful to you.

Employee Cynicism

The scale used to evaluate workplace violence was Scales of Kanter and Mirvis (1989). Seven items were included here. First item was about work group is desire to make something happen. Second item was about isolation from one another. Third item was about disguise about true for doing something. Fourth item was about experience of joy. Fifth item was about negative communication. Sixth item was about cynical atmosphere and the last item was about mentally with drawing in work group.

Finding and Analysis

Two step processes are involved in analysis. First, we found the validity and reliability of the scale using investigative and confirmatory factor analysis. Second, the hypotheses were tested by using equation modeling. The data were analyzed using SPSS (Byrne, 2010).

Descriptive Analysis

It is referred that results are collected from the respondent of banking sector in Faisalabad gained in form of questionnaire. According to this the percentage of the male respondent is 69.6%. Meanwhile, as for the female respondent are concerned the percentage is lower i-e 30.4%.

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	87	69.6	69.6	69.6
	Female	38	30.4	30.4	100.0
	Total	125	100.0	100.0	

Majority of the respondents' age ranges from 26 to 35 years with 52 %.

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	16-25	41	32.8	32.8	32.8
	26-35	65	52.0	52.0	84.8
	36-45	11	8.8	8.8	93.6
	above 45	8	6.4	6.4	100.0
	Total	125	100.0	100.0	

Majority qualifications of respondents were master with the 64 percentage.

Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Matric	1	.8	.8	.8
	Intermediat	3	2.4	2.4	3.2
	graduation	26	20.8	20.8	24.0
	master	80	64.0	64.0	88.0
	ms/mphill	15	12.0	12.0	100.0
	Total	125	100.0	100.0	

Majority of respondents belonged to the department of finance with 36.8 % and after that to the department of marketing with 36% and HRM 5.6 % and IT 2.4 % and others were 19.2 %.

Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HRM	7	5.6	5.6	5.6
	finance	46	36.8	36.8	42.4
	marketing	45	36.0	36.0	78.4
	IT	3	2.4	2.4	80.8
	other	24	19.2	19.2	100.0
	Total	130	100.0	100.0	

A large number of respondents come from the different banking sector of Faisalabad.

Reliability analysis

Reliability test shows that how items are positively and highly coefficient. According to the result, reliability test closer to the work-life balance because it is closure to 1 is the higher the internal consistency reliability. If reliability test is less than 0.60 it is deliberate as poor. Meanwhile if it is in the range of 0.70 it is deliberate as satisfactory. As for those which are more than 0.80 it is deliberate as Good (Sekaran, 2007).

According to this table, the analysis shows that the reliability for 3 item is .897 for work life balance is 0.779, for employee engagement is 0.953 and for employee cynicism is 0.772 and it is considered to be good.

	Work Life balance	Employee cynicism	Employee engagement
Cronbach's Alpha	.779	.772	.953

Correlation Analysis

Correlation analysis is used to check the relationship of all variables and in this paper correlation analysis is also used. According to analysis the correlation value significant is at the level 0.01 and 0.05. According to Sekaran (2007) on the Davis scale, it is used to check the relationship between dependent and independent variables. Table shows the relationship between variables. Based on the table, identified as a strong relationship which is in between work life balance, employee engagement and employee cynicism with the correlation of 0.911, 0.669, 0.669 respectively. It is greater than 0 and nearby 1 so there are highly correlated.

	1	2
Work_Life_Balance		
Employee cynicism	.669**	
Employee engagement	.669**	.911**

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

* . Correlation is significant at the 0.05 level (2-tailed).

Regression Analysis

A linear regression analysis used to measure independent and dependent variable. The regression analysis helps to find out that how independent variables take change in dependent variable. The independent variable tested through multiple linear regression analysis. Multiple linear regression are also used to find the correlate coefficient which helps to measure the relation between dependent and independent variable. The result of regression table shows that the independent variables take change toward dependent variable which is work life balance. This table shows that R value is 0.669. This table shows that 0.448 of the variance or also known as R square of work life balance has been contributed by the independent variable.

Meanwhile, the adjusted R square shows value 0.443. Therefore, it is concluded that 44% of the variation from the dependent variable is brought change from the independent variable.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.669 ^a	.448	.443	.43093
2	.915 ^b	.836	.834	.23555

a. Predictors: (Constant), employee_engagement

b. Predictors: (Constant), employee_engagement, employee_cynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.518	1	18.518	99.720	.000 ^b
	Residual	22.841	123	.186		
	Total	41.359	124			
2	Regression	34.590	2	17.295	311.725	.000 ^c
	Residual	6.769	122	.055		
	Total	41.359	124			

a. Dependent Variable: Work_Life_Balance

b. Predictors: (Constant), Employee_engagement

c. Predictors: (Constant), Employee_engagement, employee_cynicism

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	-.101	.399		-.253	.000
	Employee Engagement	.957	.096	.669	9.986	.000
2	(Constant)	-.166	.218		-.759	.004
	Employee Engagement	.154	.071	.108	2.187	.031
	Employee Cynicism	.877	.052	.839	17.020	.000

a. Dependent Variable: Work Life_Balance

Excluded Variables

Model		Beta In	T	Sig.	Partial Correlation	Collinearity Statistics
1	Abusive Supervision	.839 ^b	17.020	.000	.839	Tolerance
						.552

- a. Dependent Variable: Work_Life_Balance
- b. Predictors in the Model: (Constant), Employee_Engagement

Limitation

Present study attentions more on employee engagement and employee cynicism in banking sector of Faisalabad. Different results might have been obtained if the study had considered other public or private sectors and also in other city or country. Furthermore, sample size were also limited that should not be generalized for the other sectors. There was a limited number of independent and moderating variable, in future can use by knowledge gap. Some other important questions about employee engagement and work life balance are still to be unfolded. They are needed to be addressed more in future researches i-e economic factors are also affect work life balance.

Future Implication/Recommendation

Our result shows that organization employees should develop a supportive environment for employees which will help to maintain the work life balance. Resultantly, there will be an increase in the efficiency of organization performance and reduce the cynicism. One of the most important implications of this research is to improve policies for employees in banking sector. It is giving a proper way to increase the employee engagement. It is also help in to increase the productivity, commitment and reduce the employee turnover. Future study can also be discussed the employee engagement with the moderating factor of employee task performance, work engagement and work commitment.

Finding/Conclusion

This research has explored the relationship between work life balance and employee engagement. The moderating effect of employee cynicism was also examined in the Journal of communication management 2017, Vol. 21, ISS. 1, www.emeraldinsight.com. The relationship between work life balance and Employee engagement was found to be positively significant but with varying degrees to the facts of employee engagement. Employee cynicism was negatively correlated with employee engagement and work life balance. Life is going turning into the work more. Which are difficult to balance their life in organization specially in banking sectors. Due to shortage of time and a lot of burden in work place it is difficult to engage employee with one another and employee cynicism is increase day by day. Employees have conflict among them and start to hate, so it is difficult to balance the work The results disclosed needed to investigate potential policy implementation, and other suggestions it probed their personal experiences result of unruly actions of themselves as victims and /or perpetrators. A present study sought to expand our understanding in work life balance, employee engagement and employee cynicism and tell us about how to engage the employee in work place and maintaining the work life balance more over training of employees which help the employee to complete the target should be introduced and tax system is banking sectors should be reduce.

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