MAKERERE UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

WORK-FAMILY CONFLICT, EMPLOYEE STRESS AND PERCIEVED EMPLOYEE ENGAGEMENT IN SELECTED BANKS IN UGANDA

BY

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DECLARATION

I, Kasasi Mariam Kente, do hereby declare, to the best of my knowledge, that this dissertation is original and from my own efforts, and that it has never been published or submitted to any academic awarding university or institution of higher learning for any academic award.

Sign: ---------- **Date:** 16th | NOV | 2023

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APPROVAL

This is to certify that this dissertation entitled **"Work-Family Conflict, Employee Stress and Perceived Employee Engagement in Selected Banks in Uganda"** has been submitted for examination with our approval as University supervisors.

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DEDICATION

This piece of work is dedicated to My Daughter Tahani and to me, for showing up, pushing through, and finishing what I started.

ACKNOWLEDGEMENT

All praise and thanks belong to Allah who has enabled me to accomplish this task successfully. My sincere appreciation goes to my husband for the tireless support during my studies. I wish to thank the participating respondents, who provided the required information for the study. My special thanks go to my supervisors; Ass. Prof. Vincent Bagire and Ms. Mariam Tauba for their professional guidance, encouragement, patience and expert knowledge.

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ACRONYMS/ ABBREVIATIONS

CIPD	-	Chartered Institute of Personnel and Development
CVI	-	Content Validity Index
FUE	-	Federation of Uganda Employers
HRMAU	-	Human Resource Managers' Association of Uganda
SPSS	-	Statistical Package for Social Scientists
UBA	-	United Bank for Africa
WFC	-	Work-Family Conflict

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ABSTRACT

The study sought to investigate the relationship between work-family conflict, Employee stress and perceived employee engagement among employees of selected banks in Uganda. The study was guided by the following study objectives; to examine the relationship between work-family conflict and perceived employee engagement; establish the relationship between Employee stress and perceived employee engagement among staff; and examine the combined effect of work-family conflict and Employee stress on perceived employee engagement. The study undertook a cross sectional survey design with a population of 615bank staff from which a sample size of 234 was selected using simple random sampling. A structured questionnaire was used to collect data. Measurement of the variables of the study (work-family conflict, Employee stress and perceived employee engagement) was done and subjected to rigorous data processing and analysis using the relevant statistical computer software packages (SPSS V23). Findings indicated that there were negative and significant relationships between work-family conflict, Employee stress and perceived employee engagement. The results from regression analysis showed that work-family conflict, Employee stress were significant predictors of perceived employee engagement in commercial banks. The study recommends therefore, that since the model could only explain 23.1% in variance of perceived employee engagement, a study be carried out comprising of other factors which were not part of the model. Some of the factors that should be considered should include employee compensation, work environment, HR policies among others. The stakeholders in the banking sector should develop strategies in line with the study variable relationships to enhance perceived employee engagement in financial institutions in Uganda.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter includes; the background to the study, statement of the problem, purpose of the study, research objectives, research questions, scope of the study, significance of the study, conceptual framework and the description of the conceptual framework.

1.1 Background to the study

Engaged employees are passionate about their jobs, are committed to the organization's goals, and are willing to invest discretionary effort to contribute to its success(Wiratama et al., 2022). Employee engagement is crucial for organizational success, productivity, and employee well-being. According to Winarno et al., (2022)employee engagement refers to the emotional commitment and connection that employees have towards their work, colleagues, and organization. Work engagement represents a positive working state that improves organizational performance (Sonnentag, 2003). It is considered a key indicator of organizational health because it significantly influences employees' performance, job satisfaction, turnover intentions, customer satisfaction, organizational success and firm profitability (MacHer & Richman, 2006). Studies report that highly engaged employees are more positive about their jobs and organizations, treat co-workers with more respect, help others improve work efficacy, continually improve work-related skills, are highly active and demonstrate in- and extra-role performance (Arnold & Demerouti, 2009). According to CIPD, (2019), companies with high employee engagement are 21% more profitable and showed a 41% lower level of absenteeism from work. Considering these benefits and more, organizations invest substantial resources toward establishing policies and practices that foster employees' work engagement, whose effect on the employee remains another challenge to deal with.

Employee engagement is dependent on individual and organizational level antecedents(Megha, 2016). Employees perceive their engagement and involvement on their jobs because of individual

challenges such as conflicting work and family demands (Conte et al., 2019). Work–family conflict is a form of inter-role conflict that results from the failure by the demands of work and family roles to balance(Mostafa, 2020). Because of workplace and family changes, such as the growth of the 24/7 economy, increased work flexibility, increased divorce rates and marital insecurity, this type of conflict is on the rise (Bianchi & Milkie, 2010). Additionally, many organizational cultures that emphasizes increased employee productivity and contribution toward organizational goals can have a significant bearing on the work and non-work lives of employees (Pichler, 2016). Employees in such circumstances could have their wellbeing affected and eventually their outcomes on the job too. When employee wellbeing is affected, they become stressed. Work family conflict therefore increases the likely of stress given that individuals have difficulties dealing with their many roles (Inbar, 2016). Together combined, Work Family conflict and Employee stress could lead to undesirable effects.

Employee engagement can vary across organizations and is influenced by factors such as company culture, leadership, job satisfaction, and overall working conditions(Pichler, 2016)Uganda has several commercial banks, both domestic and international, offering a range of financial services to individuals, businesses, and the government. According to the Uganda Bankers Association, (2022), sector report, there are 28 commercial banks in Uganda's financial sector with all their headquarters in Kampala City's Central Division. The Ugandan context has seen a great deal of employers tending to be frustrated with employees who hardly relate with the goals of their organizations. The Employer of the Year Award Survey that was conducted by the Federation of Uganda Employers in partnership with Makerere University revealed that only 49% of the employees are highly engaged and they exhibit strong emotional and rational engagement, 6% are disengaged and 45% are moderately engaged (Federation of Uganda Employers & Makerere University, 2017). The combined percentage of those who are disengaged and moderately engaged (in total 51%) implies that majority of the organizations in Uganda have employee engagement challenges. Statistics show

that the banking sector reports lower levels than the country average at 37%(Cull et al., 2017). Among some of the recommendations of the(FUE & Mak, 2017)survey are that employers should consider flexible work practices that enhance employees' Work-family Balance and reduce burnout. Employee engagement and work–family conflict relationship has been well studied in developed countries in different regions of the world, including North America and Western Europe. However, studies in developing countries like Uganda on the same are scarce. In addition, there is a knowledge gap on stress as variable and its role in mediating this relation. This study therefore proposes a study to investigate the relationship between Work-family conflict, Employee stress and employee engagement among employees in selected Ugandan Banks.

1.2 Statement of the problem

Engaged employees are more likely to work diligently and use discretionary effort in executing their jobs. Companies including financial institutions with a high level of engagement report 22% higher productivity (Baldoni, 2023). Employers are quickly seeing this trend and investing more in employee engagement through on boarding trainings, development initiatives, teambuilding, open communication among others. However, even with these efforts, employee engagement statistics remain low in parts of the world. According to an article by Uganda Human Rights Commisison, (2019), bank staff are more likely to manifest twice the levels of employee disengagement compared to their counterparts in manufacturing and other service sectors even with measures to curb it in place. Over 60% of losses reported by banks are linked to mistakes made by employees on the job (UBA Report, 2022).It is evident that bank employees continuously exhibit low levels of enthusiasm, involvement and alertness on their jobs leading to various undesired outcomes. This trend has been attributed to issues of complaints by staff on long work hours and heavy workloads which could breed conflict between their work and family spheres causing low levels of engagement on the job. There is need to carry out a study to ascertain this. Previous studies have not highlighted on the immediate results of WFC such as stress, but rather on the long term outcomes on the job. This study therefore seeks to address this gap by examining the mediating effect of Employee stress

as an immediate outcome of WFC on the relationship between work-family conflict employee engagement.

1.3 Purpose of the study

This study seeks to examine the relationship between work-family conflict, Employee stress and perceived employee engagement among employees of selected banks in Uganda.

1.4 Research objectives

I. To examine the relationship between work-family conflict and perceived employee engagement among staff of selected banks in Uganda.

II. To examine the relationship between Employee stress and perceived employee engagement among staff of selected banks in Uganda.

III. To examine the combined effect of work-family conflict and employee stress on perceived employee engagement.

1.5 Research questions

I. What is the relationship between work-family conflict and perceived employee engagement among staff of selected banks in Uganda?

II. What is the relationship between Employee stress and perceived employee engagement among staff of selected banks in Uganda?

III. What is the combined effect of work-family conflict and employee stress on perceived employee engagement?

1.6 Scope of the study

1.6.1 Content scope

The study focused on examining the relationship between work-family conflict, Employee stress and perceived employee engagement. Work-family conflict and Employee stress were the independent variables whereas, perceived employee engagement was the dependent variable.

1.6.2 Geographical scope

The study was conducted on Finance Trust Bank and Tropical Bank and their branches in Kampala and Wakiso districts. Finance Trust Bank was chosen for the study because the bank is a women founded bank which also favors the employment of women which explains why women comprise the majority of its staff force. Since the majority of the employees are women who also double as caretakers of families, this provided the bank as the target for the study to be able to understand how they cope with family-work balance. On the other hand, Tropical Bank was chosen for the study because the Bank faced a lot of challenges after toppling of the former President Gadafi who provided extensive financial support to the bank. In study, Kampala and Wakiso districts were selected for the study because the headquarters and majority of the bank branches are located in these districts.

1.7 Significance of the study

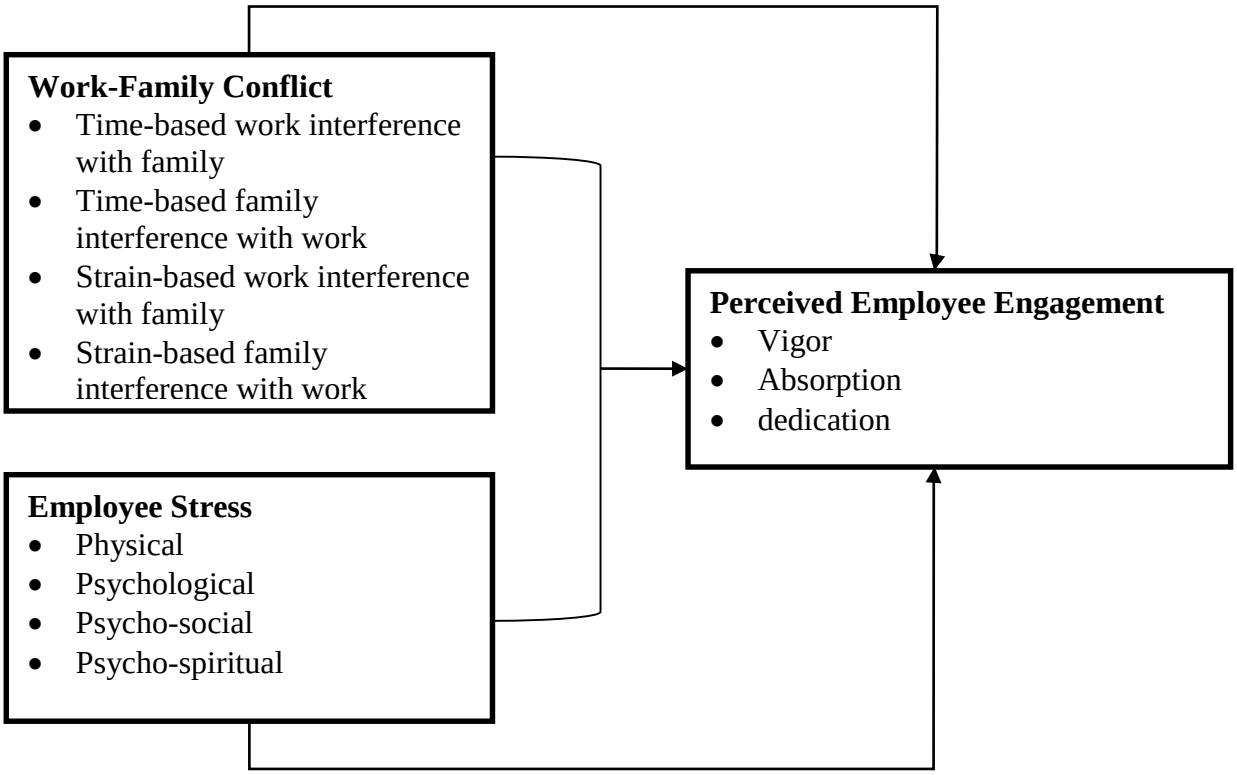
I. The study findings may add to the debate on the relationship between work-family conflict and employee engagement by examining the mediating effect on this relationship. This contributes new knowledge to the existing literature which will be available for future reference by scholars.

II. The findings may enhance the knowledge of the banking industry for purposes of informing policy on improving employee engagement at the workplace. This provides a guide for managers in implementing practices that curb work-family conflict and Employee stress in the workplace and get desirable job outcomes.

III. The finding may also be used by the government ministries such as Ministry of Gender, labour and Social development and policy makers in public and private sector as well as labour unions on issues to do with regulation of the labour in Uganda.

1.8 Conceptual Framework

Fig. 1.1: Conceptual framework



Source: Developed from literature review (Mahmood et al., 2010, Carlson et al., 2000, Schaufeli et al., 2006, Mahmood et al., 2010)

From figure 1.1 above, the dependent variable is perceived employee engagement, the independent variables are work family conflict and Employee stress. Work family conflict leads to perceived employee engagement, Employee stress leads to perceived employee engagement and the combination of both work family conflict and Employee stress leads to perceived employee engagement.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter comprises of the discussion of the variables of study and the relationship among them that support the conceptual development upon which this study is premised. gives a discussion of the research variables as presented by different scholars.

2.1 Theoretical Review

This study was premised on the Work enrichment theory. According to this theory, experience in one role either work or family will enhance the quality of life in the other roles. This means that when work and family domains are not in conflict, there is growth in both spheres. Same applies to stress, high levels of stress create overwhelming demands on employees affecting their job outcomes. This theory helps to explain the conceptual model in two folds; Work-Family Conflict and its effects on work engagement and stress and its effects on work engagement. The accumulation of experience to deal with both these challenges will give the employee an enriched work life and the reverse means that when the employee fails to control both, it has a negative effect on their engagement. Enrichment theory thereby refers to the degree to which experiences from instrumental sources (skills, abilities, values) or affective sources (mood, satisfaction) improves the quality of the other domains for example work(Zhang et al., 2012). Enrichment refers to the extent to which experiences in one role improve the quality of life in another role. These complement each other to avoid work and family related conflicts and stress (Tepper et al., 2011).

2.2 Perceived Employee engagement

Organizations aim at creating an energized, dedicated and engaged workforce. Work engagement is defined as a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption (Wiratama et al., 2022). Engagement is manifested through a persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior. According to Winarno et al., (2022),Vigor is characterized by 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; Finally, absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

Accordingly, vigor and dedication are considered direct opposites of the core burnout dimensions of exhaustion and cynicism, respectively (Xiaojun & Yangyang, 2022). Therefore, particularly the correlations between vigor and exhaustion and between dedication and cynicism are expected to be strongly negative. Actively engaged employees in the workplace are more productive and happier in the workplace(Irvine, 2009). According to Winarno et al., (2022) there are four mechanisms that can be used to improve employee engagement within an organization: (a) know what drives employee engagement, (b) get senior leadership buy-in, (c) regularly communicating with employees, and (d) acting on the results.

2.3 Work-Family Conflict

The advancement of the social economy and the transformation of family structure, the conflict between work and family is becoming more noticeable. Lately, work–family conflict has become an increasing topic of interest, because of the consequences it could bring for both employees and their organizations (Asaari &Desa, 2021).The concept of work-family conflict has been defined in different ways by various scholars Tuffour & Bortey, (2022) define Work-family Conflict as the potential inter-role conflict in which perceived demands, strain, and time devoted to work are experienced as interfering with fulfilling family-related responsibilities, significantly influencing a worker's wellbeing. Work and family differ in terms of functions and goals, and the two belong to different categories with their own borders. According to the work-family border theory Wiratama et al., (2022), borders are expressed in three forms; physical, secular, and psychological, and are characterized by permeability, flexibility, blending, and strength. These characteristics of work-

family borders mean that people may be disturbed by family affairs at work, or they may use family time for work or even take care of family affairs while working (Winarno et al., 2022). Thus, people's roles in the respective domains of work and family are mutually impacted by the border characteristics.

Similarly, Mdhluli, (2019)stated that Work–family conflict has two distinct forms: family-to-work conflict and work-to-family conflict. Family-to-work conflict usually results when family-related responsibilities interfere with or negatively impact job performance. Work-to-family conflict, on the other hand, results when job-related aspects interfere with or negatively impact family life (Karakas & Tezcan, 2019). For example, the demands of work domain are the working hours, work intensity and the proportion of working hours actually spent while working while family demands involve the roles of people as father, mother, wife; family commitments like children upbringing, taking care of the senior family members and related house chores (Tuffour & Bortey, 2022). If more hours were subtracted from home hours keeping the work intensity high, the conflict is likely to produce fatigue, anxiety and other negative effects on family domain and work productivity. De et al., (2020) note that it is challenging to achieve a balance between work and non-work domains in today's volatile and fast-paced business world, making it tougher to separate work from employees' personal lives. For instance, it is common for employees to check emails and attend to work issues and business calls at home, or even work on their laptops during family time.

2.3 Employee Stress

Stress has become a more prominent condition among working employees. According to Vickovic & Morrow, (2020), work stress is defined as a confrontational physical and mental reaction that arises when work demands are not in accordance with the abilities, skills or requirements of an employee. Mdhluli, (2019)defines work stress as the inability to cope with the stresses experienced on the job. Work stress is caused as a result of a discrepancy between environmental demands (stressors) and individual capacities to fulfill these demands (Karakas & Tezcan, 2019).Seaward (2019)asserts that

work intensity cause stress. Employees often face a manifestation of stress through excessive workloads, unclear roles, poor relations at work, perceived unfair/unequitable reward systems among others.

Work stress is a problem faced with organizations that often have undesirable effects on staff and organizational performance (Asaari & Desa, 2021). It is thus a structural problem that exerts an individual effect on each employee and has an effect on the performance of an organization. Stress when not controlled appropriately usually results in the inability of people to interact positively with their environment, both outside and inside (Wiratama et al., 2022). According to Winarno et al., (2022) work stress may reduce effectiveness at work and cause ill health. Excessive level of occupational stress needs to be curbed within the organization to prevent fatigue, anxiety, depression and social withdrawal given that it is likely to disengage employees from work. Employees who feel stress tend to use sick leave as a stress coping strategy to recuperate from illness which has an effect on employees' private life(Xiaojun & Yangyang, 2022).

2.4 Work-Family Conflict and Perceived Employee Engagement

Work-family conflict and perceived employee engagement are two important concepts in the field of organizational psychology and human resource management. They are closely related and can have a significant impact on both individual employees and the overall success of an organization. Work-to-family conflict occurs when the demands or stressors from work spill over into an employee's personal or family life(Karakas & Tezcan, 2019). For example, working long hours or facing high job-related stress can negatively affect family life. On the other hand, family-to-work conflict happens when family-related issues such as childcare responsibilities or personal problems, affect an employee's ability to perform effectively at work (Eshak, 2019). According to Wambui et al., (2017), work-family conflict can lead to decreased job satisfaction, increased stress, and even burnout if not managed effectively. Wiratama et al., (2022), showed that when work-family conflict is low, employees are more likely to feel engaged in their work. They can focus on their job without being

distracted by family-related stressors. When work and family life are in harmony, employees are more likely to bring a positive attitude to work.

On the other hand, when work-family conflict is high, it can lead to reduced employee engagement. Employees who constantly struggle to balance work and family may become disengaged, as they are preoccupied with personal issues or are stressed due to work demands (Eshak, 2019). Tuffour & Bortey, (2022)note today's dynamic business environment has presented the need to balance work and other life domains has become one of the key issues faced by many employees all over the world. When employees experience a conflict between their work and family domains, it could lead to disastrous consequences such as tardiness, poor employee performance, inadequate employee motivation, more errors and employee turnover, among others (Asaari & Desa, 2021). Winarno et al., (2022) assert that the ability to balance work and non-work facets enhances employees' wellbeing. On the other hand, a conflict between work and non-work facets has adverse negative effects (Ribeiro et al., 2021) for example when employees fail to get time for their families at home it takes a toll on their overall wellbeing. This is in line with De et al., (2020) who acknowledged that having a healthy work-life balance is crucial for employees' mental and physical health as it can help stave off stress and burnout.

Wambui et al., (2017)revealed that offering flexible work schedules or remote work options can help employees better manage their work and family responsibilities. Likewise, implementing family-friendly policies such as paid parental leave, on-site childcare, and counseling services can reduce family-to-work conflict. According to Mdhluli, (2019)providing resources and programs to help employees manage stress can be beneficial in reducing the negative impact of work-related stress on family life and engagement. Regular communication and feedback sessions with employees can help them voice their concerns and suggest ways to improve their work-family balance. Therefore, managing work-family conflict is essential for enhancing perceived employee engagement. When employees feel that their work and personal lives are in balance, they are more likely to be engaged,

committed, and productive in their roles, ultimately benefiting both the individual and the organization.

2.5 Employee Stress and Perceived Employee Engagement

Work stress can have a profound effect on perceived employee engagement. The relationship between work stress and employee engagement is complex and can vary depending on the individual, the organization, and the specific stressors involved (Asaari & Desa, 2021). Work stress can lead to reduced job satisfaction. When employees experience high levels of stress, they are less likely to find their work fulfilling and satisfying(Karakas & Tezcan, 2019). This can lead to decreased engagement as employees may feel less connected to their job. According to Winarno et al., (2022), high levels of work stress can drain an employee's motivation. Stress can be mentally and physically exhausting, making it difficult for individuals to maintain a high level of enthusiasm for their work (Wiratama et al., 2022). Reduced motivation can result in lower engagement. Seaward, (2019)contends that prolonged exposure to work-related stressors, such as heavy workloads or job insecurity, can lead to emotional exhaustion, which is a component of burnout. Burnout is strongly associated with decreased employee engagement, as individuals become emotionally detached from their work. Nora & Fitri Anggraeni, (2020)showed that employees experiencing high levels of stress may become less committed to their organization. They might view their employer as the source of stress or feel unsupported in managing their stress, leading to decreased commitment and engagement.

According to Vickovic & Morrow, (2020) stress can impair cognitive function, including decision-making and problem-solving abilities. Employees who are stressed may struggle to engage effectively in their work tasks, resulting in decreased engagement. In line, De et al., (2020)argue that chronic work stress can lead to negative health outcomes, including physical and mental health issues. When employees are dealing with health problems caused or exacerbated by stress, their capacity for engagement is significantly diminished. Work stress can spill over into an employee's

personal life, leading to conflicts and strains in family and social relationships(Mansour & Tremblay, 2018). This, in turn, can further reduce an employee's ability to engage at work due to distractions and preoccupation with personal issues. Mdhluli, (2019)revealed that high levels of work stress can lead to increased absenteeism and higher turnover rates. Employees who feel overwhelmed by stress may seek alternative employment or take more sick days, impacting their level of engagement with their current job. According to Winarno et al., (2022), by proactively addressing and mitigating work-related stressors, organizations can help employees maintain higher levels of perceived engagement, leading to increased job satisfaction, commitment, and productivity. This study therefore proposes to test the association between stress and employee engagement among bank employees because no study has been found in this particular context to support the relationship.

2.6 Work-Family Conflict, Employee Stress and Employee Engagement

The combined effect of work-family conflict and Employee stress on employee engagement can be particularly detrimental to an individual's overall well-being and job performance. When an employee experiences both work-family conflict and high levels of stress simultaneously, it can lead to a compounding negative impact on their perceived engagement in the workplace(Asaari & Desa, 2021). According to Karakas & Tezcan, (2019), work-family conflict, stemming from the difficulty of balancing work and family responsibilities, can already reduce job satisfaction. When stress is added to the mix, it exacerbates the dissatisfaction, making employees even less engaged with their work. Winarno et al., (2022)assert that stress at work, such as heavy workloads or job-related pressures, can lead to emotional exhaustion and burnout. The demands of both work and family life, coupled with high stress, can accelerate the development of burnout. Employees experiencing burnout are disengaged, feeling emotionally drained, and detached from their work(Wiratama et al., 2022).

Karakas & Tezcan, (2019)argue that the combination of work-family conflict and Employee stress can lead to decreased motivation. Employees may struggle to find the energy and enthusiasm to

perform well in their roles, leading to reduced engagement and productivity. According to Tuffour & Bortey, (2022) the joint impact of work-family conflict and Employee stress can result in negative physical and mental health outcomes, which can further undermine engagement. Health issues can reduce an employee's ability to engage fully in their work tasks. Ribeiro et al., (2021)contend that the stress from work and work-family conflict can result in conflict and strain in an employee's personal life, affecting relationships and overall well-being. This personal stress can easily spill over into the workplace, leading to further disengagement. De et al., (2020)revealed that when employees are dealing with both work-family conflict and high levels of stress, they are more likely to take sick days, request leaves, or consider leaving their jobs. This leads to increased absenteeism and turnover, reducing overall employee engagement within the organization.

In regard to impaired decision-making and problem-solving, Mdhluli, (2019)argue that employees facing the combined impact of work-family conflict and Employee stress may experience difficulties in making decisions and solving problems at work. This can hinder their effectiveness and, in turn, their engagement with their job. In order to reverse the situation, Wiratama et al., (2022) proposed that availability of flexible work arrangements, stress management programs, supportive policies, clear communication, and promote work-life balance. By proactively addressing both work-family conflict and Employee stress, organizations can create a more supportive and positive work environment, ultimately enhancing employee engagement and well-being.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This section provides the description of how the study was conducted. It comprises of; the research design, target population, sampling design and size, data collection instruments, data analysis and interpretation tools and limitations of the study.

3.1 Research Design

According to Creswell, (2014), a research design is a blueprint in which the study is structured properly for its execution. This study used a cross-sectional research that is quantitative in nature. A cross sectional research design focuses on collecting information in a snapshot (Field, 2009). This research design is selected because of its precision in providing a clear understanding and description of the research variables under investigation. A quantitative approach involves presenting results using statistics or numbers (Mark et al., 2009). This approach was applied due to its objectivity and precision in indicating the extent to which variables relate in the study relate to each other and answer the research questions.

3.2 Study Population

A population refers to the multitude of units from which the sample is selected (Creswell, 2014). The population of this study constituted 615 employees from two selected commercial banks in Uganda. The two were chosen on the basis of ensuring representation of a local and international bank and their coverage is in all regions of the country (North, East, South, West and Central). These employees were from all levels of the organization because work-family conflict and engagement issues are experiences of all staff. The respondents of this study comprised the unit of inquiry and the unit of analysis.

Table 3.1: Population of the Study

Name of bank	Total Number of employees
Tropical	306
Finance Trust Bank	309
Total	**615**

Source: Tropical Bank and Finance Trust Bank HR Reports (2020)

3.3 Sample Size and Sampling Technique

The sample size was determined in accordance to Krejcie & Morgan, (1970) table. This method is based on a confidence interval of 95% and 5% margin error. According to this table, the sample size was 234 respondents. In order to obtain sample, this study applied both stratified and simple random sampling techniques. Stratified sampling technique involves dividing the population into strata, guided by the homogeneity and heterogeneity between them, and subsequently applying a random sample to obtain the number of elements from each stratum(Creswell, 2014). The researcher categorized employees into two strata, that is; Tropical Bank Limited and Finance Trust Bank from which the researcher determined the proportion of employees in relation to the expected sample size to be selected from each category. Thereafter, the researcher applied simple random sampling to select the participants by way of picking without replacing. This method is justified because it is scientific in nature and gives all elements in the population an equal chance of being selected for the study. From each bank, the respondents were distributed as follows;

Table 3.2: Sample Distribution

Name of Bank	Population	Sample Size
Tropical	306	116
Finance trust bank	309	118
Total	**615**	**234**

3.4 Data Sources and Data Collection Instrument

Primary data was the main source which was collected from the banks using the questionnaire survey method. The data was provided by the selected respondents from the different banks. These respondents were contacted at the banks. Data from the field were obtained through the use of self-administered questionnaires following systematic and established academic procedures as outlined

under ethical considerations below. Responses to the questions were anchored on a 5 point Likert scale ranging from; (1) SD- Strongly Disagree, (2) D- Disagree, (3) Not Sure, (4) A-Agree and (5) SA-Strongly Agree.

3.5 Measurement of Variables

The concepts of work-family conflict, Employee stress and employee engagement was conceptualized and measured as follows.

Study Variables	Dimensions	Author(s)
Perceived employee engagement	Absorption Vigor Dedication	Schaufeli et al., (2006)
Work-family conflict	Time-based work interference with family Time-based family interference with work Strain-based work interference with family Strain-based family interference with work	Gao & Zhao (2014)
Employee Stress	Physical Psychological Psycho-social Psycho-spiritual	Carlson & Williams (2000)

Source: Literature Review

3.6 Validity and Reliability Tests

3.6.1 Validity Test

This refers to assessing whether each question within the data collection instrument measures the construct in question and captures the issues to be measured (Creswell, 2014). To achieve this, the researcher applied expert judgment. Upon designing the questionnaire, it was presented to the supervisor and other experts in human resource management from MUBS to check the content validity the items presented. Based on their feedback, necessary adjustments were made to refine the instrument and only items that were flagged as valid to measure the variables under study were maintained.

3.6.2 Reliability Test

According to Drost, (2011)reliability refers to the consistence with which the data collection instrument measures the research variables under study. In other words, it measures the extent to which the instrument is without bias. The study used both pretesting the questionnaire and comparing with Cronbach Alpha Coefficient to check for reliability of the instrument. Before the actual data collection, the researcher distributed between 15 to check for consistence in the responses. Depending on the responses, the researcher may make appropriate adjustments to come up with the final tool for data collection. Cronbach Alpha coefficient was retrieved directly from the captured data from the field. Hulin et al., (2001)indicate that scales with alpha coefficient of at least 0.6 can be considered reliable. In this study, all the scales that were adopted to measure Work-Family-Conflict, Employee Stress and Perceived Employee Engagement were found to be reliable with an Alpha coefficient of above 0.6. The results of Reliability are indicated in table 3.3 below.

Table 3.3. Reliability Results

Variable	Cronbach Alpha Coefficient	Number of items
Work family Conflict	0.83	12
Employee Stress	0.76	7
Perceived Employee Engagement	0.71	15

Source: Field data, 2023

The table above displays the reliability indices/coefficients for all constructs used in the study. All alpha reliabilities (α) for all scales were above 0.7, ranging from 0.71 to 0.83 therefore meeting acceptance standards for research(Nunnally, 1978).

3.7 Data Processing and Analysis

The researcher collected, cleaned, coded and classified data into categories. The data was edited and entered into the data editor of Statistical Package for Social Scientists (SPSS V22) software for analysis. The researcher presented data using descriptive and inferential statistics where frequency tabulations were used to present the data on demographic characteristics whereas, for the research objectives, the Pearson correlation matrix and regression analysis were used. The researcher used

correlation analysis to test the relationships between work-family conflict, Employee stress and perceived employee engagement whereas, regression analysis was used to study the combined effect of work-family conflict and Employee stress on perceived employee engagement.

3.8 Ethical Considerations

When carrying out research the following ethical considerations were observed by the researcher. Permission of the respondents who were under study was requested from the respondents to conduct the research involving them. The study avoided causing physical or emotional harm to the respondents who were part of the study. Objectivity during the research was emphasized so as to eliminate personal biases and opinions. This was done by using generalized questions in the research instruments and to avoid bias on the part of the researcher. Anonymity of the respondents was taken care of during the study, by omitting names of respondents on the questionnaires and using codes for individuals who were interviewed, so as to avoid victimization and this was informed to the respondents.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter analyses, presents, and interprets the findings of the study. The findings are presented in tables showing frequencies, correlations, and regression combined effect of work family conflict, employee stress and perceived employee engagement.

4.1 Response Rate

The response rate from the study was 92.3%. From the sample size of 234, a total of 216 valid questionnaires were retrieved. The high response rate is because the researcher ensured that permission from management was sought, giving support to the process and ensuring that feedback is got from the respondents.

4.2 Demographic Characteristics for Respondents

Frequency tabulation was used by the researcher to present gender, age group, tenure of employment, level of education and frequency of working from home for the respondent distribution as shown in table 4.1 below.

Table 4.1: Descriptive Characteristics for Respondents

Gender	**Frequency**	**Percentage**
Male	92	42.6
Female	122	56.5
Total	216	100.0
Age Group	**Frequency**	**Percentage**
Below 25 years	44	20.4
26-30 years	92	42.6
31-35 years	57	26.4
36-40 years	14	6.5
Above 40	9	4.2
Total	**216**	**100.0**
Highest Level of Education	**Frequency**	**Percent**
Diploma	3	1.4
Degree	130	60.2
Post graduate	58	26.9
Others	25	11.6

Total	**216**	**100.0**
Tenure	**Frequency**	**Percentage**
Less Than 5 years	32	14.8
5 -10 years	141	65.3
11 – 15 years	40	18.5
Above 15 years	3	1.4
Total	**140**	**100.0**
Frequency of working from home	**Frequency**	**Percent**
Most of the time	4	1.9
Sometimes	53	24.5
Rarely	89	41.2
Never	70	32.4
Total	**216**	**100.0**

Source: Field data, 2023

Results in Table 4.1 revealed that there were more female respondents 56.5%. This could be because the banking sector is mainly client service driven and the females are usually more preferred for the service jobs compared to the male counterparts.

The results in Table 4.1 further indicate that the majority of the respondents (42.6%) were aged 26-30 followed by those between 31-35 years. This age group comprises of the youthful age group that is very agile and versatile and can easily cope up with the pressures of the banking sector.

The results in Table 4.1 above indicate that, the majority of the respondents (60.2) had a Bachelor's degree followed by respondents with a post graduate degree. This represents a highly educated and qualified respondents that understood the subject matter that was under study.

The results in Table 4.1 above further revealed that the majority of the respondents (65.3%)had been worked in the bank for 5-10 years followed by those of above 11-15 years (18.5%). The longer years of service could be attributed o the better working conditions in the banking sector.

The results in the Table 4.1 above revealed that majority of the respondents (41.2%) rarely work from home followed by 32.4% that never work from home. This is attributed to the fact that the banking sector has one of the strictest work schedules and presence on the job physically. This is

because banks mainly provide a service which requires interaction with clients and colleagues and also a work environment with minimal interruption.

4.3 Pearson Correlation Results

Pearson correlation was conducted to find out the magnitude and direction of the study variables. The results are presented in Table 4.2 below;

Table 4.2: Pearson Correlation Analysis

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Work Family Conflict	1													
TWIF	.432**	1												
TFIW	.630**	.388**	1											
SWIF	.540**	.460**	.538**	1										
SFIW	.530**	.330**	.475**	.620**	1									
Employee Stress	**.752****	.725**	.658**	.730**	.680**	1								
Physical	.585**	.267	.479**	.506**	.330**	.234**	1							
Psychological	.689**	.420**	.785**	.769**	.493**	.430**	.384**	1						
Psychosocial	.525**	.545**	.445**	.613**	.420**	.461**	.621**	.479**	1					
Psycho-spiritual	.755**	.442**	.706**	.675**	.647**	.695**	.746**	.386**	.234**	1				
Employee Engagement	**-.201****	-.419**	-.287**	-.396**	-.512**	**-.358****	-.435**	-.367**	-.332**	-127**	1			
Vigor	-.671**	-.355**	-585**	-.698**	-.541**	-.728**	-.508**	-.637**	-.321**	-.541**	-.341**	1		
Absorption	-.587**	-.437**	-674**	-.689**	-.490**	-.670**	-.551**	-.404**	-.580**	-.435**	-.541**	-521**	1	
Dedication	-.559**	-.178*	-.510**	-.513**	-.558**	-.541**	-.446**	.652**	-.510**	-.621**	-.453**	-346**	-341**	1

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

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

Source: Software Generated results (SPSS Version 25)

4.3.1 Work-Family conflict and Perceived Employee Engagement

There is a significant negative association between work family conflict and perceived employee engagement ($r = -.201$, $p<.01$). The findings further indicate that, all the constructs for work family conflict; TWIF ($r = -.419$, $p<.01$)., TFIW ($r = -.287$, $p<.01$)., SWIF ($r = -.396$, $p<.01$)., SFIW ($r = -.512$, $p<.01$). have a significant negative association with employee engagement. This means that, a positive change in work family conflict is associated with a negative change in perceived employee engagement.

4.3.2 Employee Stress and Perceived Employee engagement

There is a significant negative association between employee stress and perceived employee engagement ($r = -.358$, $p<.01$). The findings further indicate that, all the constructs for employee stress; physical ($r = -.435$, $p<.01$), psychological ($r = -.367$, $p<.01$), psychosocial ($r = -.541$, $p<.01$), psycho-spiritual ($r = -.341$, $p<.01$) have a significant negative association with employee engagement. This means that, a positive change in employee stress is associated with a negative change in perceived employee engagement.

4.4 Combination of Work Family Conflict and Employee Stress on Perceived Employee Engagement

A regression analysis of the combination of Work Family Conflict and employee stress on perceived employee engagement was conducted to find out the statistical power of the independent variables onto the dependent variable. The results are presented in Table 4.3 below;

Table 4.3: Regression of the Combination of Work Family Conflict and Employee Stress on Perceived Employee Engagement

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	**Std. Error**	**Beta**		
(Constant)	2.747	0.268		10.254	.000
Combination of Work Family Conflict and Employee Stress	-0.289	0.067	-0.284	-4.339	.000
Dependent Variable: **Perceived Employee Engagement**					
R	0.284				
R^2	0.081				
Adjusted R^2	0.077				
Std. Error of the Estimate	0.402				
R^2 Change	0.081				
F Statistic	18.828				
Sig.	.000				

Source: Software Generated results (SPSS Version 25)

The results in Table 4.3 above indicate that; the combination of work family conflict and employee stress explains 0.284 of the negative variation in perceived employee engagement (βeta = -0.284, $p<0.05$). this means that, a unit change in the combination of work family conflict and employee stress will lead to a reduction in perceived employee engagement of 28.4%. This model contributes 7.7% to the study (Adj R^2=0.077) and perhaps other factors not part of this study contribute the remaining 92.3%.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The chapter includes the discussion, conclusions and the recommendations from the study. The discussion was done with respect to the findings on the study objectives. The conclusions highlight the key findings that were identified by the researcher. The recommendations are built from the key findings to inform policy, practice and research. The chapter concludes with the areas for further research that the researcher considers are worth noting in advancement of the research in employee wellbeing research; specifically related to Employee stress, perceived employee engagement and work family conflict.

5.1 Summary of the Findings

The study sought to investigate the relationship between work family conflict, employee stress and perceived employee engagement in selected commercial banks. From the staff sample characteristics, male respondents were more responsive possessed degree level of education and in regard to frequency of working at home, the majority revealed that they rarely worked from hone. The majority had experience of 5-10 years and were in the 26-30 years age group. According to the correlational findings of the study variables, the findings revealed significant negative relationships among the study variables with perceived employee engagement in selected banks. Similarly, the correlational results were in line with the regression analysis which revealed that work family conflict and employee stress predicted perceived employee engagement in selected commercial banks.

5.2 Discussion of the Findings

5.2.1 Work Family Conflict and Perceived Employee Engagement

The findings indicated a significant negative relationship between work family conflict and perceived employee engagement among banks. This result suggests that as work-family conflict increases, perceived employee engagement decreases. This signified that when the banks develop strategies that cause reduction in time-based work and strain-based work interference with family and work, this promotes employees' absorption, vigor and dedication. This could be done through banks influencing reducing work family conflict by creating favourable work schedules, providing staff welfare services and provide team building activities among others. The outcome of all this would be engaged staff to their roles and responsibilities. In support of the findings, Asaari & Desa, (2021) showed that work-family conflict often leads to increased stress and feelings of being overwhelmed. When employees struggle to balance the demands of their job and family responsibilities, it can take a toll on their well-being. This stress and overwhelm can lead to a decreased ability or willingness to fully engage with their work.

According to(Conte et al., (2019), employees facing high levels of work-family conflict may find it challenging to focus and be productive at work. They might be preoccupied with family issues while at work or be too tired and stressed to give their best effort, resulting in reduced productivity.Work-family conflict can lead to emotional exhaustion. When employees feel emotionally drained, they may not have the energy or enthusiasm to engage fully with their tasks, colleagues, or the organization's goals(Eshak, 2019). This can negatively impact their perceived employee engagement. De et al., (2020), contend that disengaged employees are more likely to develop negative attitudes towards their job, colleagues, and the organization as a whole. They may also be more inclined to consider leaving their current job in

search of a more balanced work-life situation. This can have implications for employee retention and recruitment costs.

5.2.2 Employee Stress and Perceived Employee Engagement

The findings indicated a significant negative relationship between employee stress and perceived employee engagement which was proof that for the banks to promote employee absorption, vigor and dedication, they had to reduce, transfer and share physical, psychological, and psychosocial and psycho-spiritual stress. Here the banks can reduce the stress through employee assistance programs, stress management workshops, flexible work arrangements, and a supportive leadership style that recognizes and addresses employee stressors. It is essential to incorporate stress reduction strategies into daily routine to help you manage and alleviate stress effectively. In support, according to Tharindu & San, (2022)high levels of stress can have a detrimental impact on an employee's overall well-being. Stress can manifest physically and psychologically, leading to health issues, burnout, and reduced mental clarity(Mansour & Tremblay, 2018). As stress intensifies, it becomes increasingly challenging for employees to engage positively with their work. Liu et al., (2017)showed that stress often impairs an individual's ability to focus, make decisions, and solve problems effectively. This can result in reduced productivity as stressed employees struggle to meet their job responsibilities and deadlines, leading to decreased engagement in their tasks.

Tharindu & San, (2022)contend that chronic stress can lead to emotional exhaustion, a key component of burnout. When employees are emotionally exhausted, they may become disengaged from their work as they lack the emotional resources to invest in their tasks, colleagues, and the organization. On the other hand, Jennifer & Sun, (2018)) stressed employees may exhibit irritable or withdrawn behavior, impacting their relationships with colleagues and supervisors. This can further decrease their sense of belonging and engagement in the workplace. According to Tharindu & San, (2022) elevated stress

levels can lead to higher rates of absenteeism and an increased likelihood of employees considering leaving their jobs. This can have financial implications for organizations due to increased recruitment and training costs. Jamadin et al., (2015)assert that organizations should foster an environment where employees feel valued, have access to stress-reduction resources, and are encouraged to maintain a healthy work-life balance. The significant negative relationship between employee stress and perceived employee engagement underscores the importance of addressing stress in the workplace. It emphasizes the need for a holistic approach to employee well-being that encompasses physical and mental health. Reducing stress can lead to increased engagement, higher productivity, and better overall job satisfaction, ultimately benefiting both employees and their organizations.

5.2.3 Work Family Conflict, Employee Stress and Perceived Employee Engagement

The findings showed that work-family conflict and employee stress had a significant effect and predicted perceived employee engagement. From the findings, work-family conflict did not predict the change in perceived employee engagement much as employee stress did so. According toConte, et al., (2019), in the context of commercial banks, this may be due to the demanding nature of banking jobs, which can require long hours and high levels of responsibility. Work-family conflict in this setting could result from trying to balance these demands with family or personal commitments. Asaari & Desa, (2021)showed that work-family conflict is associated with lower employee stress levels. This could mean that commercial banks have effective policies and practices in place to help employees manage their work-family balance. Alternatively, employees may have developed effective coping strategies to reduce stress. De et al., (2020)showed that some degree of stress is motivating and leads to a higher level of engagement. However, excessively high stress levels can lead to burnout and disengagement. High levels of stress can diminish an employee's ability to focus on their work and maintain positive relationships with colleagues and clients.

Tharindu & San, (2022)contend that it is essential for commercial banks to review their policies related to work-family balance and stress management. This could involve offering flexible work arrangements, employee assistance programs, and mental health support to help employees better manage their stress and work-family conflicts. On the other hand, Tharindu & San, (2022)argue that the role of leadership in commercial banks is crucial. Effective leadership and management can significantly impact the levels of employee stress and engagement. Training for managers in stress management and work-family balance support may be necessary. Identifying which strategies work and which do not can inform training and development programs. Therefore, understanding the interplay between work-family conflict, employee stress, and perceived employee engagement in commercial banks is essential for creating a supportive work environment. It can help organizations develop strategies to enhance employee well-being, engagement, and ultimately, the overall success of the bank.

5.3 Conclusions

The conclusion of the study was made in accordance with the study objectives.

The findings validate that work-family conflict were an integral part of perceived employee engagement in the banking sector. This indicates that work-family conflict in regard to time-based work and strain-based work interference with family and work negatively affected perceived employee engagement in commercial banks. This is justification that work-family conflict was detrimental to perceived employee engagement in banks. Therefore, when the banks are able to ensure favorable work-family conflict, this will have a positive effect on perceived employee engagement of commercial banks.

The findings revealed that there was a significant negative relationship between employee stress and perceived employee engagement which is justification that for the banks to realize employees' absorption, vigor and dedication, the banks had to ensure that all issues pertaining to employee stress are

adequately and efficiently addressed. This is because when a bank has efficient strategies to mitigate employee stress, it will promote perceived employee engagement in the banking sector.

The major purpose of this research was to study the effect of work-family and employee stress on perceived employee engagement in the banking sector. It is evident that work-family and employee stress had substantial effect on perceived employee engagement. It follows, therefore, that banks need to model their strategies to achieve the reduction in effects of work-family and employee stress among bank employees so as to promote employee engagement in the sector.

5.4 Recommendations of the Study

The findings showed that work-family conflict had a negative effect on perceived employee engagement in the banking sector. To mitigate the negative effects and enhance overall well-being and engagement, there is need to introduce flexible work hours or remote work options to allow employees more control over their schedules. This can help them better balance their work and family commitments. The banks should offer paid family leave policies to support employees during significant life events, such as the birth of a child or a family member's illness. Provide on-site or subsidized childcare facilities or partnerships with local childcare providers to ease the burden of childcare responsibilities. Banks should implement stress management programs that include workshops, counseling services, or access to stress reduction apps to help employees cope with and manage stress effectively.

The study recommends that banks should promote mental health awareness and reduce stigma by offering mental health resources, such as Employee Assistance Programs (EAPs) and access to mental health professionals. Banks should provide training for managers and supervisors on recognizing signs of work-family conflict and stress in their teams. Banks should encourage open and transparent

communication between employees and their managers regarding work-family balance challenges. Ensure employees feel comfortable discussing their needs and concerns.

Banks should examine job roles and responsibilities to ensure they are manageable and realistic. Consider redistributing workloads and responsibilities to avoid overburdening employees. Banks should recognize and reward employees who successfully manage work-family conflicts and maintain high levels of engagement. Positive reinforcement can motivate others to balance their responsibilities effectively. There is need to develop comprehensive wellness programs that focus on physical and mental well-being, including fitness activities, nutrition counseling, and mindfulness training.

The study recommends that banks should develop and implement stress awareness programs to educate employees about the signs and effects of stress. Encourage them to recognize when they are feeling stressed and take proactive steps to address it. Banks should offer stress management training sessions to provide employees with practical tools and techniques for coping with and reducing stress. This can include mindfulness, relaxation exercises, and time management skills. There should be regularly assess and adjust workloads to ensure they are manageable. Implement strategies to distribute work evenly and avoid overburdening employees with excessive responsibilities.

The banks should encourage employees to prioritize tasks based on importance and urgency. Provide tools and training to help them make effective decisions about task management. Banks should consider flexible work hours, compressed workweeks, or remote work options to give employees more control over their schedules and reduce the stress associated with long hours or long commutes. Banks should promote mental health resources and services, such as Employee Assistance Programs (EAPs), counseling, and access to mental health professionals. Ensure that employees feel comfortable seeking help when needed.

Banks should foster a sense of camaraderie and mutual support among employees through team-building activities, peer mentoring programs, and workplace social events. Banks should develop comprehensive wellness programs that focus on physical and mental health. Include activities such as fitness classes, nutrition education, and stress reduction workshops. Banks should encourage employees to integrate work and personal life in a way that works for them. Provide guidelines and policies that allow for a more seamless balance.

Banks should recognize and reward employees for their efforts and achievements. Positive reinforcement can boost morale and motivation, reducing stress. Offer training in conflict resolution and effective communication, which can reduce stress arising from interpersonal issues within the workplace. Banks should foster an environment where employees feel safe discussing their stressors and seeking help. Promote an open and understanding culture. Banks should periodically conduct stress assessment surveys to gather insights from employees about their stress levels and the factors contributing to it. Use this data to tailor interventions.

5.5 Limitations to the study

The cross sectional research design that was used by the study could have undermined the quality of information that was collected to represent the views of all respondents in the banks in Uganda. In order to enhance the representation of the views of the respondents in the banking sector, a longitudinal study design is proposed to be adopted for future studies.

The time horizon that was used (cross sectional) in the study of only collecting data at a point in time, therefore providing views as and when the study was carried out. However, the research encouraged respondents to provide as much information as possible during the data collection with the respondents.

The study used a closed ended questionnaire which required the respondents to provide responses on the items contained in the tool. This might not have given a chance to the respondents to provide more information beyond what was contained in the questionnaire which limited the respondents' ability to provide more information about the study. To address this, the tool was moderated by experts to ensure that it was able to collect complete data for the study.

The scales in the questionnaire were adopted from other studies conducted in different environments other than Uganda, which could have caused bias. The researcher involved experts in the fields of management to moderate the scales adapted to fit the local environment.

The sampling methods that were adopted by the study may have eliminated key informants during the selection process which in the process may have led to loss of vital information for the study. However, the researcher addressed this by ensuring that the targeted respondents provide data for the study were the right ones to provide the required data for the study.

5.6 Areas for further research

This study concentrated on work-family conflict, employee stress and perceived employee engagement in selected commercial banks in Uganda. Future research should attempt to collect data from all commercial banks in Uganda to ascertain and compare the findings.

The study adopted a cross sectional survey design which studied the state of affairs on the selected banks at a point in time. To study the true nature and quality of work-family conflict, employee stress and perceived employee engagement, a longitudinal study is more appropriate.

The model could only explain 23.1% of the variance in perceived employee engagement failing to account for 76.9% of the variance in perceived employee engagement. Future studies should try to

consider other variables that were not part of the model to predict the variance in perceived employee engagement.

A quantitative approach was adopted for this study; the researcher recommends that a qualitative study be conducted to examine perceived employee engagement in the banking sector in Uganda.

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APPENDIX I: QUESTIONNAIRE

Dear Respondent,

I am Kasasi Mariam Kente, a student of Makerere University Business School undertaking a research study on *"**Work-family conflict, stress and perceived employee engagement among banks in Uganda"***. You have been chosen to participate in this study by answering questions below. The information collected will be used purely for academic purpose. I kindly request you to be objective while answering the questions.

SECTION A: DEMOGRAPHIC CHARACTERISTICS (please tick/circle appropriately)

1. Gender

Male	Female
1	2

2. Age Bracket in years

25 & below	26-30	31-35	36-40	45 & above
1	2	3	4	5

3. Education Level Attained

Diploma	Degree	Masters	Others (CPA, ACCA, CIMA)
1	2	3	4

4. Duration in Employment

Less than 5yrs	Between 5-10yrs	Between 11-15yrs	16yrs & above
1	2	3	4

5. Frequency of working from home

Most of the times	Some times	Rarely	Never
1	2	3	4

SECTION B: Statements on work-family conflict, stress and perceived employee engagement

You are required to answer the following statements using the key presented to you. Key: 1-Strongly Disagree (SD), 2- Disagree (D), 3- Not Sure (NS), 4- Agree (A) and 5 represents Strongly Agree (SA).

WORK FAMILY CONFLICT

WFC	**Time-based work interference with family**	**SD**	**D**	**NS**	**A**	**SA**
WFC1	My work keeps me from my family activities	1	2	3	4	5
WFC2	The time I must devote to my job interferes with my household responsibilities and activities.	1	2	3	4	5
WFC3	I often miss family activities and engagements	1	2	3	4	5
	Time-based family interference with work	**SD**	**D**	**NS**	**A**	**SA**
WFC4	The time I spend on family responsibilities often interfere with my work responsibilities.	1	2	3	4	5
WFC5	The time I spend with my family is less than what I plan for	1	2	3	4	5
WFC6	I sometimes miss out on work activities	1	2	3	4	5
	Strain-based work interference with family	**SD**	**D**	**NS**	**A**	**SA**
WFC7	I am often exhausted to participate in family activities/ responsibilities.	1	2	3	4	5

WFC8	My work emotionally drains me	1	2	3	4	5
WFC9	The pressures at work is overwhelming	1	2	3	4	5
	Strain-based family interference with work	1	2	3	4	5
WFC10	I am often preoccupied with family matters at work.	1	2	3	4	5
WFC11	I am often stressed to concentrating on my work.	1	2	3	4	5
WFC12	Tension and anxiety from my family life interferes with my ability to do my job.	1	2	3	4	5

EMPLOYEE STRESS

WS	**STRESS**	**SD**	**D**	**NS**	**A**	**SA**
WS1	My supervisor helps me out with challenges at work	1	2	3	4	5
WS2	On my job, efforts are rewarded as they should	1	2	3	4	5
WS3	Demands of my do not work affect my personal relationships	1	2	3	4	5
WS4	I find it easy to unwind at home	1	2	3	4	5
WS5	I feel that my job has effortless work	1	2	3	4	5
WS6	The organisation provides sufficient support	1	2	3	4	5
WS7	I can count on my colleagues for support	1	2	3	4	5

PERCIEVED EMPLOYEE ENGAGEMENT

EE	**Vigor**	**SD**	**D**	**NS**	**A**	**SA**
EE1	At my work, I feel bursting with energy	1	2	3	4	5
EE2	I find the work that I do full of meaning and purpose.	1	2	3	4	5
EE3	Time flies when I am working.	1	2	3	4	5
EE4	At my job, I feel strong and vital	1	2	3	4	5
EE5	I am enthusiastic about my job	1	2	3	4	5
	Absorption	**SD**	**D**	**NS**	**A**	**SA**
EE6	When I am working, I forget everything else around me.	1	2	3	4	5
EE7	My job inspires me	1	2	3	4	5
EE8	When I get up in the morning, I feel like going to work	1	2	3	4	5
EE9	I feel happy when I am working intensely	1	2	3	4	5
	Dedication	**SD**	**D**	**NS**	**A**	**SA**
EE10	I am proud of the work that I do.	1	2	3	4	5
EE11	I am immersed in my work.	1	2	3	4	5
EE12	I can continue working for very long periods at a time.	1	2	3	4	5
EE13	At my job, I am very resilient, mentally	1	2	3	4	5
EE14	I enjoy getting carried away by my duties at work	1	2	3	4	5
EE15	At my work, I always persevere when things do not go well	1	2	3	4	5

Thank you!