Organizational practices, Work-life-balance, Psychological capital, and Employees' engagement of Health Workers in Mulago Hospital in Kampala district, Uganda.

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Abstract

This study set out to establish the combined effect of organizational practices, work-life balance, and psychological capital on employee engagement of health workers in Mulago Hospital, Kampala District, Uganda. It was based on four objectives, which included establishing the relationship between; i) organizational practices; ii) organizational practices and psychological capital; iii) work-life balance; iv) work-life balance and psychological capital. A case study and a correlational cross-sectional survey design were used. A group of 200 employees of Mulago Hospital was selected from a population of 240 health workers, using Krejcie and Morgan's (1970) table. Purposive and simple random sampling techniques were used to select respondents. Researchers employed a standardized questionnaire to gather data, which was analyzed using frequency counts, multiple linear regression, and hierarchical regression analysis. The findings indicated that; 1) There was a slightly satisfactory level of organisational practices in Mulago hospital (overall mean =3.93: SD= 0.982); a satisfactory level of psychological capital among employees (overall mean =4.81: SD= 0.988); a slightly satisfactory level of work life balance (overall mean = 4.03: SD=1.040); and a high level of employee engagement (overall mean =5.14; SD=0.731); 2) employee engagement was positively and significantly correlated with all organisational practices (Overall r-value=0.640; Sig.= 0.000); 3) a combination of organizational practices and psychological capital yields a stronger statistically significant effect on employee engagement than each taken independently (both accounted for 48.5% variation in employee engagement; R^2=0.485; F change =65.682; Sig. F Change= 0.000); 4) all the two elements of work life balance were positive and significant correlates of staff engagement (r-value = 0.420; sig.=.000); and 5) a combination of work life balance and psychological capital produces a stronger statistically significant effect on employee engagement than each taken

independently (both accounted for 44.8% variation in employee engagement; $R^2=0.44.8$; F change = 75.805; Sig. F Change= 0.000). The researchers concluded that; employees of Mulago Hospital are generally less satisfied with organizational practices; particularly, they are not satisfied with the rewards and recognition system and are not happy with organizational justice; improving employees' work-life balance will increase their levels engagement and vice versa; the combined effect of work-life balance and psychological capital is a stronger predictor of employees' engagement. The researchers recommend that the management of Mulago Hospital should; 1) revise their rewards and recognition systems to ensure there is equity and justice for all employees.

Key Words: Organizational practices, work-life balance, psychological capital, Employees, Health Workers

1.0 Introduction

This study was undertaken with a view of enhancing employee engagement among health workers in Mulago National Referral Hospital Kampala Uganda. In Uganda, an orderly health system and health delivery are already established comprising public and private players. The private segment of health is made up of Private Not for Profit (PNFP), Private Health Practitioners (PHPs), and Traditional Contemporary Medicine Practitioners (TCMPs). These private players provide almost 50% of the nation's Health care services. On the other hand, public players include government medical amenities that are decentralized from National Referral Hospitals to general Hospitals, Health Centers III and II, then Village Health Teams (VHTs) (Health Sector Development plan, 2015-2020).

With efforts to achieve vision 2040 which is "a healthy and productive population that contributes to socioeconomic growth and national development", the Health Ministry's focus is on contributing to this vision through widespread Health Coverage by making sure the masses get basic and high-quality medical services. The sector has registered several achievements including; increase in life expectancy, reduction in maternal rate, reduced infant mortality rate and increased public-private partnerships, construction of more hospitals and health centers among others, the sector still suffers from a myriad of challenges (Health Sector Report, 2018).

However, the Uganda Vision 2040 report indicated that health service delivery in Uganda is currently expensive, ineffective and insufficient, while taking long to respond to the varying demands of the diverse population groups. They indicate that manpower in the health sector is still a major challenge in providing quality health care services, including small numbers and inadequate competencies, as well as engagement, turnover, satisfaction and poor performance.

This study addressed the engagement challenges that impact the overall healthcare service delivery with a focus on Mulago Hospital. Mulago medical facility is the National Referral Hospital for the entire country. It provides the most comprehensive and most specialized services. The hospital experiences a heavy patient load that affects the quality of services due to low staffing levels and increasing staff disengagement. This

investigation assessed the aspect of employee engagement with a view of finding means of enhancing it among the health workers at this hospital.

1.1 Problem Statement

Globally, reports continue to indicate high levels of employee disengagement. For instance, the Gallup report (2017) indicated that eighty-five percent of global workers are disengaged. The study conducted by Jeve *et al*. (2015) showed that work engagement among the hospital staff was below average affecting patient care, satisfaction, and safety. Sherwood (2013) reported that employee disengagement had put the US hospital system at a crisis point, and affecting the quality of health service delivery.

In Africa, the healthcare systems remain dilapidated and underdeveloped. According to Olebire *et al.* (2019), African health care sector is mainly challenged by limited man power supply. Covert reasons embedded in the human resource challenge are; limited number of adequately engaged health professionals who can provide quality healthcare services. This inadequacy results in staff strikes, private practice preference, urban immigration, and poor work morale (Richard *et al.,* 2011). The findings by WHO that the biggest health sector challenge in sub-Saharan Africa (SSA) is an inadequate supply of qualified manpower.

In Uganda, staff disengagement is a contributory factor to the dilapidated healthcare system (Bakibinga, 2012). Cases of disengagement have also been reported in Mulago Hospital exhibited through total lack of urgency and sluggishness among health workers as patients suffer in the hospital wards, poor attitude of medical personnel towards patients, moonlighting, high duty abscondment, extortions from patients, and chronic absenteeism to mention but a few. This has resulted in ineffective healthcare service and high labor turnover among health workers (MoH, 2018).

It is however not clear whether the increased levels of health workers' disengagement in Mulago Hospital could be attributed to workplace injustices and unfairness in the treatment of staff, poor reward and recognition practices, limited learning and career progression opportunities, engaging in routine work, work-life imbalance or weak psychological capacities such as self-efficacy, hope, optimism, and resilience. Unless interventions are devised, the quality of health care in public hospitals will continue to deteriorate. Hence the study was undertaken to provide timely interventions for enhancing employee engagement among health workers to improve the quality of health care in Mulago Hospital.

1.2 Theoretical Review

The Social Exchange theory (SET) and the Needs Satisfying theory are the two theories employed to explain employee engagement and its antecedents. The first theory (SET) explains that relations are based on common obligations among the participants involved in what is called reciprocal interdependence (Saks, 2006). These relations develop progressively at work over time into trust, loyalty, and mutual commitments, on the condition that all the participants are able to reciprocate (Cropanzano & Mitchell, 2005). Korsgaard, Meglino,

Lester, and Jeong (2010), explain two types of reciprocity. The first one is the participants' acceptance to reciprocate, referring to the assumption that each participant gives back a good deed or engage in a good conduct, since they have a sense of feeling the obligation to give back to someone who did a similar good thing to them. The second way in which individuals reciprocate is anticipated reciprocity. Anticipated reciprocity is the expectation that if one person does something good for another, he or she will get benefit in return, in one way or another, in the near future.

In this study, employee engagement is conceptualized as a type of repayment made by workers to their organisation emanating from what they have received from their organisation. According to Saks (2006), when the organisation gives resources to employees such as provision of fair rewards and recognition, offering meaningful work to staff, supporting staff to obtain learning and development opportunities and ensuring justice in implementing policies and distributing benefits among others, the employees will reciprocate by engaging themselves to their organisation emotionally, cognitively and behaviorally.

Work-life balance may contribute towards employee engagement to their work and to the organisation (Kossek *et al.*, 2006). Lazar, Osoian and Ratiu (2010) add that workers with an opportunity of balancing their jobs and their home life, it reduces work life conflict, and increases the employee's positive appraisal of the organisation hence influencing them to engage to the organisation. Therefore, the social exchange theory is sufficient to explain our variables and explain why some health workers may be actively engaged and others disengaged or actively disengaged.

According to the Needs Satisfying Theory (Kahn, 1990), it is asserted that workers' engagement levels increase if these needs are psychologically satisfied: meaningfulness (the belief that the pay being received in return for their investment of time and energy to do the work is worthy), psychological safety (believing that one has the ability to openly engage in doing job tasks with no or less fear of failure or any loss), and availability (being certain or confident that one has physical and intellectual ability to participate in doing job tasks with minimum supervision).This theory underscores that when the three needs are satisfied, employees will be likely to devise all coping means to remain engaged in their work and organisation despite the seemingly harsh working conditions prevalent. Kahn (1990) notes that the different ways of meeting the above needs include offering opportunities to workers to have a balanced work life, offering equitable rewards, learning and development opportunities, ensuring organisational justice and providing meaningful work to employees. These will be examined in this study.

1.3 Conceptual Perspective

Organizational Practices

Many researchers have identified several organisational practices that act as key antecedents to employee engagement (Ghosh *et al.*, 2014; Anitha, 2013; Saks, 2006). Some of these practices according to these

authors include but limited to; reward and recognition, organisational justice, meaningful work, and learning and development.

Organizational justice (OJ) can be defined as the perceived equality in the way workers are treated by their employer (Greenberg, 1990). Three constructs of OJ are found to be generally agreed upon in literature; distributive, procedural and interactional (Nakra, 2014). It is also indicated that, much as the practice of feeling of injustice may bring adverse emotional responses, the feeling of just treatment leads to positive effects, which in return helps to develop workers' intellectual, social and psychological resources (Fredrickson, 2004).

Meaningfulness of work is understood as how important workers take their job to be (Rosso *et al*., 2010). Other authors like May *et al*. (2004) conceptualized work meaningfulness as the importance of a worker's goal or purpose, perceived by the individual employee based on his or her own standards. Career experts define meaningfulness to be the logic derived and the importance taken concerning, one's nature and existence (Steger *et al*., 2006). Lack of work meaningfulness is connected to long term burnout, laziness and disengagement from one's job (May *et al*., 2004), implying that if workers believe that their work is meaningful, it defines their personal subjective judgment of the importance or purpose their works carry.

Training and development (T&D) refers to a systematic approach employed to develop and enhance workers' competences, abilities and knowledge in order to increase a company's effectiveness (Aguinis & Kraiger, 2009). In human resource management and practice, T&D is taken to be a broad combination of activities that involve continuously learning and developing general and specific skills related to one's job or career (Boon, Den Hartog, Boselie & Paauwe, 2011).

Work life balance

Work-life balance is currently a vital determinant of employees' career wellness. The increasing responsibilities at work places, the separation between life of work and domestic life takes bigger attention and consciousness among specialists. A combination of work life and personal life is today becoming more stressful and affect workers physically and psychologically. Thus, it is important for workers to keep a strong balance between work-life and personal life. This is possible if employers consider work-life balance as an important component that should be incorporated or considered in formulation of company policies and also develop practical strategies to deal with issues of work-life imbalances (Tinuke, 2014). As the issues of work-life balance are becoming a big concern for employers and workers globally, strategies of how to deal with it are still developing and implementation is yet to become popular, especially in developing countries.

According to Chang *et al*. (2010), work-life balance is understood as the way workers and their bosses manage on a daily basis the job as well as activities out of work. Others like Darcy *et al*. (2012) defined work-life balance to refer to all initiatives by an organization, geared towards boosting workers' ability to balance work and non-work activities. On the other hand, Clark (2001) conceptualizes work-life balance as the extent

to which both the worker and employer are satisfied with the way job activities and home activities are being handled, without much neglect of any role or with less role conflict. This means the ability of a worker to balance their job and family responsibilities and activities. Whereas Greenhaus and Allen (2011) describe work-life balance to refer to the degree a worker is equally engaged and contented with their job roles and family roles fulfillment. Gryzwacz and Carlson (2007) differ from the above scholars by alluding that work–life balance is the accomplishment of role-related expectations that are negotiated and shared between an individual and his or her role-related partners in the work and family domains. Therefore, work-life balance considers reducing the gap between one's participation in work and life at home. This also means that, under the work-life balance, the employee is satisfied with their participation in both organizational work activities and non-work activities.

Psychological Capital

Psychological capital (PsyCap) is an individual's satisfaction and belief that the employee has the ability to attain success at both a personal and work-life level. PsyCap focuses on strengths within individuals (Lorenz *et al.*, 2016) and how workers can advance and develop enhanced abilities at the workplace (Cheung, Tang & Tang, 2011). PsyCap defines who an individual is and how far they reach in terms of positive development. It is characterized by four positive aspects which are psychological in nature, which include; hope, optimism, self-efficacy, and resilience. PsyCap is flexible and thus it is possible to be developed. This implies that organisations can enhance the individual capacities of their employees, through employee development and training programs, which improves employees' well-being and at the same time promotes organisational success, through increased employee productivity (Avey, Reichard, Luthans & Mhatre, 2011).

According to Luthans, Youssef and Avolio (2015) psychological capital is described as the employees' psychological development characterized by (1) high level of self confidence that enables the employee to take on a job task and exert all the required effort to succeed even in challenging work tasks; (2) having a positive attribution (optimism) about success presently and in future; (3) perseverance towards targets and wherever necessary, redirect their paths to the defined targets or goals (hope) in order to succeed; and (4) when faced by a problem like a calamity, they quickly bounce back and stick to attaining the success of the organization even beyond (resiliency) to attain success.

Employee Engagement

Employee engagement is widely discussed in recent literature. Today, employee engagement is more important as it helps to promote the success of an organization and enhance its competitiveness. This is based on the changing nature of the world of work, brought by hard conditions in the economy, continuous innovations, and technological changes. These changes have resulted in a lot of diversity, precarious employment, boundarylessness, greater need for self-control and management, higher mental and emotional demands, desire for constant learning, working smarter than harder, constant staff restructuring, demanding

workers to deal with high expectations amidst limited resources (Schaufeli, 2013; Fairhurst & O'Connor, 2010).

Employee engagement can be conceptualized as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Bakker et al., 2008; Schaufeli *et al*., 2002). Vigor can be defined as "high levels of energy and mental resilience while working, the willingness to invest effort in work, and persistence even in the face of difficulties" (Schaufeli & Bakker, 2003). Dedication is portrayed by "being strongly involved in work and experiencing a sense of significance, enthusiasm, inspiration, pride and challenge" (Schaufeli & Bakker, 2003). Absorption is defined as "being fully concentrated and happily engrossed in work" (Schaufeli & Bakker, 2003). The concept of employee engagement has its roots in the works of Kahn (1990), who described engagement to refer to the harnessing of a company's employees towards their job tasks and the behaviors employees bring out of their personal selves during job performance.

According to Khan (1992) as cited in Shuck *et al*. (2017), employees can be cognitively, emotionally, and behaviourally engaged. Cognitively engaged employees have strong beliefs concerning the organization, its leadership, and working conditions and as a result, they have their minds set on what they are doing in regard to role accomplishment and work expectations. Emotional engagement involves employees having an affective attachment to their organization and to their work and identifying themselves with the common purpose of the organization (Rich et al., 2010). The behavioral aspect of engagement is concerned with the physical energy and extra time exerted by individuals to accomplish their roles (Gill, 2010).

1.4 Specific Objectives

The study was based on the following objectives

   i.   To establish the relationship between organizational practices and employee engagement among health workers in Mulago Hospital.
  ii.   To establish the relationship between psychological capital and employee engagement among health workers in Mulago Hospital.
 iii.   To find out the relationship between work-life-balance and employee engagement among health workers in Mulago Hospital.
  iv.   To establish the relationship between work-life-balance, psychological capital and employee engagement among health workers at Mulago hospital.

2.0 Research Design and Approach

This research adopted a cross-sectional survey design. This design enabled the researcher to do a fact finding inquiry on the study variables at Mulago Hospital to describe the correlation between the study variables. This design was helpful in obtaining a deep understanding of the problem studied, in its real-life context (Crowe *et al*., 2011). This design helped the researcher to carry out a detailed investigation into the correlates of

employee engagement. In terms of research approach, a quantitative paradigm was used, on basis of its reliability and objectivity and since it allows the use of statistical procedures to make generalizations out of the study findings. In addition, it offers convenience in accessing the r/espondents through a close ended questionnaire and can easily reach many respondents. This study targeted all health workers at Mulago National Referral medical facility who include; Doctors, Nurses, Clinical officers and Lab Technicians. These total to 240 employees as per the Human Resource Staffing records (December, 2020)

A structured 6-point Likert scale questionnaire anchored on strongly agree (6) to strongly disagree (1) was used to collect data on the study variables. The questionnaire contained close ended statements for easy filling in by the respondents. The researcher obtained permission from the hospital to allow staffs take part in this survey. The investigator also sought consent of health workers at Mulago hospital before they were given the questionnaires to fill.

3.0 Study findings

The researcher sent out two hundred questionnaires to be filled by the health workers of Mulago National Referral Hospital who included Doctors, Nurses, Clinicians and Lab Technicians and of all what was returned, 181 questionnaires were sorted out as adequately answered.

Out of the 200 questionnaires sent out, 181 fully answered instruments were retrieved, yielding a rate of 90.5%. This rate is sufficient because it is above the 75% minimum suggested by Mugenda and Mugenda (2003). Six question items on individual characteristics of Mulago hospital medical staff were asked, all of which required factual answers, for which respondents were given options to pick from. Workers in jobs related to nursing positions dominated the study sample, with over 52% of the entire sample. These include Nursing officers (9%), Enrolled nurses (8.5%), Nursing aid (16.9%), Assistant nursing aid (6.8%), Midwifes (10.2%) and study nurse (0.6%). These were followed by Clinical officers (16.4%) and Medical doctors (10.7%). This means that the female staff related positions dominate the workforce of the hospital. Most respondents had worked with this Hospital for four years and above, with a percentage of almost 80%, while rest had worked for less than four years. This means that Mulago Hospital has a good number of staff with adequate experience to provide better medical services and care to the patients. These results also imply that the Hospital has a good staff retention strategy.

3.1 Relationship between organisational practices and Employee Engagement among Health Workers in Mulago Hospital

The findings revealed a slightly satisfactory level of organisational practices, with an overall mean of 3.93 and a standard deviation of 0.982, suggesting that the responses did not differ much from their respective means. These findings imply that while employees in Mulago hospital are somehow or slightly satisfied with organisational practices, the satisfaction level is still low. Also, the findings reveal that rewards and recognition practices (average mean=3.02) as well as organisational justice (average mean=3.45) are still

slightly unsatisfactory, a serious issue that needs to be critically revised by the management of Mulago hospital. The Pearson's Linear Correlation Coefficient (PLCC) results indicated that employee engagement is positively and significantly correlated with all the four elements of organisational practices taken together (Overall r-value =0.640; Sig. = 0.000). From these findings, the null hypothesis was rejected and the alternative hypothesis was accepted. These findings of a positive significant correlation imply that an improvement in organisational practices is likely bring an increase in employee engagement and vice versa, keeping other factors constant. These findings also imply that improving organisational practices especially on rewards and recognition, organisational justice, training and development and so on, can improve employee engagement and vice versa.

The finding that organisational practices like rewards and recognition as well as organisational justice, is not surprising. According to Anitha (2013), employee rewards and recognition act as a motivational factor. The findings of this study therefore are in agreement with those of Anitha (2013), who argued that employees who are satisfied with rewards and recognition they receive from their bosses, feel obliged to respond with higher levels of engagement. This means that such employees become more attached to the organisation and that is why they always see its success and theirs and its failure as their failure, which eventually shows that they are more engaged in activities that can directly help the organisation to grow. The findings are also in line with those of Ghosh *et al*. (2014), who also found out a positive significant relationship between organisational justice and employee engagement. They explained that high perception of justice in an organization, increases employee engagement, by making them develop a feeling of being obliged to accomplish organisational tasks. Similar results are held by Cropanzano and Mitchell (2005). In another study, Dobrow and Tosti-Kharas (2011) revealed that when employees find their work to be more meaningful, they attach more value to it and develop a strong emotional attachment with the company. They will become more enthusiastic to do the work and they will do it with more energy and excitement, than would be the case if the work was less meaningful to them. In line with (Vinje, 2007) and Dobrow and Tosti-Kharas (2011), employees who look at their work as a calling have a deeper sense of meaning to it and are more involved in different work activities and vice versa. Such workers can even persevere and withstand conditions which would not be borne by workers with less attachment and therefore engagement. In contrast to what this study found out, is the finding from Biswas *et al*. (2013), indicating that low perceptions of fairness can be a cause of employees' withdraw and disengagement from their work tasks.

3.2 Relationship between Organisational Practices, Psychological Capital and Employee Engagement among Health Workers in Mulago Hospital

The findings from this second objective indicated a satisfactory level of psychological capital among employees of Mulago hospital, with an overall mean of 4.81 and a standard deviation of 0.988, indicating that the responses did not differ much. These findings suggest that employees in Mulago hospital are

psychologically satisfied, something that is good for the hospital because health service delivery needs a workforce, which is psychologically happy. The findings from hierarchical linear regression analysis revealed while organisational practices have a significant effect on employee engagement, explaining 32.4% of the variations introducing the variable of psychological capital in the Model, increases the predictive power of the model, indicated by a statistically significant increase in the R Square value to 0.485, implying that, the two predictor variables taken together (organizational practices and psychological capital) account for 48.5% of the variations in employee engagement. This finding shows that the addition of psychological capital contributes 16.1% additional variance towards employee engagement. Therefore, the combination of organizational practices and psychological capital yields a stronger effect on employee engagement than would be the case when each of the predictors is taken separately.

These findings are in line with several other previous findings. For example, Avey *et al.* (2011) revealed that an organisation with a high level of psychological capital has an array of opportunities to enhance well-being and personal success of employees, which creates a positive effect on organisational productivity. Grover *et al*. (2010) also proved that all the four aspects of psychological capital combined together help to maximize employees' potential. They explain that, employees with a high psychological capital maintain a positive facial outlook despite the demands and challenges of their jobs. The reason why they are happy is that they are optimistic and hopeful that their work will give them the best. This helps them to build a strong resilience, and work efficacy which also helps them to more positive in their work behaviour and eventually increases their engagement.

There are different ways in which a high psychological capital influences employee engagement. For example, the positive attitude of employees means increased vigor and works as a motivating factor towards their work environment. Once their positive attitude and vigor results into high productivity and possibly high rewards, employees will have the desire to reciprocate this through high levels of engagement and attachment (Sweetman & Luthans, 2010). According to these researchers, employees increase their engagement in different ways, for example, they can increase their willingness to develop alternative pathways to achieve the set targets and due to their high optimism, they expect future success. So they become more resilient to continue pursuing the set targets.

3.3 Relationship between Work life-balance and Employee Engagement among health Workers in Mulago hospital

The findings in this study revealed that work life balance was rated to be slightly satisfactory (overall mean = 4.03). Personal life to work life balance was slightly more satisfactory (average mean= 4.06: SD=1.051) compared to work life to personal life balance (average mean = 4.05: SD=1.092), though all of them fall under slightly satisfactory, implying that employees in Mulago hospital are slightly happy about their work

life balance aspects, though the satisfaction levels are still low. The findings from PLCC (Table 4.14) revealed that all the two elements of work life balance were positively and significantly correlated with employee engagement, (overall r-value= 0.420; sig. = 0.000).

These findings suggest that increase in employees' satisfaction with their work life balance is likely to bring a similar increase in their engagement and vice versa. They also indicate that work-life balance is important in determining achievement of career targets. Therefore, organisations which are more conscious and stipulate clear terms of work or personal life balances reduce work stress among employees, which eventually makes them happier and so more productive. This is also explained by Tinuke (2014), adding that work life balance improves the workers' physiological and psychological conditions. He also recommended that it is important that organisations help their employees to maintain stability between work and their private lives. Other researchers such as Schaufeli (2013); Bakker *et al*. (2008); Shuck *et al*. (2017); Dobrow and Tosti-Kharas (2011) also attest to this study's findings.

Chang *et al*. (2010) agreed with the findings of this study, explaining that a worker, who gets some good time to socialize with their family, is more likely to be happier when they report to work, than a worker who did not get time to socialize with the family, may be due to too much work. Such a worker is likely to be more stressed at work and may reach a time and develop bad feelings about the work and think of withdrawing. This may come due to pressures they may have at home from the spouse or from the children and other relatives. Clark (2001) also hold the same opinion, explaining that work-life balance brings contentment among employees and good functioning at work while the opposite brings psychological conflicts within the individual, which may eventually result into reduced engagement. This suggests that an individual worker needs to balance their work roles and family/personal roles (Greenhaus & Allen, 2011). So neglecting one of the roles reduces engagement either at home or at work, which is likely to bring problems in a person's life altogether.

Several other previous studies presented similar findings. For example, Corlett and Morris (2015), who showed that work life balance affects attitudes and engagement behaviours. When bosses help their employees to balance up their roles, they reciprocate with high levels of work engagement, since that is one way they can use to show their happiness ((Saks, 2006; Eisenberger *et al*., 2002). However, a study by Parkes and Langford (2008) showed weak but positive correlations between work life balance and employee engagement.

3.4 Relationship between Work life-balance, Psychological Capital and Employee Engagement among health Workers at Mulago hospital

The findings from objective four (as indicated in Table 4.15) reveal that the combination of work life balance with psychological capital produces a stronger effect on employee engagement, explaining 44.8% towards its variation (R^2 Change = 0.308). The effect is stronger and more significant than when the effect of each is tested independently. For example, the effect of work life balance and employee engagement, produces and R^2 value of 0.140, accounting for only 14.0% of the variations in employee engagement. When the psychological capital factor is added, R^2 value increases to 0.448 (44.8%), which is a significant addition as suggested by the F change of 75.805 and Sig. F Change of 0.000. These results imply that, since the two variables used to predict employee engagement (work life balance and psychological capital) are psychological in nature, it is no wonder that their combination produces a stronger effect. This means that there is a strong relationship between work life balance and psychological capital so long as employee engagement is positively increasing.

Several other researchers have produced findings alluding to the fact that high levels of psychological satisfaction among employees increases their engagement (for example, Tinuke, 2014; Darcy *et al*., 2012). This means that a combination of work life balance with psychological capital increases their psychological satisfaction which increases their willingful engagement (Lorenz *et al.*, 2016). Also in agreement, Luthans and Mhatre (2011) explained that psychological satisfaction increases employees' positive mind state, which also increases their confidence to take on challenging tasks innovatively and look for solutions.

Other studies whose findings have suggested a stronger effect of psychological factors on employee engagement include the one by Kossek *et al*. (2010), who indicated that unbalanced life between obligations within and outside workplaces cause stress, physical and psychological burnout which reduces employees' engagement. These researchers therefore asserted that psychological factors like work life balance reduce task conflict between work and personal life, increases the quality of life and also increases workers engage. Luthans *et al.* (2015) added that, organisational sustainability can be increased by developing employees with competitive advantage but this also requires building their psychological resources.

4.0 Conclusions and Recommendation

From the findings of the study and the discussions, the researcher derives the following conclusions, following the study objectives; a combination of organizational practices and psychological capital yields a stronger statistically significant effect on employee engagement than each taken independently and all the two elements of work-life balance were positive and significant correlates of staff engagement (r-value = 0.420; sig.=.000); a combination of work-life balance and psychological capital produces a stronger statistically

significant effect on employee engagement than each taken independently The researchers also added that; employees of Mulago Hospital are generally less satisfied with organizational practices; particularly, they are not satisfied with the rewards and recognition system and are not happy with organizational justice; improving employees' work-life balance will increase their levels engagement and vice versa; the combined effect of work-life balance and psychological capital is a stronger predictor of employees' engagement. It is therefore commended that the Hospital management reviews workers' salary and revisits work-life policy and work benefit both during work-life and at retirement. This will improve employee engagement.

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