

MODERATING EFFECT OF ORGANIZATIONAL TRUST ON THE RELATIONSHIP
BETWEEN WORK-LIFE BALANCE AND WORK OVERLOAD ON EMPLOYEES
ENGAGEMENT IN UNIVERSITY OF ILORIN, KWARA STATE

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Abstract

There has been low employee engagement and trust in public universities in Nigeria, particularly in university of Ilorin; organizations need an engaged workforce as they are found to be the lifeline of any organization. It is in view of these and quests for understanding of the causes underlying employee engagement; this study investigates the relationship between work overload and work life balance and how they interact with organizational trust to form employee engagement. From a population of 4, 942, a sample of 356 was drawn and used to collect data in which 273 were used for analysis employing PLS-SEM 3; hence methodological and contextual gaps were covered. The results showed that organizational trust strengthens or buffers the relationship between work life balance and work overload to form employee engagement directly and indirectly. The study recommended that efforts should be made to ensure that the staff are not overburden with work; initiate staff scholarship programmes, advanced salaries, maternity, paternity and bereavement leaves amongst others; and to build trust between employees and university management.

Keywords: Work overload, work life balance, organizational trust, employee engagement

Introduction

Employees have been found to play a very important role in organizations because they contribute to every organizational activity (Putri, Triatmanto & Setiyadi, 2018). They are unassailable to the achievement of organizational goals and objectives (Aseanty, 2016). As one of the most important assets in any organization, their impact is far-reaching and cannot be over emphasized (Nanzushi, 2015). These employees give competitive advantage, as every

organization desires to be competitive and relevant in today's global economy (Udemba, 2018). However, organizations that possess motivated employees can be successful (Zafar, Karim & Abbas 2017). Osborne and Hammoud (2017), stressed that to achieve this advantage, organizations need an engaged workforce as they are found to be the lifeline of any organization. Undoubtedly, Jouany and Makipaa (2020) reported that organizations with a highly engaged workforce are 21% more profitable globally.

Despite the impact of engagement to the organisation, getting employees engaged poses a serious challenge to organisations (Arfat, Rehman, Mahmood & Saleem, 2017). Human resource (HR) professionals across diverse industries worldwide are confronted with poor level of employee engagement; a condition that is predicted to worsen in the nearest future (Osborne & Hammoud, 2017). This is not far-fetched as Ojeleye and Bakare (2020) and Ugwu and Okojie (2016) observing the global trend on employee engagement alarmed that the global outlook on employee engagement although slightly improving, leaves a lot to be desired. For instance, in a recent report by ADP Research Institute (ADPRI) (2020) on Global Workplace Study which focused on how Covid19 has affected engagement and workplace resilience and the interplay between them in 25 countries found that only 14% of the entire global workforce is engaged.

In the same vein, a study conducted by Gallup (2022) on State of Global Workplace in year 2021, reported that globally, employee engagement decreased by 2% from 22% in 2019 to 20% in 2020, 1% better than 2020 figure at 21% in 2021. Gallup (2022) further observed that the number of the employees who are not engaged continue to outnumber that of the engaged workforce globally. For instance, in Nigeria, only 15% of the total workforce is engaged in three years consecutive 2019, 2020 and 2021 (Gallup, 2021 and Gallup, 2022). The report further indicated that Nigerian employee engagement figure of 15% in 2021 is grossly low when compared with 43%, 35% and 28% of Mali, Senegal and Guinea with similar socio-economic characteristics as Nigeria respectively (Gallup, 2022). Moreover, the Nigeria engagement figure is below the global figure of 21% by 6% in 2021.

According to Guaspari (2015) employee engagement is the degree to which an individual is moved to put extra effort and energy in the jobs needed to be done. Yongxing, Du, Xie and Lei (2017) see employee engagement as high level of energy and enthusiasm displayed by employees in the workplace towards the achievement of organizational goals. By engaged employee the study refers to an employee who is dedicated, satisfied, energized, and emotionally attached to the organization.

Employee engagement has been linked to numerous positive outcomes in the workplace both in the individual and organizational level (Anitha, 2014). At individual level, Agbionu, Anyalor and Nwali (2018), reported that it improves employee performance and retention (Olaniyan & Olaniyan, 2019), boost employee commitment (Eghlidi & Karimi, 2016), improves job satisfaction, reduces stress and sleep management problems (Gaëtane, Florence & Gaylord, 2014). At the organizational level, employee engagement influences organizational productivity, profitability and attrition (Nguyen, Nguyen, Ngo & Nguyen, 2019) and organizational citizenship behaviour (Kasinathan & Rajee, 2019). Specifically, in Gallup's analysis of 112,312

organizations in 96 countries found strong link between engagement and performance outcomes such as retention, safety, productivity and profitability (Gallup, 2022).

Conversely, plethora of studies (e.g., Kawo & Torun, 2020; Windisch, Ligon & Simi, 2017; Rock, 2016 and Govindarajo, Dileep & Ramulu, 2014) have likewise documented that low employee engagement is an epidemic to the organization and if nothing is done, poses a serious threat. Popli and Rizvi (2016) asserted that employee low engagement causes the organization to suffer losses in the form of direct and indirect costs. This is understandable, as disgruntled employees are more likely to accept a salary without contributing anything to the organization (Swathi, 2013). They cause more workplace accidents and errors and dip in productivity (Madu, Oparanma, & Gabriel, 2019; Nmadu & Khalil, 2017 and Salau et al., 2020). In 2018, Agbionu, Anyalor and Nwali reported that public tertiary institutions in Nigeria are experiencing low employee engagement. Oladejo, Kareem and Ghanni (2013) pointed out that working in the public tertiary education system is an intrinsically hard job, with long hours, large workloads, voluminous paper works, challenging students and competing expectations. Literally, many of these public tertiary institutions currently have a bureaucratic organizational culture built on power distance, authority, collectiveness, and political influences (Bakare, 2021). It has also been observed that the management of these institutions, as well as the Federal Government, fail to provide support for employees' welfare, funding, and eliminate the dehumanizing working conditions of public tertiary institutions employees (Ardo, Ubandawaki, & Ardo, 2020).

Therefore, for Nigerian tertiary institutions to function properly in this competitive global academic environment, it is sacrosanct for these institutions to value and engage their employees in order to gain their loyalty and guide the organization to success (Falola, Oludayo, Igbinoba, Salau & Borishade, 2018).

In an attempt to understand what drives employee engagement in the workplace, previous research (e.g Bakker & Demerouti, 2018; Ahmed, 2019 and Ahmed, Khalid, Islam & Abro, 2019) have identified work overload and work-life balance. Amoo and Adam (2022) noted that employees are been subjected to extreme pressures as a result of the challenging workload of most occupations today, causing them to feel exhausted and apprehensive. This assertion is collaborated by Gaëtane et al. (2018) that extreme workload is in part caused by excessive work complexities, organizations desire to be competitive in global market and rapid innovation putting extra pressure on employees to get work done within a specific deadline.

Frankly, Amini-Philips and Okonmah (2020) noted that employees of tertiary institutions in Nigeria are faced with heavy workload especially the academic staff who must deal with large number of students from diverse background, both in undergraduate and post-graduate levels. They must also supervise the same, writing and submission of publications locally and internationally for promotion and other time-sensitive activities; and that these workloads are more burdensome in recent time and this tends to affect their productivity.

Work-life balance has been documented extensively in extant literature (e.g., Oludayo, Falola, Ahaka & Fatogun, 2018; Znidarsic, Vukovic & Maric, 2020) to significantly predict employee engagement. Work-life balance in its broadest sense is defined as a satisfactory level of

involvement or fit between the multiple roles in a person's life (Orogbu, Onyeizugbe & Chukwuemeke, 2015). It is an important employment practice that is concerned with allowing employees to balance what they do at work with their personal responsibilities and interests outside of work (Adeniji, Ohunakin, Iyiola & Sodeinde, 2019). This study sees work-life balance as a programme designed and provided by the organization that enables an employee balance his work and non-work-life demands.

Trust has been widely reviewed across several disciplines, such as psychology, sociology, philosophy, economics, management, marketing, history, political science, anthropology, and industrial psychology, with the shared traits of trust linked to positive expectations and psychological state (Muhl, 2014; Senthilnathan & Rukshani, 2015 & Islam, Ali, Niazi, Ramzan & Yousaf, 2018). In the organization, trust is described as the level of reliance, belief, credibility and sureness that an employee has in the organization and doing what is needful, essential and beneficial at all times (Ojeleye & Bakare, 2020).

In recent researches, empirical evidence has been found for several possible roles of organizational trust. For instance, the organizational trust may serve as a moderator of burnout and intention to quit (Trussell, 2015), likewise as a moderator of perceived supervisory support and work engagement. Organizational trust determines behaviour and behavioural changes (Mohammed, Rezia-Na & Valliappan, 2017). Employees with high trust in the organization exert more effort at work (Heyns & Rothmann, 2018). Researchers (e.g., Marais & Hofmeyr, 2013 and Rachid & Shaker, 2018) reported that damage to institutional trust leaves employees less absorbed and dedicated to their jobs with higher intention to quit.

Consequently, a widely assumed employee who is well-motivated and satisfied with his or her job is more likely to be fully engaged and accomplish his or her obligations efficiently and effectively (Oladejo et al., 2013). Thus, the current study focused on the effect of work-life balance and work overload on employee engagement among the employees of University of Ilorin and moderating role of organizational trust.

Meanwhile, the choice of University of Ilorin as the domain of the study is based on two factors: the researcher's safety and the assertion that the university is more cosmopolitan, with staff and students from all over the country; mirroring the nation at large. The study was therefore, limited to University of Ilorin, which is older and largest in population in North-Central.

In the same vein, in developing countries including Nigeria, employees of university of Ilorin are confronted with numerous challenges impeding their engagement in the workplace (Oladejo, Kareem, & Ghanni, 2013). This could probably be triggered by poor physical infrastructure, worklife conflict, heavy workload, governmental neglect and high-level distrust between the government and trade unions (Abdullah, Aremu, & Abogunrin, 2018).

There has been upsurge in scholarly works on antecedents of employee engagement particularly in advanced economies. Some of these scholarly works include: Walt, 2018; Syahnaz, 2019; Baran & Sypniewska 2020; Tricahyadinata, Hendryadi, Zainurossalamia & Riadi, 2020; Ross and Olckers, & Schaap, 2022. Nonetheless, some scholars (e.g., Olaniyan & Olaniyan, 2019;

Ayob & Nor, 2019 and Zainol, Hussin & Othman, 2016) pointed out that rigorous empirical researches are needed.

One of the factors that have been documented which influences employee engagement is work overload. However, studies on the relationship between work overload and employee engagement have been inconsistent. Several studies have documented a strong negative relationship between work overload and employee engagement (e.g., Mol, Nijkamp, Bakker, Schaufeli & Kompanje, 2018; Ahmed, Khalid, Islam & Abro, 2019; and Zahrah, Aziz & Abdulhamid 2019). Some studies (e.g., Inoue et al., 2014; Kulikowski & Sedlak 2017; Bostjancic et al., 2018 and Kunte & Rungruang, 2019) have documented a positive significant relationship between workload and employee engagement, few others documented a non significant relationship between work load and employee engagement (e.g., Othman, Ghazali & Ahmad, 2017 & Kunte & Rungruang, 2018).

In addition, Work-life balance applies to flexible job arrangements that enable both parents and non-parents to strike a balance between their work and personal obligations (Orogbu et al., 2015). Work-life balance has been identified as one of the variables that significantly influence employee engagement (Tyagi, 2016). However, inconsistencies in findings have been documented; studies such as Kangure, 2014; Al-Saadi 2017; Waclawska, 2018; Jaharuddin & Zainol 2019; and Znidarsic et al., 2020 reported positive significant effect. Few others documented a non significant relationship between work-life balance and employee engagement such as Rissanen, 2020 & Mohd, Shah & Zailan, 2016.

To address these inconsistencies, the study employed a moderator based on recommendations of Andersson, Cuervo-Cazurra and Nielsen (2014) and Farooq and Viji (2017) who opined that the inclusion of a moderator in a given analysis should be driven by theory rather than inconsistencies in previous research findings or trial by error. Therefore, to solidify the theoretical assumptions of job demands-resources (JD-R) model which proposed that personal resources have positive significant effect on employee engagement while buffering the negative influence of job demands on employee engagement (Bakker & Demerouti, 2018). In addition, the theory also assumed that personal resources; the beliefs people hold regarding how much control they have over their work environment can strengthen the relationship between job resources and employee engagement (Bakker et al, 2018).

Quite a number of studies that have investigated antecedents of employee engagement have failed to pay attention to engagement of both the academic and non-academic staff in University of Ilorin in Nigeria. Consequently, examining the engagement of these two groups is sacrosanct to ensuring effective and efficient functioning of Nigeria's Federal Universities (Madu, 2017; Makera 2018; Oludayo, Falola, Ahaka & Fatogun, 2018; Udemba 2018).

Therefore, the present study employed a well robust methodology as it applied a scientific sampling technique capable of giving each respondent equal chance of been selected. Furthermore, the effect of work overload and work-life balance as antecedent of employee engagement according to the Job demands- resources (JD-R) model was investigated. Thus, this creates a knowledge gap in the extant literature which the present study intends to fill. Therefore,

in view of the aforementioned gaps, inconsistencies and suggestions for further studies, this study explored the effect of work overload and work-life balance on employee engagement among employees of University of Ilorin: moderating role of organizational trust.

Review of Literature and Hypotheses Development

Concept of Employee Engagement

Employee engagement connotes enthusiasm, satisfaction, commitment, passion, energy, absorption, involvement, willingness, focused, effort, zeal and dedication of an employee to the organization (Schaufeli, 2013; Gota, 2017 and Ross et al., 2022). Egwuonwu (2015) argued that the lack of universally accepted definition as contributed to its ambiguity. Chavarria (2016) noted that this could possibly be attributed to many scholarly fields such as business, psychology, human resource attempting at conceptualizing it. Iddagoda and Opatha (2017) noted that employee engagement and work engagement in practice are used interchangeably. While work engagement refers to the energy, involvement, willingness, effort and dedication shown by employee to work, employee engagement refers to a broader concept which describes employee relationship with work, professional role and the organization (Schaufeli & Salanova (2011). Additionally, Schaufeli and Salanova (2011) observed that while the management scholars tend to prefer the term work engagement, management practitioners and consultants often use the term employee engagement. In view of this, employee engagement was used in this study. Therefore, this study defines employee engagement as a person's absorption, positive attitude, energy, enthusiasm, commitment as well as satisfaction with work.

Work Overload and Employee Engagement

Work overload is one of the most common job demands categories in the workplace (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Workload refers to the quantity of work allotted to an individual (Ahmed et al., 2017). It is commonly accompanied with stringent deadlines (Jaworek & Dylag, 2015; Ahmed et al., 2019 and Ahmed et al., 2017). As such, Veldhoven (2014) described it as the entirety of tasks that must be done by an employee within a specific time frame. Similarly, The aspect of work that cost energy (Bakker & Demerouti, 2014) and when not properly managed in terms of complexities and deadline can be a source of stress to employees in the workplace (Manu, 2015 and Srimarut & Mekhum, 2020).

Studies within the last seven years have indicated inconsistencies in findings on work overload and employee engagement. For example, Bostjancic et al., 2018 and Kunte & Rungruang, 2019 have established positive significant relationship between workload and employee engagement. In the meta-analysis study conducted in Poland by Kulikowski and Sedlak (2017), Using hierarchical regression for analysis, they found among other things that workload has positive significant effect on employee engagement. Similarly, In Thailand, Kunte and Rungruang (2019), using a convenience sampling technique to administer questionnaire to 500 employees;

explored the relationships between job demands, job resources, and personal resources in the context of work engagement using a cross section of Thai employees. The results of the hierarchical regression analysis found that work overload has positive significant effect on employee engagement. According to the findings, job demands such as work overload when perceived as a challenge, forces employees to work with more enthusiasm and connection, increasing their psychological commitment to their work and therefore having a strong beneficial influence on work engagement. The study employing a non-probabilistic sampling technique limits the study's capacity of being generalized; hence, this gap will be filled by the current study.

Contrarily, studies like Ahmed et al., 2019 and Mol et al., 2018 found negative significant relationship between work overload and employee engagement. For instance, Ahmed et al. (2019) investigated work overload and work engagement among nurses in Malaysia Public Hospitals: moderating role of religious spirituality. Quantitative correlational research and multistage sampling was used. The analytical tools for this study were Statistical Package for Social Science (SPSS) and Smart-PLS. The study reported that work overload has negative significant effect on employee engagement and religious spirituality did not moderate the relationship between work overload and employee engagement. In addition, work overload suffered from convergent validity issues. As such this study proposed the following hypotheses:

Ho₁: Work overload is not significantly related to employee engagement

Work-Life Balance and Employee Engagement

Work-life balance practices have become a growing concern to human resource agenda among twenty-first century human resource personnel, employers, government, professionals, and academic scholars (Shukla & Bagali, 2016 and Nor, Ahmad, Omer, Nik & Salleh 2018). Work-life balance has been described in a variety of ways by various academics over the years (Mohd et al., 2016), In this study, work-life balance is defined as the sum of organizationally implemented policies and initiatives that enable an employee to achieve balance and satisfaction in work and non-work life.

Larasati et al. (2019) explored the effect of work-life balance on employee engagement in millennial generation employees. One hundred and five (105) employees of PT Senwell Indonesia from Banjarmasin were the research respondents. A simple linear regression was used to analyze the results. The result showed that work-life balance has significant effect on employee engagement. The finding is biased because it uses a non-probability sampling method that does not give each respondent equal chance of being selected. Similarly, in Malaysia, Jaharuddin and Zainol (2019) examined the impact of work-life balance on employee engagement and turnover intentions. The data was analyzed using SPSS for correlation and simple linear regression. The finding revealed that work-life balance is a significant driver of employee engagement. Likewise, there is also a significant relationship between engagement and turnover intentions. In the same vein, in Ireland, Waclawska (2018) explored impact of work life

balance practices on employee engagement & turnover intention. Convenience sampling was adopted comprising of 118 public sector employees and the study utilized SPSS for correlation and found that work-life balance and employee engagement have significant relationship. However, all of these studies failed to use a probabilistic sampling technique and adopted a self-designed questionnaire whose validity and reliability were not stated and assessed. As such this study hypothesizes as thus:

H₀₂: Work-life balance is not significantly related to employee engagement

Moderating role of Organizational Trust

Organizational trust as a concept had been viewed from different perspectives by various scholars across diverse academic disciplines (Tabancalı & Öngel, 2020). Nevertheless, a great number of definitions of organizational trust are of the view that it is a psychological condition characterized by the willingness of the employees to be vulnerable based on their conviction that the organization is kind, dependable, knowledgeable, sincere and transparent (Hoy & Tschannen-Moran, 2003). However, without trust the universe will be undesirable and unpleasant place to live (Hunt, Lara & Hughey, 2009), and organizations will become a swarm of disgruntled wage slaves and defensive supervisors (Civelek, Cemberci & Asci, 2015).

Plethora of studies have employed organizational trust as a moderator (e.g., Ozyilmaz, Erdogan, & Karaeminogullari, 2017; Pourakbar, 2018; Rehman, Ali, Hussain, & Kamboh, 2019; Chouayb, Nazahah, & Arshad, 2019). For instance, Ozyilmaz et al. (2017) based on social cognitive theory opined that trust in the organization will strengthen the relationship between employee's self-efficacy or confidence in personal abilities and job attitudes.

Furthermore, there are few empirical studies to the best of the researchers' knowledge that have explored the moderating role of organization trust in the relationship between job demands, job resources dimensions and employee engagement (e.g., Calvin, 2021; Ojeleye & Bakare, 2020). None of these studies, however, looked at the effect of organizational trust in moderating work overload, work-life balance and employee engagement. For instance, Calvin (2021) in six federal universities in Northern Nigeria; examined the moderating role of organizational trust on the relationship between workload, physical work environment, co-worker support, work-life balance and employee engagement. The study employed a quantitative approach and a survey research design, using a multi-stage sampling, 379 was doubled to 758 to reduce sampling error and improve study accuracy. The findings showed a positive and significant relationship in the test of direct and moderating effect between the independent variables, moderator and employee engagement. The study rejected all hypotheses but organizational trust did not significantly moderate the relationship between co-worker support and employee engagement (($\beta = 0.049$; $t = 1.141$; $P < 0.3$).

In the study of Ojeleye and Bakare (2020) in the confectionery industry, researchers looked into the influence of transformative leadership on employee engagement: moderating effect of organizational trust. The data was collected from 108 Gusau Sweet Factory employees using a quantitative research technique. Smart PLS 3.1 software was used to perform partial least square

structural equation modelling (PLS-SEM). Employee engagement is significantly influenced by the transformational leadership characteristics of vision and intellectual stimulation, according to the structural model's findings. In addition, organizational trust was also found to have a major significant influence on employee engagement. The findings also demonstrated that organizational trust moderated the relationship between transformative leadership vision and employee engagement. Thus, this relationship is hypothesized to guide the study:

Ho₃: Organizational trust is not significantly related to employee engagement

Ho₄: Organizational trust does not moderate the relationship between work overload and employee engagement among university of Ilorin staff

Ho₅: Organizational trust does not moderate the relationship between work-life balance and employee engagement among university of Ilorin staff

Job demands-resources (JD-R) theory and Social Exchange Theory (SET)

Job Demands-Resources Theory was propounded by Bakker and Demerouti (2007) and commonly used to explain why burnout or engagement occurs in the workplace (e.g., Tringale, 2018; Wacławska, 2018). According to the theory, all work attributes can be split into two types: job demands and job resources, both of which have distinct characteristics and contextual relevance (Bakker & Demerit, 2018). These two types of work attributes cause two distinct work processes: a tension mechanism in which unreasonable demands and a scarcity of resources can contribute to burnout, and a motivating process whereby an accumulation of job resources, regardless of the number of job demands, can lead to employee engagement (Decoy & Schaufeli, 2019).

Job demands are those facets of a job that needs high physical and mental commitment and, as a result, are correlated with physiological and psychological costs (Bakker & Demerouti, 2014). For instance, work overload, emotional demands, time pressure, complex tasks, and conflicts are the aspects of job demands that cost energy (Bakker, 2015) and these set of demands help to achieve performance, while conflicts are hindrance that undermine performance (Bakker & Demerouti, 2018). Job resources are those dimensions of a job that are practical in achieving work goals, minimize job demands and related mental and emotional costs, and promote self-improvement, learning, and advancement (Bakker & Demerouti, 2014). Job resources are categories of autonomy, opportunities for growth, performance feedback, co-workers support, supervisory support and work-life balance which have been reported to enhance engagement (Bakker & Demerouti, 2018).

Social Exchange Theory (SET) is one of the oldest theories of social behaviour; it has been prominent in sociology, political science, anthropology and management literature (Cropanzano, Anthony, Daniels & Hall, 2017). The foundation of the theory is built on the premise that people are rational (Corcoran, 2013). People chose the alternative that they believe would have the greatest net value considering their priorities and restrictions when making decisions. For instance, when physical work environment is conducive and work-life balance initiatives are

undertaken by the organisation to assist employee in balance work and non-work life, employees will feel a sense of indebtedness and reciprocate through positive outcome as engagement (Znidarsic et al., 2020). SET is founded on norms of reciprocity; a broad concept that encompasses a sense of obligation to return beneficial or unbeneficial care (Wikhamn & Hall, 2012). For instance, when physical work environment is conducive and work-life balance initiatives are undertaken by the organisation to assist employee in balance work and non-work life, employees will feel a sense of indebtedness and reciprocate through positive outcome as engagement (Znidarsic et al., 2020).

Based on the above theoretical submission, the current study would use social exchange theory (SET) and JD-R theory to determine the relationship between work overload, work-life balance as the explanatory variable, and employee engagement as the predicted variable, which will be influenced by organizational trust, which has not received adequate attention in previous studies.

Methodology

This study implements survey research design which is cross-sectional in nature. This type of research design is used because the information about the variables represents what is going on at only one point in time. Primary data was collected from the population of the study using self-administered questionnaire. The population of the study consists of 4,942 staff of University of Ilorin where the sample size of 356 obtained from the population using Krejcie & Morgan (1970) statistical table. Simple random sampling technique was adopted given the fact that the population is homogeneous in nature. Out of the 356 questionnaire distributed 296 filled and returned, 23 had more than 10% missing values and one was an unengaged response, thus they were all deleted.

However, 273 were valid and useful for analysis (Hair, Balck, Babin, Anderson & Tatham, 2006)

Instruments

The instrument for measuring Employee Engagement was adapted from Schaufeli, Bakker & Salanova, (2006), Work-life Balance from Brough, Timms, O'Driscoll, Kalliath, Siu, Sit & Lo (2014), Work overload from Singh & Singh, (2020) and lastly Organizational Trust adapted from Robinson, (1996), all questions were in close ended form and responses were on a 5 point likert scale, thus: strongly agree, agree, undecided, disagree and strongly disagree). It must be noted that all constructs are measured unidimensionally.

Technique of Data Analysis

This study employed the use of Smart PLS 3.0 in order to compute the two primary model of PLS path modelling i.e. measurement model and structural model based on the recommendation of (Chin, 1998). The main objectives for the use of PLS are: it places a very stretchy control in respect of distribution and population of the study (Haenlein & Kaplan, 2004). It also has the possibility of providing further reliable and accurate calculations of moderating roles because it

facilitate accounting for measurement error that is capable of lessening the possible relationship as well as the increasing the validation of the theory as stated in (Chin, 1998; Henseler & Fassott, 2010).

Results of Analysis

PLS Path Model Assessment

Prior to the analysis, normality and multicollinearity assumptions were met based on (Hair et al., 2017) recommendations. Subsequently, after satisfying all criteria, the data collected were further evaluated using SmartPLS software for partial least square path modeling, is a statistical process designed to estimate the causative network between two or more constructs and is defined in terms of a theoretical framework (Vinzi et al., 2010). To confirm and evaluate the model adopted for this study, Hair et al. (2017) recommended a two-stage assessment: measurement models (external assessment models) and structural models (internal assessment models).

Measurement Model Assessment

To assess the measurement model of this study, the researchers evaluated the reliability of the individual items of each potential construct, the reliability of internal consistency (i.e., composite reliability, Cronbach's alpha, and rho-A), discriminant validity, and convergence validity of each structure (Henseler et al., 2009). However, Hair et al. (2017) proposed a standard for the scale of development, an outer loading of .70, AVE of .50, composite reliability, Cronbach's alpha and rho-A Values of .70 are reliable and acceptable. The validity and reliability results are presented in Table 1.

Table 1: Results of Measurement Model and Convergent Validity

Constructs	Items	Loadings	CA	Rho-A	CR	AVE
Employee Engagement	EE1	0.855	0.92	0.929	0.934	0.70
	EE2	0.786				
	EE3	0.870				
	EE4	0.878				
	EE5	0.759				
	EE6	0.871				
Organizational Trust	OT1	0.932	0.81	0.83	0.89	0.73
	OT2	0.900				
	OT5	0.709				
Work life balance	WLB1	0.855	0.83	0.90	0.88	0.65
	WLB2	0.861				
	WLB3	0.737				
	WLB4	0.778				
Work overload	WOD1	0.778	0.86	0.94	0.90	0.64

WOD2	0.792
WOD3	0.718
WOD4	0.882
WOD5	0.819

Note: OT3, OT4 & WLB5 were deleted due to measurement issues

Finally, all constructs were reliable because their respective loadings, composite reliability, Cronbach's alpha and rho-A values were above the threshold of .70. Again, all constructs had indicator reliability and convergence validity because the AVE level of each construct is higher than .50. Moreover all the constructs of this study have discriminant validity as the square roots of their respective AVEs are above their correlation with any other construct. In essence, each of the latent constructs of this study is distinctively different from one another as none of them is highly correlated with the other. More importantly, each of the said constructs is unique and captures phenomena not represented by other constructs based on Fornell and Larcker's (1981) criterion analysis as we can see in table 2.

Table 2: Results of measurement model and discriminant validity

CONSTRUCTS	EE	OT	WLB	WOD
Employee Engagement	0.84			
Organizational Trust	0.38	0.85		
Work Life Balance	0.55	0.25	0.81	
Work Overload	0.24	-0.02	0.07	0.80

The components on the diagonal (bold headed) correspond to the square root of the constructs

Structural Model Assessment

After the assessment of measurement model conditions, the next is the inner measurement. The first part of the structural model assessment involves the analysis of theoretical relationships. Precisely, standard bootstrap was adopted on a sampled case of 273 using 5,000 bootstrap samples to assess the importance of path coefficients for the relationships as recommended in (Hair et al., 2017).

Table 3: Test of Hypotheses for Moderating and Direct Relationship

Relationship	Mean	SD	T-values	P-values	Decision
OT*WLB -> EE	0.15	0.04	3.58	0.000	Rejected
OT*WOD -> EE	0.13	0.06	2.42	0.020	Rejected
OT -> EE	0.22	0.04	5.14	0.000	Rejected
WLB -> EE	0.45	0.05	9.92	0.000	Rejected
WLB -> EE	0.16	0.04	3.78	0.000	Rejected

*Significant at ***P<0.01, **P<0.05*

In order to analyze the predetermine hypotheses; the structural equation modelling was employed using bootstrap indirect effect (Hair et al., 2014). As presented in Table 3, the statistical analysis revealed that Organizational Trust does not significantly moderate the relationship between Work life balance and Employee Engagement among university of Ilorin staff (Mean= 0.15, SD=0.04, t-Value=3.58 and $p=0.000<.05$) and hence hypothesis 5 is not supported. Equally, the observed data indicated that Organizational Trust does not negatively moderate the relationship between Work Overload and Employee Engagement (Mean= 0.13, SD=0.06, t-Value=2.42 and $p=0.020<.05$). Hence, H_{o4} is not empirically supported. In addition, the analysis does not also support H_{o3} as Organizational Trust is positively related to Employee Engagement (Mean= 0.22, SD=0.04, t-Value=5.14 and $p=0.000<.05$). In the same vein, Work life balance and Work overload are positively related to Employee Engagement: Work life balance (Mean= 0.45, SD=0.05, t-Value=9.92 and $p=0.000<.05$), and Work overload (Mean=0.16, SD=0.04, t-Value=3.78 and $p=0.000<.05$) are equally not supported empirically.

Discussion of Findings

This study investigated the impact of Work life balance and Work overload on Employee Engagement as well as moderating effect of Organizational Trust on the relationship between these predictors and employee engagement among university of Ilorin staff. The study was built on the premises of Job Demands- Resources theory (JD-R) developed by Bakker and Demerouti (2007).

In the analysis, organizational trust has strengthens the relationship between work life balance and employee engagement. So also, OT has changed the negative effect of work overload on employee engagement (Gardner et al., 2017); this is supported by Makikangas and Feldt (2014). In the same vein, there is a significant and positive effect between WLB and EE, implying that the more employees are expected to work-life balance initiative, the more it favourably drives their engagement in the workplace and this is achieved through staff scholarship programmes, advanced salaries, maternity, paternity and bereavement leaves etc. findings are consistent with the assumptions of JD-R model which highlighted the importance of job resources as instigator of a motivational process leading to job-related learning as employee engagement. This study is supported by Jaharuddin and Zainol (2019); Falola et al., (2018) but negated by Rissanen (2020). PLS-SEM path model results also showed that WOD has significant effect on employee engagement among university of Ilorin staff. The JD-R has identified excessive workload as a negative antecedent of EE (Bakker & Demerouti, 2007). Findings of this study is supported by some previous studies i.e. Zahra et al., (2019); Ahmed et al., (2019) but dissimilar to Kuntz and Rungruang (2019). As part of the direct relationship, OT has a significant and positive effect on EE, which means that the more an individual employee trust the organization, the more he/she will be engaged in the workplace. The findings are in congruence with the JD-R model which postulates that personal resources have similar effect on EE as job resources. It is supported by Murphy (2017) and Havold et al., (2020).

Conclusion

The primary objective of this study is to investigate the moderating role of organizational trust on the relationship between work overload, work-life balance and employee engagement. Despite certain limitations, the empirical findings rejected all of the 5 hypotheses formulated, addressing all of the research questions and bolstering the fundamental theoretical perspectives on which the current study is based. Furthermore, the findings of the study are in line with a number of earlier empirical investigations in the domain of current research underpinning theories.

Recommendations

In line with the findings and conclusion of the study, the following recommendations have been made:

- i. The government, management of University of Ilorin and other stakeholders should understand that workload can negatively influence employee engagement. Employees can only adequately function effectively with normal workload. Thus, efforts should be made to ensure that the staff are not overburden with work whether the workload is nominal, over or under workload towards driving employee engagement.
- ii. Management of University of Ilorin, government and policymakers should initiate and practice work-life balance initiative such as staff scholarship programmes, salaries in advance, flexible work schedule, time management, paid vacation time, maternity, paternity and bereavement leaves, among others. This will enable employee achieve time, satisfaction and involvement balance towards employee engagement.
- iii. Management of University of Ilorin, government and relevant stakeholders should build trust between them and their employees. This is done by advocating and acting on inclusive practices that include employees in organizational decision making, genuinely listening to their agitations, honesty and transparency. Hence, making them see and accept genuineness of actions.

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