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Thesis Title:

Impact of Employees Support System on Employees' Extra-role Behaviour (Organizational Citizenship Behaviour), the Mediating role of Employee Engagement.

In the case of Selected Banks in Ethiopia.

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Declaration

I, Bontu Tariku Jinfessa, registration number (I.D No.) GSD/6177/15, do hereby declare that this thesis is my original work and that it has not been submitted, either partially or in full, by any other person for a degree at any other college, university, or institution.

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Abbreviation

AB-	Awash Bank
ATM-	Automatic Teller Machine
BB-	Berhan Bank
CBO-	Cooperative Bank of Oromia
EAP-	Employee Assistance Program
EE-	Employee Engagement
ERB-	Extra Role Behaviour
ERP-	Extra Role Performance
NBE-	National Bank of Ethiopia
OCB-	Organizational Citizenship Behaviour
PSS-	Perceived Supervisors support
SE-	Self Efficacy
WLB-	Work Life Balance

Abstract

This study explores how employee support mechanisms, including work-life balance (WLB), perceived supervisor support (PSS), and self-efficacy (SE), influence extra-role performance, also known as organizational citizenship behavior (OCB), focusing on the mediating role of employee engagement (EE) in selected Ethiopian banks. The study was conducted among 395 employees from Awash Bank, Cooperative Bank of Oromia, and Berhan Bank, utilizing a structured questionnaire to collect quantitative data. Analytical techniques such as descriptive statistics, correlation, multiple regression, and mediation analysis (via SPSS and PROCESS MACRO) were applied. The findings highlights that self-efficacy strongly predicts OCB, while PSS also shows a significant positive influence on both EE and OCB. In contrast, WLB demonstrates a weak direct relationship with EE and no significant direct effect on OCB in correlation, but its influence on OCB is realized indirectly through EE. Mediation analysis further confirms that employee engagement fully mediates the relationships between both WLB and PSS with OCB, whereas the effect of SE on OCB is solely direct, with no significant mediation observed. The regression models explain approximately 43% of the variance in both OCB and EE, indicating a moderate level of predictive power. Overall, the study emphasizes the critical role of fostering self-efficacy and supervisor support to improve employee engagement and promote extra-role behaviors (OCB) that contribute to organizational effectiveness in the Ethiopian banking sector. The results suggest that while work-life balance is valued, its influence on extra-role performance is largely indirect, emphasizing the importance of engagement as a key mechanism. These provide practical suggestions for human resource managers and policymakers seeking to develop targeted interventions that build a more engaged and high-performing workforce in the banking industry.

Key Words: Organizational Citizenship Behaviour (OCB), Work-life Balance (WLB), Perceived Supervisor Support (PSS), Self-Efficacy (SE), Employee Engagement (EE)

CHAPTER 1

1. INTRODUCTION

1.1. Background of the Study

Employee well-being encompasses a holistic view of an individual's mental, emotional, and physical health within the workplace context. It is increasingly recognized as a critical factor influencing job satisfaction, productivity, and overall quality of life.

Organizations have many obstacles in today's competitive and dynamic business world, and they need workers who are not just qualified but also flexible, proactive, and prepared to go above and beyond the call of duty. The success of an organization depends on this kind of extra-role behavior, which is called Organizational Citizenship Behavior (OCB) (SP, Timothy, & Perilaku, 2015). This condition requires employees who can carry out tasks outside the job description and voluntarily exceed what is expected, known as OCB (Organizational Citizenship Behavior).

“The contrast between Daniel Katz's inventive and spontaneous behavior and dependable role performance, as well as Chester Bernard's concept of "willingness to cooperate", is the source of the idea of Organizational Citizenship Behavior” (Podsakoff, Mackenzie, Paine, & DG, 2000). “Employee citizenship behavior is the result of combining these two ideas. OCB (Organizational Citizenship Behavior) is an individual voluntary action, not specifically or directly recognized by formal incentive structures, and when viewed as a whole, supports the efficient and effective functioning of the organization “(Organ & Podsakoff, 2005). According to Bateman and Organ's social exchange theory, there are two reasons why individuals behave in this way: first, they will act appropriately if their working conditions are good, and if they are happy, they will reciprocate by acting in an OCB manner. (Bateman & Organ, 1983).

As organizations become increasingly dependent on their workforce, the need for employees who are not only dedicated but also proactive and engaged becomes paramount (Chughtai & Buckley, 2011). The higher the employee performance to some higher standard, the more the organization is a success. To achieve organizational success an organization needs employees capable of performing both types of performance, not just employees who can do their core tasks well, but employees who can do their job better than the core tasks given. Employees who have a higher level of involvement will expend greater from their work and will be able to positively exceed the number of core work tasks required or even expected, so that employees who feel

involved can not only perform their core work tasks well, but also provide positive efforts beyond their core work tasks or extra performance. (Chughtai & Buckley, 2011)

To foster such behaviours, organizations implement employee support systems—networks of colleagues, resources, and processes designed to help employees perform effectively while maintaining well-being. Key components of these systems include well-trained supervisors (perceived supervisor support), regular training and development (self-efficacy programs), mentorship, employee assistance programs, wellness initiatives, flexible work arrangements, recognition, conflict resolution, and work-life balance initiatives.

This study centres on three critical and interrelated elements: **work-life balance (WLB**), **perceived supervisor support (PSS)**, and **self-efficacy (SE).** Because,

a. **Focused Research and Resource Constraints:** Focusing on three essential dimensions also enables deeper analysis. Focusing on fewer elements provides a more succinct analysis with greater potential for depth and detail within any argument, adding greater emphasis and influence to the research. There tend to be limitations of time and resources with thesis work. Narrowing the scope of your research allows for a more structured research project that can be explored and analysed in greater depth within the given time constraints.
b. **Synergy**: Work-life balance, perceived supervisor support, and self-efficacy are all interrelated. For instance, a supervisor that supports employees' work-life balance will enhance employees' self-efficacy which can enhance employees' work-life balance. The interrelatedness of these attributes provides a more thorough investigation of the collective impact on OCB.
c. **Timeliness**: Work-life balance and perceived supervisor support are salient topics in organizational research right now, especially in light of remote work and evolving employee expectations. Prioritizing work-life balance and perceived supervisor support will enhance the relevance of this research to current day workplace challenges. The focus on self-efficacy is an emerging trend in employee training and development, and a timely topic of study.

“Maximum performance can be achieved because perceived organizational support will have positive impacts, such as employees experiencing an increase in superior creativity and higher commitment” (Shantz, Alfes, & Latham, 2016). “These two aspects are important in achieving organizational success from the employee side. In the end, when the exchange process between

the organization and employees has gone well, the organization can get positive results where employees will be involved in extra-role performance" (Afsar & Badir, 2017)

In today's competitive and dynamic work environments, particularly in the banking sector, Organizational Citizenship Behavior (OCB) has emerged as a critical yet often overlooked component of employee performance. OCB refers to discretionary, extra-role behaviors that are not part of formal job requirements but contribute significantly to organizational effectiveness—such as helping colleagues, being punctual, and showing initiative. Despite its importance, OCB tends to be undervalued or inconsistently practiced in many institutions, especially in developing countries like Ethiopia, where organizational systems often prioritize task performance over voluntary cooperation. Limited employee engagement, weak support systems, and challenges with work-life balance can negatively impact the willingness of employees to exhibit OCB. These issues highlight a significant gap in understanding how internal support mechanisms—such as supervisor support, employee engagement, and self-efficacy—affect OCB in the Ethiopian banking context. Therefore, investigating the factors that foster or hinder OCB is essential to improving overall organizational performance and sustainability.

"When an organization has a high POS, employees will show their characteristics by acknowledging that the organization values commitment and has thought about the welfare of employees thus enabling employees to reciprocate with the organization in ways that can benefit the organization" (Eisenberger, Huntington, Hutchison, & Sowa, 1986). "Employees are also able to exert all of their abilities without fear of jeopardizing their work, self-esteem, or social status, as well as engaging in productive performance and organization closer to organizational success" (Biswas & Bhatnagar, 2013).

Working individuals are having a harder time juggling their obligations to their families and their jobs in the competitive economic world of today. In the 1960s and 1970s, the average worker arrived at a designated location Monday through Friday and put in 8 or 9-hour shifts. For a significant portion of today's workforce, that is no longer the case. Workers are increasingly lamenting the blurring of the boundaries between work and non-work time, which leads to stress and personal issues (Robbins & Judge, 2013). In this regard, some academics contend that because technology has made it possible for people to work from a variety of places, including their homes, using email and other electronic communication tools, there is less work-life conflict. Conversely, Robbins and Judge (2013) have elucidated how communication technology enables several technical and professional workers to operate remotely, including from their

homes, cars, and other locations. As a result, they find it quite challenging to leave their jobs. In order to accomplish their aims and objectives, companies nowadays are requesting that workers work longer hours. They added that the world never sleeps as a result of the establishment of international organizations. Work-life conflict is therefore regarded as a current issue in the world today and causes a number of societal issues.

In order to maintain a high standard of living, workers are therefore compelled to look for employment that allows them to balance their obligations to their families and their jobs (Greenhaus, Collins, & Shaw, 2003). According to recent research, workers choose positions that allow them to set their own hours so they can better balance work and personal obligations. In addition to pay and other perks, workers today give careful consideration to their work-life balance before accepting a job offer (Thevanes & Mangaleswaran, 2018). Additionally, they stated that workers are not interested in working outside of their hometown in an effort to resolve work-life conflicts. As a result, businesses must increasingly prioritize employee work-life balance in order to unleash human potential and boost organizational performance and maintain a competitive edge. Any company looking to gain a competitive edge must create a work-life balance and human resources strategy that meets the various demands of its employees (Ciera et al., 2005). Managers are paying close attention to designing occupations and environments that can assist employees in resolving work-life conflicts in order to address this issue. In order to lessen the stress that comes with juggling several responsibilities, companies now provide a variety of work-life and work-family programs and advantages, including job sharing, flexibility, and on-site childcare (McCarthy, Cleveland, Hunter, Darcy, & Grady, 2013).

One important antecedent of performance is employee engagement, which is defined as a positive, fulfilling state associated to work that is marked by energy, devotion, and absorption (Schaufeli W. , Salanova, Gonzalez-Roma, & Bakker, 2002). According to Schaufeli, Bakker, and Salanova (2006), committed workers feel pride, excitement, inspiration, challenge, and a sense of significance. These workers are in a state of flow where they are not readily distracted and may lose track of time. Since employees' responses to organizational structures, policies, and practices impact how engaged they feel at work, management can have an impact on employees' work engagement. When workers are happy in their positions, they translate that happiness into more productive work. Employees that are engaged can make an effort to solve problems, build relationships, and create novel services (Bakker & Leiter, 2010). Work engagement can benefit both individuals and companies since it can influence how employees plan their work and complete their tasks. (Demerouti & Cropanzano, 2010).

Studies showed that work engagement is also an important antecedent of performance. Employees who are more engaged at their work are willing to invest extra energy and time in their job and are enthusiastic about it, which results in higher performance (Bakker & Demerouti, 2016).There are various definitions of employee engagement, including the one introduced by Kahn first: employee engagement is "the self-use of organizational members for their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance" (Graça, et al., 2019). With the help of the aforementioned explanations, we may determine whether employee engagement is a feature of the relationship between workers and their employers as well as how workers feel about their jobs and the company, as seen by the way they express themselves in their work. In addition to being physical, this commitment is also emotional and cognitive. Because employee engagement has been found to increase task variability and extra performance, including extra performance from employees who are committed to the organization and have job satisfaction, employees who are already involved in their organization are more likely to give their work and organization their best effort. (Christian, Garza, & Slaughter, 2011) . " So that employee involvement becomes an important factor that can bring the organization closer to its goals, employees must feel they find "workplace welfare, organizational policies, compensation, training, and career development, team and co-workers, leadership, and a positive work environment" in order to increase employee involvement in the organization." (Anitha, 2014).

This study addresses several key issues pertaining to Organizational Citizenship Behavior (OCB). Despite the recognized importance of OCB in enhancing organizational effectiveness, particularly in the service sector, there remains a lack of empirical evidence on the underlying support mechanisms that promote it in Ethiopian banks. Issues such as limited supervisor support, poor work-life balance, and low levels of employee engagement have been identified as barriers to the development of OCB. By examining the impact of employee support systems—specifically work-life balance, self-efficacy, and perceived supervisor support—this research seeks to fill the gap in understanding how these factors influence OCB. Additionally, the study explores employee engagement as a mediating factor, providing insights into how internal motivation can translate support into actionable, discretionary workplace behaviors.

Accordingly, banking industry is a competitive landscape, with a primary attention on customer satisfaction and community empowerment. Given that it is a service-oriented sector, the quality of service provided by employees is essential for achieving customer satisfaction. To encourage employees to exceed their expected performance through extra-role behaviors in addition to their

in role performance, work-life balance, perceived supervisor support and self-efficacy are vital factors. These variables significantly influence extra-role behavior by enhancing employee engagement. When employees are engaged and happy to go beyond their formal responsibilities, it leads to higher levels of customer satisfaction, ultimately boosting the overall productivity of the bank.

1.2. Banking in Ethiopia

Ethiopia's banking history began on February 15, 1906, when Emperor Menelik II officially opened the Abyssinia Bank, which is now the nation's oldest bank. In Ethiopia's socioeconomic development and financial system, banks are essential. They draw the majority of people's savings and serve as the main sources of credit.

Public sector banks, motivated by socialist ideas and the welfare state notion, have historically controlled Ethiopia's banking system. These banks have played a pivotal role in bolstering industry, agriculture, and other priority industries, serving as vital conduits for the government's endeavors to guarantee fair economic growth.

More competition resulted from the banking reforms implemented in the 1990s, which opened the door for new private sector banks to enter the market. These private banks have made tremendous strides in terms of efficiency and profitability, and they are now rivals in markets including core banking services, mobile banking, internet banking, and phone banking.

The Ethiopian banking sector held up well during the global financial crisis, even though many private banks had substantial exposure to the global financial scene. This resiliency was ascribed to banks' conservative strategies, cost-cutting initiatives, and compliance with National Bank of Ethiopia (NBE) regulations. During the recession, no bank needed government assistance.

The banking system in Ethiopia has been significantly impacted by the IT revolution. Online banking, electronic fund transfers, electronic payment systems, automated teller machines, and core banking solutions have all been made possible by the use of computers. Ethiopian banks are now able to compete with foreign banks in terms of customer care because to technological advancements.

Ethiopian banks must expand their operations in order to compete on a worldwide basis. The public and commercial banks that operate in Addis Ababa are listed here, along with the total number of branches.

Table 1: List of Public and Private Banks currently operating in Ethiopia

S/No	Name of Banks	Number of Branches	Generation	Remark
1	Commercial Bank of Ethiopia	1936	-	Public
2	Development Bank of Ethiopia	100	-	Public
3	Bank of Abyssinia	928	1st	Private
4	Dashen Bank	880	1st	Private
5	Awash Bank	947	1st	Private
6	Nib Int. Bank	441	1st	Private
7	Hibret Bank	469	1st	Private
8	Wegagen Bank	411	1st	Private
9	Oromia Bank	501	2nd	Private
10	Lion Int. Bank	288	2nd	Private
11	Cooperative Bank of Oromia	760	2nd	Private
12	Berhan Bank	383	3rd	Private
13	Bunna Bank	466	3rd	Private
14	Zemen Bank	102	2nd	Private
15	Enat Bank	153	3rd	Private
16	Addis Int. Bank	133	3rd	Private
17	Abay Bank	483	3rd	Private
18	Shabelle Bank	52	4th	Private
19	ZamZam Bank	75	4th	Private
20	Global Bank	152	4th	Private
21	Ahadu Bank	76	4th	Private
22	Hijra Bank	71	4th	Private
23	Goh Betoch Bank	9	4th	Private
24	Tsehay Bank	77	4th	Private
25	Tsedey Bank	559	4th	Private
26	Siinqee Bank S.C	493	4th	Private
27	Omo Bank	239	4th	Private
28	Gadaa Bank	60	4th	Private
29	Amhara Bank	276	4th	Private
30	Siket Bank		4th	Private

31	Rammis Bank	16	4th	Private
32	Sidama Bank	22	4th	Private

Source: National Bank of Ethiopia (NBE)

- Classification of banks in Ethiopia according to their establishment years

First Generation Banks-1996-2001 GC

Second Generation Banks- 2002-2008 GC

Third Generation Banks- 2009-2013 GC

Fourth Generation Banks- 2014 GC-present.

1.2.1. Profile of the selected banks

The Ethiopian banking landscape comprises 2 public sector banks and 30 private sector institutions. The representative sample encompassed 3 private sector banks, 1 from each generation from 1st to 3rd.

The selection criteria for the banks were based on their generation and to avoid biasness, 1 bank is selected from each generation from 1st to 3rd. The chosen institutions were Awash Bank (AB), Cooperative Bank of Oromia (CBO) and Berhan Bank (BB). A brief profile of the selected banks is provided below.

1.2.1.1. Awash Bank (AB)

The first private bank in Ethiopia, Awash Bank, was founded on November 10, 1994, following the fall of the socialist government. On February 13, 1995, the Bank began banking operations after being founded by 486 founding shareholders with a paid-up capital of Birr 24.2 million. Since opening for business, the Bank has had impressive growth. Awash Bank has demonstrated better operational and financial results than other private banks in Ethiopia, despite both domestic and international constraints. At the moment, Awash Bank is attempting to improve its customer base, technological prowess, human capital, and capital basis.

Awash Bank has become a significant player in Ethiopia's banking sector. As of June 30, 2024, the bank boasted total deposits of Birr 232.4 billion and loans and advances amounting to Birr 162 billion. Its assets witnessed substantial growth, reaching Birr 282.41 billion, capital of 81 billion, supported by a workforce of 20,633 and a branch network of 947. Awash Bank's customer base surpassed 12.41 million, highlighting its penetration into both traditional and digital banking spheres.

Awash Bank's goal to rank among the Top Ten African Banks by 2030 demonstrates its drive and dedication to expansion. The bank is investing in the skills and resources required to succeed, and it has a well-defined plan in place to realize this objective (AB Annual Report 2023/2024).

1.2.1.2. Cooperative Bank of Oromia (CBO)

Cooperative Bank of Oromia: Established in 2004, Cooperative Bank of Oromia emerged from a project office to become a commercially licensed bank and commenced operations in March 2005. By June 30, 2024, its deposits totaled Birr 117.15 billion, while loans and advances reached Birr 101.91 billion. With assets valued at Birr 140.52 billion, the bank operated through 760 branches with a permanent workforce of 7832 serving a customer base of 13.4 million. Its foundation on cooperative principles reflects in its extensive reach across the Oromia region. The Bank has broad ownership base and diversified ownership structure. (CBO Annual Report 2023/2024).

Both cooperative and non-cooperative members are included. Primary cooperatives, cooperative unions, and cooperative federations are examples of cooperative members; organizations, associations, and private citizens are examples of non-cooperative members.

1.2.1.3. Berhan Bank (BB)

Berhan Bank (BB) is one of Ethiopia's prominent private banks. On June 27, 2009, the National Bank of Ethiopia registered and licensed the bank. It had an allowed capital of Birr 300 million and subscribed capital of Birr 154.7 million, which were split up into shares with a nominal value of 1000 Birr each.

By June 30, 2024, its deposits totaled Birr 36.9 billion, while loans and advances reached Birr 30.82 billion and its profit before tax of 1.5 billion birr. With assets valued at Birr 46.02 billion, the bank operated through 383 branches with a workforce of 6004 serving a customer base of over 2 million. (BB Annual Report 2023/2024).

1.3. Statement of the problem

In today’s dynamic and demanding work environments, particularly within the banking sector, organizations increasingly rely on employees to go beyond their formal job responsibilities to ensure operational success and customer satisfaction. These extra-role behaviors, commonly referred to as Organizational Citizenship Behavior (OCB), have become critical for

organizational sustainability and service quality. However, fostering OCB remains a challenge, especially in contexts where employee support systems such as work-life balance, self-efficacy, and perceived supervisor support are weak or inconsistent.

Despite the recognized importance of these constructs, there remains a significant gap in understanding how WLB, PSS and SE jointly influence employee OCB through the mechanism of employee engagement. Previous studies have established that a positive work-life balance can lead to enhanced job satisfaction and reduced burnout (Luturlean, 2020) (Mulang, 2022) and that PSS and SE significantly contributes to employee well-being and performance (Eisenberger, Huntington, Hutchison, & Sowa, 1986). However, the specific pathways through which these variables interact to influence OCB are not well-articulated in the existing literature.

In many Ethiopian banks, frontline employees often experience high workloads, role stress, and limited supervisor involvement, which can hinder their willingness to demonstrate discretionary behaviors like helping co-workers, being proactive, or showing loyalty. Additionally, while employee engagement has been identified globally as a key driver of OCB, its mediating role in the context of Ethiopian banking institutions remains underexplored.

This lack of clarity poses a serious issue: without understanding how support systems influence employee engagement and, in turn, OCB, organizations risk poor teamwork, low morale, and reduced service quality — all of which can directly affect customer satisfaction and organizational reputation. Over time, this could lead to higher turnover, inefficiency, and a disengaged workforce.

Therefore, this study seeks to examine the impact of work-life balance, self-efficacy, and perceived supervisor support on employees' extra-role behavior (OCB), with employee engagement as a mediating factor. This investigation is significant not only for improving internal human resource practices but also for enhancing the broader productivity and competitiveness of the Ethiopian banking sector.

Major Gaps

1. **Lack of Comprehensive Models**: Although some studies have examined WLB, PSS and SE individually by analysing these dimensions affecting employee behaviours (outcomes), there are no prior studies that have examined these variables in a unified

manner to develop a coherent model exploring both their direct and indirect (via employee engagement) effects on OCB. The research suggests managerial support encourages and strengthens the positive relationship between WLB to employee behaviours, however, there is limited empirical evidence to support a moderated mediation model (Beauregard & Henry, 2009). Although employee engagement is widely acknowledged as a critical factor influencing performance outcomes (Saks, 2006), its mediating role between WLB and OCB has not been extensively studied. Research by Mulang (2022) indicates that engagement can translate WLB into enhanced performance; however, this relationship requires further exploration within the context of perceived supervisor support and self-efficacy (Mulang, 2022). Most existing literature tends to focus on direct relationships between these constructs and job performance, overlooking the mediating role of engagement in fostering extra-role behaviours (Sahoo & Mohanty, 2019) (Ng & Feldman, 2012).

2. **Emphasis on In-Role Behaviours**: Much of the existing literature tends to prioritize in-role behaviors over extra-role behaviors, leading to a skewed understanding of employee performance. This oversight limits the potential for organizations to leverage ERB as a means of improving overall organizational effectiveness (Attiogbe, Acquah, Asante, & Sarpong, 2024). Research indicates that while in-role behaviors are essential for job performance, it is often the extra-role behaviors that drive innovation and adaptability within organizations. (Labrague, 2020)

3. **Contextual Variability**: The impact of WLB, PSS and SE may vary across different organizational contexts and cultures. For example, studies conducted in high-pressure environments such as start-ups suggest that supportive work environments can significantly enhance employee engagement and performance (Sun, 2024). However, similar investigations in diverse sectors (banking industry) is needed to generalize these findings.

1.4. Research Questions

1. Does work-life balance have a direct effect on employee extra-role behaviour (OCB)?
2. Does perceived supervisor support has a direct effect on employee extra-role behaviour (OCB)?
3. Does self-efficacy has a direct effect on employee extra-role behaviour (OCB)?
4. Does work-life balance has a direct effect on employee engagement?

5. Does perceived supervisor support has a direct effect on employee engagement?
6. Does self-efficacy has a direct effect on employee engagement?
7. Does Employee Engagement has a direct effect on employee extra-role behaviour (OCB)?
8. Does Employee Engagement mediates the relationship between work-life balance and OCB?
9. Does Employee Engagement mediates the relationship between perceived supervisor support and OCB?
10. Does Employee Engagement mediates the relationship between self-efficacy and OCB?

1.5. Research Objectives

1.5.1. General Objective

The general objective of the study was assessing the impact of Work life balance, perceived Supervisors support and Self-Efficacy on Employees Extra role behaviour (OCB) with Employee engagement as a mediator, in the case of selected banks in Ethiopia.

1.5.2. Specific Objectives

This study aims to address the gaps by investigating the following specific objectives:

1. To analyse the direct effects of work-life balance on employee extra-role behaviour (OCB).
2. To analyse the direct effects of perceived supervisor support on employee extra-role behaviour (OCB)).
3. To analyse the direct effects of self-efficacy on employee extra-role behaviour (OCB).
4. To assess the impact of work-life balance on employee engagement.
5. To assess the impact of perceived supervisor support on employee engagement
6. To assess the impact of self-efficacy on employee engagement.
7. To assess the impact of Employee Engagement on employee extra-role behaviour (OCB).
8. To explore the mediating role of employee engagement in the relationship between work-life balance and OCB.
9. To explore the mediating role of employee engagement in the relationship between perceived supervisor support and OCB.

10. To explore the mediating role of employee engagement in the relationship between self-efficacy and OCB.

1.6. Hypothesis

H1 = Work-life Balance has significant effect on Employee Engagement.

H2 = Perceived Supervisors Support (PSS) has significant effect on Employee Engagement.

H3= Self-Efficacy (SE) has significant effect on Employee Engagement.

H4 = Employee Engagement has significant effect on Employee Extra-role Behaviour (OCB).

H5 = Work-life Balance has significant effect on Employee Extra-role Behaviour (OCB).

H6 = Perceived Supervisors Support (PSS) has significant effect on Employee Extra-role Behaviour (OCB).

H7 = Self-Efficacy (SE) has significant effect on Employee Extra-role Behaviour (OCB).

H8 = Employee Engagement significantly mediates the effect of Work-life Balance on Employee Extra-role Behaviour. (OCB).

H9 = Employee Engagement significantly mediates the effect of PSS on Employee Extra-role Behaviour. (OCB).

H10 = Employee Engagement significantly mediates the effect of Self-Efficacy (SE) on Employee Extra-role Behaviour (OCB).

1.7. Significance of the Study

The significance of this study lies in its potential contributions to both theoretical knowledge and practical applications concerning the dynamics of **Work-life balance (WLB)**, **Perceived supervisor support (PSS)**, **Self-Efficacy (SE)** and **Employee extra-role behaviour (OCB)**, particularly in the context of **Employee Engagement** as a mediating factor. By exploring these relationships, the study aims to provide valuable insights for organizations (banks) seeking to enhance employee performance and well-being.

1. Theoretical Contributions

- **Integration of Constructs**: This study seeks to integrate WLB, PSS, SE, Employee engagement, and ERB into a cohesive framework. By examining how these constructs interact, the research has contributed to the literature on organizational behaviour by providing a comprehensive understanding of the antecedents of extra-role behaviours. Previous studies have often treated these variables in isolation; this research highlights their interconnectedness, thereby filling a significant gap in existing literature. (Owor J. , 2015) (Sun, 2024).
- **Expansion of Employee Engagement Literature**: Employee engagement has been widely recognized as a critical factor influencing job performance and organizational outcomes (Saks, 2006). This study will expand on this literature by specifically investigating its mediating role between WLB, PSS, SE and ERB. Understanding how engagement translates WLB, PSS and SE into extra-role behaviours will provide deeper insights into the mechanisms that drive employee performance.

2. Practical Implications

- **Enhancing Organizational Practices**: The findings guide organizational policies aimed to enhance work-life balance, supervisor support and perceived supervisor support, and self-efficacy. By identifying specific practices to encourage employee engagement and extra-role behaviours, organizations will make targeted interventions that improve employee attitudes and behaviours. This study's insights guide organizations in creating flexible work policies that support employees in managing these challenges effectively. If organizations can understand how PSS and SE works to promote employee engagement, they can create better supervisor and SE training programs. Supervisors who have the skills to give support boosts the engagement of their team, and enhances their OCB.
- **Promoting Employee Well-Being**: By highlighting the relationship between WLB, PSS, SE and ERB (OCB) through engagement, this study helps banks prioritize employee well-being initiatives. Such initiatives not only improve individual health outcomes but also contribute to higher OCB.

Overall, this study holds significant potential for advancing both theoretical frameworks and empirical frameworks related to work-life balance, perceived supervisor support, self-efficacy,

employee engagement, and extra-role behaviour (OCB) while also providing practical recommendations for organisations interested in developing a supportive work context. In addressing these central concerns, the study is of benefit to academic scholars as well as to real-world applications.

1.8. Scope of the Study

This study focused on the impact of Work-life balance, Perceived supervisor support and Self-efficacy on employees' extra-role behaviour (Organizational Citizenship Behaviour, OCB), with a specific emphasis on employee engagement as a mediating factor within the context of the following prominent financial institutions which are randomly selected from each generation:

a. Awash Bank (AB)
b. Cooperative Bank of Oromia (CBO)
c. Berhan Bank (BB)

1.9. Limitation of the Study

Despite its contributions, this study is not without limitations. First, the research employed a **cross-sectional survey design**, which limits the ability to draw causal inferences between variables such as employee support systems, employee engagement, and extra-role performance. Longitudinal or experimental designs would offer a stronger basis for establishing cause-and-effect relationships.

Second, while the study focused on selected banks within Ethiopia, the **geographic and sectoral scope** was limited. As a result, the findings may not be generalizable to other industries or regions within the country or beyond. Cultural and institutional differences in other contexts may influence the applicability of the results.

Recognizing these limitations provides a foundation for future research to build on and validates the need for continued exploration of employee behavior in diverse organizational contexts.

1.10. Organization of the Study

This study is organized in five different chapters. The first chapter is about the introduction part, which comprises background of the study, which offers an overview of the banking sectors in Ethiopia and the selected banks among them. Statement of the problem, research questions,

objective, and significance and scope of the study and Definition of terms. The second chapter contains detailed theoretical and empirical literatures reviews. The third chapter focuses on research design which contain research method, research technique, sampling design, population, sampling frame, sampling unit, sampling technique, sampling size, and source of data (primary and secondary). The fourth chapter deals with data presentation, analysis and interpretation. Eventually, chapter five provides key findings, conclusion and recommendations.

1.11. Operational Definition of terms

Employee support system- defined as a comprehensive organizational framework that provides employees with necessary resources, assistance, and conditions that enable them to manage work-related responsibilities and personal challenges effectively. It includes the emotional, psychological, and instrumental support offered by the organization through practices such as open communication, management accessibility, supportive leadership, and work-friendly policies. The presence of a strong employee support system is believed to enhance employees' well-being, reduce stress, and promote a more positive and productive work environment. Operationally, ESS reflects the degree to which employees perceive that their organization cares for their well-being, supports their efforts, and helps them overcome obstacles in both their professional and personal lives.

Work-life balance (WLB) - refers to an individual's ability to effectively manage and fulfill both work-related and personal responsibilities without one domain significantly undermining the other. It reflects the extent to which employees experience harmony between their job demands and personal life roles. Operationally, WLB is measured through three interrelated dimensions. **Work Interference with Personal Life (WIPL)**, which assesses how work disrupts personal or family activities; **Personal Life Interference with Work (PLIW)**, capturing how personal responsibilities affect work duties; and **Work/Personal Life Enhancement (WPLE)**, which evaluates the positive spillover where success or satisfaction in one domain supports the other. Together, these dimensions provide a clear picture of how employees perceive the balance and interaction between their work and personal lives.

Perceived supervisor support (PSS) - refers to employees' subjective evaluation of the extent to which their immediate supervisors value their contributions and care about their overall well-being. It reflects the quality of the employee–supervisor relationship and plays a crucial role in shaping employee attitudes, motivation, and performance. PSS emphasizes both emotional and

practical dimensions of support, including the responsiveness of supervisors to employees' needs, their availability during times of stress or challenge, and their efforts to acknowledge and appreciate employee efforts. Operationally, PSS is assessed across three core dimensions. **Emotional Support**, where supervisors show empathy and concern; **Instrumental Support**, involving practical help such as guidance or workload adjustments; and **Recognition and Validation**, where supervisors acknowledge and praise employees' efforts. Together, these dimensions capture the broad ways supervisors support and engage their employees.

Self-Efficacy (SE) – is defined as an employee's belief in their ability to successfully organize and carry out tasks necessary to achieve specific job-related goals. It plays a key role in how individuals approach challenges, set goals, and persist through difficulties. SE is measured through three dimensions: **magnitude**, the perceived level of task difficulty one can handle; **strength**, the confidence in one's ability to perform tasks; and **generality**, the extent to which this confidence applies across various work situations. Together, these dimensions capture employees' perceived competence and motivation essential for effective job performance.

Employee Engagement (EE) - describes the emotional and cognitive connection an employee has with their job, colleagues, and organization. It includes feelings of pride, enthusiasm, and a willingness to invest extra effort for organizational success. EE encompasses three key dimensions: **Vigor**, characterized by high levels of energy and mental resilience while working; **Dedication**, marked by a strong sense of significance, enthusiasm, inspiration, and pride in one's job; and **Absorption**, which involves being fully concentrated and happily engrossed in work, such that time passes quickly. Together, these dimensions capture the depth of employees' involvement and motivation, highlighting their overall psychological investment in their roles and the workplace.

Extra-role performance (behaviour) - often referred to as **Organizational Citizenship Behaviour (OCB)**, encompasses discretionary behaviours exhibited by staff members that are beneficial to the company but are not specifically listed in their official job descriptions. These behaviors include things like lending a hand to coworkers, offering to take on extra work, and showing initiative to enhance procedures at work. OCB is measured through five dimensions: **Altruism** (helping others), **Conscientiousness** (going beyond minimum duties), **Sportsmanship** (tolerating inconveniences), **Courtesy** (preventing conflicts), and **Civic Virtue** (active participation in organizational life). These dimensions collectively capture employees' discretionary contributions that enhance organizational effectiveness.

CHAPTER 2

2. LITERATURE REVIEW

2.1. Theoretical Literature Review

2.1.1. Extra Role Behaviour (OCB)

"Workers' extra-role behaviour has been a major discussion topic in the field of social sciences" (Zhu, 2013) (Alparslan & Can, 2015). The employees that organizations require the most are those who willingly participate in extracurricular activities (Morrison & Phelps, 1999). When employees display this kind of behavior, it comes from the deepest recesses of their personalities. Extra-role conduct is important in a variety of ways. First, when employees go above and beyond their specific job duties, the organization can effectively attain performance. Additional roles can also improve the enterprise's efficiency and organizational performance (Zhu, 2013). Second, without employee effort, producing goods and services will be extremely difficult, which could lead to business failure or closure (Edeh & Anyanwu, 2015).

Task performance (in the position) and contextual performance (extra role) are the two categories into which employee performance can be separated (Borman & Motowidlo, 1993) and (Williams & Anderson, 1991). Task performance pertains to the fundamental duties carried out by workers, which either directly or indirectly enhance productivity on both an individual and organizational level. The second kind of performance is contextual performance, often known as extra-role performance. "Discretionary behavior that goes beyond and beyond the requirements of formal roles and, as such, is not explicitly specified in job descriptions" was the original definition of extra-role performance (Organ D. , 1990). However, because businesses today require workers who can do more than just their core duties, extra-role performance (behavior) has also emerged as a performance type that they take into consideration. Employers today need workers who can do their main duties to the best of their abilities as well as those who are willing and able to go above and beyond. Performance can be determined by a number of things. These other functions include employee attitudes, transformative leadership behavior, and views of fairness. Furthermore, there is a correlation between extra-role performance and more immediate organizational outcomes like customer happiness, cost savings, and productivity.

"The practical importance of the OCB is that it can improve the effectiveness and the operation efficiency of the organization by the transformation of organizational resources, the reform of resources, and the adaptability" (Zhu, 2013). Somech & Drach-Zahavy (2000) viewed extra-role behaviour as "behaviors that attempt to benefit the organization and go beyond existing

requirements of the job description, that are discretionary and for the benefit of organization, that are not directly or clearly acknowledged by a formal reward system, that don't require any punishment if not performed, and that are positively directed towards individual, group or organization in order to achieve the organization's goals and objectives". Workers' extra-role behavior was originally propounded by Bateman and Organ, (1983). This particular behavior was termed organisational citizenship behavior (OCB). (Salavati, Ahmadi, Sheikhesmaeili, & Mirzaei, 2011) In their work observed that several researchers have developed some other concepts that are interrelated to organisational citizenship behaviour which include extra-role behavior, civic citizenship, prosocial behavior, organizational spontaneity, and contextual performance.

Several researchers have adopted OCB typology. Organ (1988) highlighted "five dimensions of OCB which are altruism: helping co-coworkers), conscientiousness: performing an extra-role in one's job), courtesy (showing kindness to co-workers), sportsmanship (ability of not complaining in the workplace) and civic virtue (sticking to company policies and procedures)". However, Graham (1989) in his proposal argued that "organisational citizenship behavior can be categorized into three dimensions. These include organizational obedience, organizational loyalty and organizational participation". Podsakoff and colleagues listed seven perspectives of organisational citizenship behavior as helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic value, self-development (Podsakoff et al. 2000). (Podsakoff, Moorman, & Fetter, 1990)

2.1.2. Employee Engagement

Work engagement is a critical concept in organizational behavior and human resource management, referring to a positive and fulfilling psychological state that is work-related. Work engagement is defined by (Schaufeli W. , Salanova, Gonza´lez-Roma´, & Bakker, 2002) as 'a positive, fulfilling, and work-related state of mind that is characterized by vigor, dedication, and absorption.

Vigor reflects one's willingness to put effort into the work they perform; it emphasizes feelings of energy, level of intensity and mental resilience, especially when faced with challenges. Engaged employees, who are demonstrating vigor, will persevere, will not tire easily, and in general, will have more excitement for the job tasks they are working on. Dedication embodies the emotional aspect of engagement.

Dedication describes an employee's sense of engagement and strength in relation to the involvement at work. Positive descriptors often associated with dedication include significant, enthusiasm, inspiration, pride, and challenge. Dedicated employees are not merely compliant with their tasks, but are emotionally, and by extension intellectually, passionate and attached to their work.

Absorption embodies the cognitive aspect of work engagement. It is the degree in which people are fully concentrated, and happily engrossed in their work, and as a result the time flies, and detaching from that work is difficult. Employees who are absorbed can be so immersed in their tasks that they become oblivious to almost everything around them.

This theoretical framework is grounded in positive psychology and highlights that engaged employees are more than just satisfied but they are energized and psychologically connected to their work. According to Schaufeli, Bakker, and Salanova (2006), work engagement is not a momentary or specific state but a more determined and persistent affective-cognitive state that is not focused on any particular object, event, individual, or behavior.

May, Gilson and Harter (2004) expand this theory by connecting engagement to the broader construct of psychological meaningfulness, safety, and availability. These elements influence whether an employee feels confident, secure, and present enough to bring their whole self into their job roles. (May, Gilson, & Harter, 2004)

2.1.3. Work-life Balance

For the last few decades, employees have been struggling with a growing number of competing demands between their work and private lives. These demands are caused by globalization, technological advances, workplace changes, and demographic changes (Beauregard & Henry, 2009) . Work–life balance is typically theorized as the individual's perception that work and non-work activities are compatible and promote growth in alignment with an individual's current life priorities (Kalliath & Brough, 2008). According to Crompton & Lyonette (2006), work-life balance is the process in which employees seek to combine their paid jobs with caregiving responsibilities in order to create a "balance".

Theoretical frameworks such as role theory and spillover theory help explain the consequence of maintaining this balance. An imbalance between work and private life can cause absenteeism, dissatisfaction, and low productivity, By contrast, employees who are able to achieve this balance

can improve their well-being since they are better capable to effectively allocate their energy and time to the demands they experience. Furthermore, based on the spillover theory (Edwards & Rothbard, 2000), researchers have suggested that both the negative effects of work-life imbalance and the positive effects of work-life balance are carried over by employees from their work to their private lives and vice versa.

Previous studies have also inspected the relationship between work-life balance practices, which are related to work-life balance, and engagement. The relationship between work-life balance practices and work engagement can be understood via the social exchange theory. Essentially, social exchange theory explains that when employers engage in behaviours that demonstrate care and interest in their employee (e.g. provide opportunities), employee attitudes and behaviours follow. Specifically, when employees engage in favourable exchange with organisations, employees are reciprocating the treatment they receive from employers in ways that produce optimal outcomes for employees and employers (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). Applying the social exchange theory to work life balance, when employees feel that organizations help them balance their work and family demands, they probably feel cared for and supported by their organization. Following the norm of reciprocity, it can be said that employees feel obligated to reciprocate by showing more favourable attitudes and behaviours at work. When employees reciprocate, they develop more favourable feelings about their job and the organisation (Aryee, Srinivas, & Tan, 2005).

Fisher, 2001 argues that work life / balance is a work stressor with four significant components: as time (distribution between work and non-work), action (confidence in one's ability to achieve goals), strain (stress and difficulty focusing), energy (limited personal resources). (Fisher, 2001) Additionally, According to Fisher-McAuley, et al. (2003), there are three dimensions of work life balance, namely: work interference with personal life (WIPL). This reflects the extent to which an individual's work may interfere with his or her personal life; personal life interference with work (PLIW). (Fisher-MCAueley, 2003)This describes the degree to which individual personal life interferes with the life of his work; and work / personal life enhancement (WPLE) or enhancement of work / personal life. This reflects the extent to which individual personal life can improve work performance in the workplace. Where WPLE covers work for improving personal life as well as personal life for work. (Fisher-MCAueley, 2003)

2.1.4. Perceived Supervisors Support (PSS)

The degree to which workers feel their immediate supervisors appreciate their work and are concerned about their welfare is known as perceived supervisor support, or PSS. When a company has a high PSS, its employees will show their traits by recognizing that the company values their commitment and has taken their welfare into consideration. This enables employees to give back to the company in ways that will benefit the company. (Eisenberger, Huntington, Hutchison, & Sowa, 1986) . In addition to performing productively and bringing the company closer to success, employees can give their best without worrying about endangering their job, self-worth, or social standing (Biswas & Bhatnagar, 2013).

According to social exchange theory, employees respond to perceived organizational support through increased emotional commitment and engagement. In this context, the supervisor plays an essential role as a representative of the organization. When employees perceive that their supervisor genuinely supports their growth and wellbeing, they are more likely to reveal citizenship behaviors and contribute beyond their formal job tasks (Park, Newman, Zhang, Wu, & Hooke, 2016)

PSS is multidimensional, comprising fairness, recognition, communication, feedback, development opportunities, and emotional care. The various components of PSS strengthen employee trust and psychological safety, boosting them to perform at their best. Research indicates that such supervisory support enhances organizational citizenship behaviors (OCBs), predominantly when employees view their supervisors as key figures in the organizational support system (Vatankhah, Javid, & Raoofi, 2017).

The theoretical literature suggests that the perception of supervisor support often blurs with perceptions of organizational support, as employees view supervisors as representatives of the broader organization. Hence, a supervisor's supportive behavior can significantly influence overall attitudes of employees toward the organization.

2.1.5. Self-Efficacy

Self-efficacy is the term used to explain individual's beliefs about their ability to accomplish a particular task (Bandura A. , 1997). The theory suggests that individuals who believe in their abilities are more likely to initiate and persist in goal-directed behaviors, even in the face of challenges. According to Bandura, self-efficacy develops through four primary sources: mastery

experiences (successful performance), vicarious experiences (observing others perform successfully), verbal persuasion (encouragement by others), and physiological/emotional states (managing stress and anxiety).

Theoretically, self-efficacy impacts human functioning in cognitive, motivational, affective, and decisional processes. People with high self-efficacy will view difficult tasks as challenges to be mastered and not as a threat to be avoided. They will set higher goals, expose higher commitment to them, and recover quickly from setbacks. In contrast, individuals with low self-efficacy are more likely to doubt their abilities and withdraw from difficult situations (Randhawa, 2004).

Three dimensions—level, strength, and generality—are associated with self-efficacy. A person's level indicates how challenging it is for them to adopt a particular behavior. Strength indicates a person's level of confidence in their ability to carry out a particular task. The degree to which self-efficacy beliefs are positively correlated, either within or between behavioral domains, is referred to as generality. (Lidiawati, Sinaga, & Rebecca, 2020) .Individuals who have high self-efficacy will see a tough task as a challenge rather than a threat. Individuals with high levels of self-efficacy tend to take a strategic approach to problem-solving, utilize high levels of effort, and display resilience after failures (Yendork & Somhlaba, 2015).

The construct is highly related to learning and performance. Based on social cognitive theory, self-efficacy plays a critical role in goal-setting, self-monitoring, and self-evaluation. Individuals develop efficacy beliefs in experiential learning and feedback, which in turn shapes their behavioral outcomes. Bandura A. (1997) Emphasizes that successful performance is often the outcome of accumulated cognitive, social, and behavioral skills developed through efficacy beliefs.

2.2. Empirical Literature Review

2.2.1. Extra-Role Behaviour (OCB)

By engaging with these extra role behaviours, employees may go above the minimum standards, which could improve perceived service quality (Husin, Chelladurai, & Musa, 2012) or productivity (Scola, Schaeperkoetter, Lower, & Bass, 2017) leading to enhanced organizational outcomes. Behaviours focused directly on the organization, such as rules compliance and attendance beyond organizational expectations were termed OCB-O, whereas altruistic behaviours intended at helping colleagues were given the distinction OCB-I. Williams &

Anderson (1991) found both forms of OCB to be distinct from in-role behaviours, however more contemporary work disputes this finding. Most importantly, the five behavioural dimensions form the basis of this two factor conception; OCB-I contains Courtesy and Altruism, while OCB-O comprises the dimensions of Conscientiousness, Civic Virtue, and Sportsmanship. A strong relationship exists between OCB-I and OCB-O (Zhang, et al., 2019).

Vey & Campbell (2004) analysed "employees' perceptions of behaviors described as OCB and concluded that many behaviors under the OCB-O categorization were viewed as in-role requirements by employees. Participants in the study believed behaviors such as rules compliance and attendance were expected by their employer and subject to reward/discipline systems". OCB-I related behaviors such as helping a colleague who was falling behind or demonstrating concern for co-workers were viewed by participants as ERB. Organ D. W. (1997) "Advocated for OCB to be the only true measure of ERB. Many scholars have taken this view, often using the terms OCB and ERB interchangeably" (Lepine, Erez, & Johnson, 2002) (Vey & Campbell, 2004).

2.2.2. Employee Engagement

Empirical studies deliver strong support for the positive effects of employee engagement on individual and organizational outcomes. (Bakker & Demerouti, 2008) Drew four mechanisms through which engaged employees outperform their disengaged counterparts:

Positive Emotions: Engaged employees often reported to experience positive emotions such as joy, gratitude, and optimism and research shows that employees who experience more positive emotions perform better (Fredrickson & Losada, 2005).

Better Health Outcomes: Empirical research by (Demerouti, Bakker, De Jonge, Janssen, & Schaufeli, 2001) revealed that engaged employees experience less physical and psychological health problems which results in lower absenteeism and higher productivity, better performance (Grawitch, Gottschalk, & Munz, 2006).

Increased Personal Resources: According to (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007) engagement helps individuals develop personal resources like optimism, resilience, and self-efficacy, which in turn lead to superior performance and problem-solving capabilities.

Spillover Effect: When workers are involved, they can influence their coworkers to be more interested as well (Barsade, 2002). Because most performance is the consequence of colleagues

working together, this will lead to improved performance (Bakker & Demerouti, 2008). Because they experience fewer health issues, perceive more positive emotions, are able to escalate their personal resources, and are able to transfer their engagement to their colleagues, employees who are more engaged perform better on both in-role and extra-role tasks.

These empirical findings indicate that work engagement impacts not only individual-level performance, but also organizational effectiveness. Engaged employees are more likely to engage in extra-role behavior, assist fellow employees, and demonstrate initiative, enhancing the overall work climate. The theoretical and empirical findings all point towards a conclusion that fostering employee engagement is essential in ensuring sustainable performance and long-term organizational success.

2.2.3. Work-Life Balance

Empirical research has substantiated the theoretical claims regarding the importance and outcomes of work-life balance. The European Working Conditions Survey (1991- 2010) showed that in Europe about 20% of the employees had difficulty balancing work and private lives. Allen, Herst, Bruck, & Sutton (2000) noted that such imbalances result in high costs for both individuals and organizations. The Netherlands achieved a more positive score compared to Europe since the Netherlands was appointed as the third best country regarding work-life balance. (Business Culture, 2014).

Studies have demonstrated that employees who successfully balanced their work and personal lives are more likely to experience positive emotions and organizational commitment (Beauregard & Henry, 2009); (Shankar & Bhatnagar, 2010). These favorable feelings might therefore broaden workers' perspectives and strengthen their long-term social and personal assets. According to the findings of a study by Richman, Civian, Shannon, Jeffrey Hill, and Brennan (2008), employee engagement is positively correlated with perceived flexibility and work-life policies that encourage it. Furthermore, according to a study by Sonnentag (2003), employees' work engagement may be enhanced by recuperation, which is a component of work-life balance. Employees who have recovered are more resilient and more eager to put in effort than those who have not. This suggests that workers' vitality may benefit from recuperation. Since recovered personnel have the tools to become deeply engaged in their work, recovery can also have an impact on dedication. Lastly, the final component of work involvement, absorption,

may also benefit from recovery. Employees who have recovered can focus entirely on their work and block out distracting cues.(Sonnentag, 2003).

Philips (2019) Identified differences from one generation to the next, explaining that millennials are integrated with their work and personal goals rather than separated with the intention of being as efficient and effective as possible and at the same time having a purpose in their work. And Suryani, Herminda, & Darmin (2019) stated that organizational commitment and work life balance have a positive and significant influence on job satisfaction, while job satisfaction, work-life balance, and citizenship behavior have a positive and significant influence on each other.

Durodolu & Mamudu (2020) noted the work life balance weakly positive relationship of work-life balance can lead to reduced performance, job dissatisfaction, stress, and lower organizational loyalty. Conversely, effective work-life balance initiatives enhance job satisfaction and foster a positive work environment, increasing OCB (Thevanes & Harikaran, 2020). On the other hand, RD (2018) informed that workers with unstable work schedules, irregular shift times, and longer weekly work hours may also experience work family conflict and work stress, which may affect their willingness to help others

In conclusion, both theoretical perspectives and empirical evidence converge to the importance of work-life balance related to employee well-being, job satisfaction, and organizational performance.

2.2.4. Perceived Supervisors Support

Empirical findings support the theoretical connection between PSS and positive employee outcomes. Moorman, Blakely, & Niehoff (1998) Emphasized that social support within organizations is a precursor to employees demonstrating OCB. Subsequent studies have built on this beyond just examining contextually in regard to OCB, and provide helpful contextual nuances for understanding OCB, such as distinguishing the direction of behavior toward the organization, and behaviors toward individuals, such as supervisors (Masterson, Lewis, Goldman, & Taylor, 2000)

Further, Aryee, Budhwar, & Chen (2002) mentions that favorable treatment by supervisors often leads to targeted reciprocity, employees enhance their performance or display OCB in response to supervisory actions. DeConinck J. B. (2010) found similar results, with employees expressing greater organizational loyalty and job satisfaction when they felt supported by their supervisors.

Notably, Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades (2002) observed that supervisors are often seen to be organizations, which means that employees may not distinguish between support from the supervisor and from the organization. DeConinck & Johnson (2009) Added that such tangled perceptions could lead employees to exhibit positive behaviors benefiting the entire organization, even when the initial trigger was supervisory support.

In conclusion, empirical studies validate the theoretical claims that PSS plays a central role in shaping employee attitudes and behaviors. Supervisors are necessary as immediate authority and value representative of the organization which can influence employee's way beyond their immediate work direct appearance.

2.2.5. Self-Efficacy

There is substantial empirical evidence of the claims made regarding self-efficacy. Heslin, Peter, & Klehe (2006) Found that employees with high self-efficacy rated themselves as more confident and tend to be more proactive as employees increasing their overall performance and satisfaction levels. Employees with high self-efficacy show more resiliency to complete their work-related duties in spite of difficulties and stressors in their workplace (Tschannen-Moran, Megan, & Peggy, 2009)

Giran (2014) Stated that self-efficacious individuals can be goal directed and persistent in the performance of their duties, even though in high-pressure and uncontrollable environments; and they engage in adaptive behaviors, so they remain productive employees with high morale. Cherian & Jacob (2013) supported these findings, noting that such employees often seek out opportunities to learn new skills, adjust to organizational changes, and enhance their professional competence.

Self-efficacy is also related to continuing improvement and self-development. Randhawa (2004) stated that employees with low self-efficacy are more likely to disengage and avoid completing their work responsibilities, such as during times of adversity. Whereas, employee's with high self-efficacy want to manage and control from impacting adverse situations and use feedback from supervisors, co-workers, and clients to become better at their job.

Self-efficacy has been associated with various positive outcomes in applied organizational settings, such as, job performance, engagement, learning orientation, and innovation. Employees with higher levels of self-efficacy set higher goals, are more likely to persevere in the face of

obstacles or setbacks, and view the meaning associated with the work they do (Yendork & Somhlaba, 2015). Moreover, they are more likely to interpret failure as a lack of effort or preparation than as a lack of ability, which allows them to be motivated to try again.

Overall, self-efficacy is viewed as an important psychological resource for employees in both the theoretical and empirical literature. Self-efficacy contributes to employees' ability to perform, adjust, and thrive in an ever-changing work environment.

2.3. Justification of the study

The growing body of literature on organizational citizenship behavior (OCB), employee engagement, and employee support systems such as perceived supervisor support, work-life balance, and self-efficacy, has significantly advanced our understanding of individual and organizational performance. Many studies provide strong theoretical foundations using frameworks such as **Social Exchange Theory** (Blau, 1964), **Job Demands-Resources (JD-R) Model** (Bakker & Demerouti, 2007), and **Conservation of Resources Theory** (Hobfoll, 1989). These frameworks have been instrumental in explaining how supportive environments foster discretionary behaviors and enhance organizational effectiveness. The **strength** of the existing literature lies in its detailed exploration of individual antecedents (like motivation and personality) and organizational factors (such as leadership style and HR practices) influencing OCB and engagement.

However, despite these strengths, the literature also reveals several **notable weaknesses** and **gaps**, especially when applied to developing contexts such as Ethiopia. First, the majority of empirical studies in this field have been conducted in Western, developed countries, where workplace dynamics, cultural values, and institutional support systems differ considerably from those in African settings. As such, the generalizability of these findings to Ethiopian organizations remains questionable.

Furthermore, while some studies explore the direct relationships between employee support systems and OCB or between engagement and performance, **no prior study integrate all these variables into a comprehensive model**, especially using **employee engagement as a mediating variable**. This represents a significant oversight, as engagement plays a central psychological role in linking support and performance.

Given these gaps, this research is both **timely and necessary**. It aims to fill the void by investigating the **impact of employee support systems (work-life balance, perceived**

supervisor support, and self-efficacy) on extra-role performance, with a focus on the **mediating role of employee engagement**. By using a **quantitative approach grounded in theory and applied in the Ethiopian banking context**, the study contributes both **empirically**—through new data and findings—and **practically**, by offering actionable recommendations for improving employee support and performance outcomes. It also adds **conceptual clarity** by integrating multiple constructs into a single, testable framework. Ultimately, this research bridges the divide between global theory and local practice, enhancing the academic literature and informing organizational strategies in similar emerging market contexts.

2.4. Conceptual Framework

a. The Effect of Work-life Balance on Employee Engagement

A well-implemented work-life balance strategy can significantly reduce stress and burnout, which are detrimental to employee engagement. Employees who manage their work and personal lives effectively are more likely to feel motivated and committed to their roles (Jonathan Fields, 2024) (Jaharuddin & Zainol, 2019). The perception of organizational support for work-life balance plays a critical role in enhancing employee engagement. When employees feel that their organization values their personal time and well-being, they are more likely to be engaged and productive (Žnidaršič & Bernik, 2021) (Jaharuddin & Zainol, 2019). Conversely, a lack of work-life balance can lead to disengagement, increased turnover intentions, and lower job performance. Employees struggling to juggle their responsibilities may experience chronic stress, which negatively impacts their engagement levels. (Jonathan Fields, 2024) (Jaharuddin & Zainol, 2019).

b. The Effect of PSS on Employee Engagement

One of the primary factors that was discovered to be essential in determining employee engagement was supervisor support. A higher-order, multifaceted concept, effective supervisor support includes self-awareness, information processing transparency, and internalized balanced relational moral standards. Studies reveal that when supervisors are motivating, engagement happens organically. (Christian, Garza, & Slaughter, 2011). Supervisors are in charge of conveying that workers' efforts are crucial to the success of the company as a whole. Employee interest and engagement are clearly increased when their work is valued and meaningful. It is hypothesized that an authentic and encouraging boss might influence followers' employee engagement by boosting their involvement, contentment, and excitement for their jobs. (Macey,

Schneider, Barbera, & Young, 2009). Kahn (1990) found that supportive and trusting interpersonal relationships, as well as a supportive supervisor, promote employee engagement. An open and supportive environment is essential for employees to feel safe in the workplace and engage totally with their responsibility (Kahn, 1990). Supportive environments allow members to experiment and to try new things and even fail without fear of the consequences. May, Gilson, & Harter (2004).

c. The Effect of Self-efficacy on Employee Engagement

In the context of work engagement, self-efficacy serves as a potent gauge of an employee's level of effort, commitment, and contribution to their projects and organizational goals. High self-efficacy workers believe they are capable of handling occupation requests, resolving issues, and achieving desired outcomes. This revelation provides a feeling of authority and control, enabling people to go towards larger work obligations with assurance and energy. As a result, individuals will inevitably focus on their task, leading to higher levels of involvement and dedication. (Chopra & Srivastava, 2024). People who have faith in their abilities are able to persevere despite challenges and maintain high levels of engagement and performance. People with high self-efficacy also put their all into their work because they believe in their own abilities and have the confidence to overcome obstacles and complete tasks successfully. Workers who have a high level of self-efficacy are able to overcome barriers at work and bounce back from failures, which increases their motivation. (Chopra & Srivastava, 2024).

d. The Effect of Employee Engagement on Employee Extra Role Behavior. (OCB)

Engaged employees demonstrate higher levels of motivation, productivity, and a willingness to contribute beyond their basic job requirements. This commitment is essential for fostering a positive work environment and improving overall organizational performance. (Dr. Shreshtha Dabral, 2020). Employee engagement is a critical factor influencing various organizational outcomes, particularly Organizational Citizenship Behavior (OCB), which refers to discretionary behaviors that are not directly recognized by the formal reward system but contribute to the overall effectiveness of the organization. Research indicates that higher levels of employee engagement significantly enhance OCB. For instance, a study conducted in the IT sector found that employee engagement explained approximately 24% of the variance in OCB scores, with a correlation coefficient of 0.489, indicating a moderate positive relationship (Dr. Shreshtha Dabral, 2020). Another study highlighted that engaged employees are more likely to take on additional responsibilities that benefit their coworkers and the organization as a whole,

reinforcing the idea that employee engagement is crucial for cultivating a culture of citizenship within organizations. (Nabiyeva, 2022). The evidence clearly indicates that employee engagement is a strong predictor of organizational citizenship behavior. Organizations aiming to enhance their performance should prioritize strategies that boost employee engagement, as this not only improves individual productivity but also fosters an environment where employees willingly contribute beyond their formal duties.

e. The Effect of Work-life Balance on Employee Extra Role Behaviour (OCB)

The relationship between WLB and Organizational Citizenship Behavior (OCB) is significant, as a well-maintained balance can enhance employees' happiness to engage in extra-role behaviors that benefit their organizations. According to Frame & Hartog (2003), WLB allows employees to utilize flexible working hours to balance work with personal commitments, leading to improved job satisfaction and organizational attitudes. (Frame & Hartog, 2003). Numerous studies indicate a robust positive relationship between work-life balance and OCB. Employees who achieve a favorable work-life balance are more likely to engage in extra-role behaviors. For instance, research has shown that employees with better WLB report higher levels of altruism and civic virtue—key dimensions of OCB. (Frame & Hartog, 2003) (Dede, Farhan, & Winanti., 2024). A study conducted among employees in various sectors found that those with a strong sense of work-life balance reported significantly higher levels of OCB ($r = 0.65$), indicating a robust positive correlation (Nilawati, Umar, Kusdi, & Zainul, 2019). Research focusing on nurses revealed that work-life balance directly affects their willingness to engage in extra-role behaviors, highlighting that better balance leads to increased organizational commitment and citizenship behaviors (Handoyo, Airlangga, & Kharismasyah, 2024). Another study indicated that organizations implementing flexible work policies saw a marked increase in employee morale and OCB, suggesting that supportive policies around WLB can enhance overall organizational performance (Nguyen & Haar, 2024). The evidence clearly demonstrates that work-life balance significantly influences organizational citizenship behavior.

f. The Effect of PSS on Employee Extra Role Behaviour (OCB)

Studies consistently demonstrate a strong positive correlation between OCB and PSS. Workers are more inclined to participate in OCB if they believe their supervisors are supporting them. An environment where employees feel encouraged to go beyond their formal job tasks is fostered by supportive supervisors, according to a study that involved 325 employees and revealed a moderately favorable link between PSS and OCB (Rasheed & Siddiqui, 2023). According to a

different study, workers who feel that their supervisors are supporting them are more likely to help them and actively contribute to the accomplishment of company objectives, which results in higher levels of OCB. (Rekha & Sasmita, 2019). Longer organizational tenure strengthens the association between PSS and organizational commitment, increasing the chance of OCB among experienced employees, according to research findings from 238 individuals. (al., 2024). The evidence emphasizes that perceived supervisor support is a significant predictor of organizational citizenship behavior.

g. The Effect of Self-efficacy on Employee Extra Role Behaviour (OCB)

The effect of self-efficacy on employee extra-role performance has been explored in various studies, highlighting its significant role in enhancing workplace behavior beyond formal job requirements. Employees with high self-efficacy are more likely to take initiative and engage in extra-role behaviors. They believe in their capabilities to influence outcomes, which encourages them to go beyond their basic job responsibilities (Lidiawati, Sinaga, & Rebecca, 2020). High self-efficacy leads to greater persistence when facing challenges. Employees who feel competent are more likely to overcome obstacles and continue performing extra-role activities even when faced with difficulties (Schaufeli W. B., Salanova, González-Romá, & Bakker, 2010).

Studies have shown a positive correlation between self-efficacy and extra-role performance, indicating that employees who have confidence in their abilities tend to engage more in behaviors that benefit their organization (Hamers, 2018). Research suggests that self-efficacy acts as a motivational force that energizes employees, directing their efforts toward achieving goals and engaging in positive workplace behaviors (Van Beek, Hu, & Schaufeli, 2011).

h. The Mediating Role of Employee Engagement between work-life Balance and Employee Extra role Behaviour (OCB)

Work-life balance also affects employee engagement, which is closely tied to OCB. When employees feel they can manage their personal and professional lives effectively, they are more engaged at work and willing to contribute beyond their formal roles. Research has shown that organizations promoting WLB see increased levels of employee engagement and OCB (Rurkkhum & Suthinee, 2010) (Sugianingrat, et al., 2019). Research indicates that a positive WLB can lead to increased OCB, where employees voluntarily engage in behaviors that benefit their organization, such as helping colleagues and promoting a positive workplace culture.

Employee engagement acts as a mediator by translating the benefits of WLB into enhanced OCB. Engaged employees who experience a supportive work environment are more likely to go above and beyond their job requirements (Adnan, Nawaz, & Shah, 2021) (Sun, 2024)23. The impact of employee engagement on OCB can vary based on individual perceptions of their work-life balance. Employees who feel they have control over their work schedules tend to report higher engagement levels, which subsequently boosts their willingness to engage in OCB (Sawitri, 2024). A study involving employees from Islamic banks indicated that while employee engagement strengthened the relationship between WLB and OCB, it did not moderate the effects of burnout on OCB. This suggests that while engagement is beneficial, it may not always counteract negative influences like burnout (Adnan, Nawaz, & Shah, 2021). Research conducted in high-pressure environments, such as startups in Shanghai, highlighted that promoting employee well-being through effective WLB policies significantly enhances both engagement and performance outcomes (Sun, 2024). Employees with better mental health due to balanced work-life conditions were found to be more productive and innovative. Creating an engaging workplace culture where employees feel valued and connected can significantly amplify the effects of WLB on OCB.

i. The Mediating Role of Employee Engagement between PSS and Employee Extra role Behaviour (OCB)

According to the Mediating Role of Employee Engagement between PSS and employee performance, PSS improves engagement, which in turn encourages additional role performance, rather than directly resulting in better performance. Numerous research have provided support for this mediation effect. Additionally, Rich, Lepine, and Crawford (2010) attest to the mediating role of employee engagement in the relationship between two elements of job performance (task performance and OCB), value congruence, POS, and core self-evaluation. One important mediator in the interaction between PSS and OCB is employee engagement. Employees that are emotionally committed in their work are more inclined to go above and beyond the call of duty. According to research, PSS increases employee engagement, which in turn raises OCB. . This recommends that when supervisors provide adequate support, it not only increases employee morale but also encourages behaviours that benefit the organization overall (Rekha & Sasmita, 2019) (Owor J. J., 2015). A study examining HR practices in Uganda found that employee engagement mediated the relationship between various HR practices (including perceived support) and OCB. The results indicated that supportive HR practices enhance employee

engagement, which then leads to increased OCB (Owor J. J., 2015). Organizations can improve OCB and boost overall performance by creating an atmosphere where workers feel engaged and supported. Therefore, it may be inferred from earlier research that engagement will mediate the association between PSS and employee extra role behavior.

j. The Mediating Role of Employee Engagement between self-efficacy and Employee Extra Role Behavior. (OCB)

Employee engagement serves as a partial mediator between self-efficacy and OCB. This means that while self-efficacy directly influences OCB, it also enhances employee engagement, which in turn positively affects OCB (Khahan, Suteeluck, & Jamnean, 2021).

For instance, a study found that self-efficacy significantly influenced OCB both directly and indirectly through employee engagement, organizational commitment, and job satisfaction (Khahan, Suteeluck, & Jamnean, 2021). The findings highlight the importance of fostering self-efficacy among employees to enhance their engagement levels, which subsequently boosts their willingness to engage in extra-role behaviors. Organizations can benefit from training programs aimed at increasing employees' self-efficacy and engagement (Lintang Arum & Lenny Christina, 2021). In conclusion, the relationship between self-efficacy, employee engagement, and organizational citizenship behavior is significant. Self-efficacy not only directly influences OCB but also enhances employee engagement, which acts as a crucial mediator in this relationship.

High self-efficacy workers will be able to take actions that will help the company reach its objectives. This occurs as a result of these workers' ability to do their tasks and meet company objectives. Self-efficacy gives people the confidence and positive emotions they need to accomplish their jobs, which increases their engagement and performance. Furthermore, Al-Hamdan & Bani Issa's (2022) study of 186 nurses in Jordanian hospitals shows that employee engagement acts as a mediator between self-efficacy and improved performance.

The overall hypothesized model (Conceptual Framework) is shown as follows:

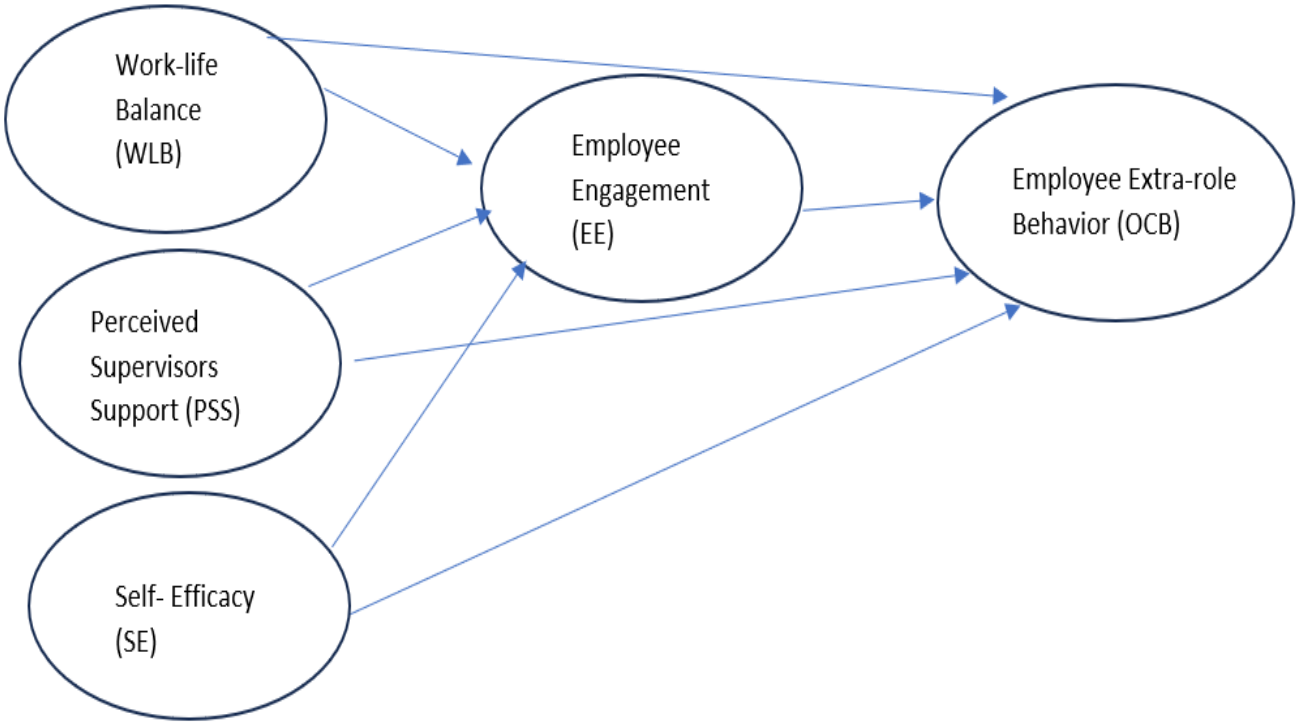

Figure 1: Conceptual Frame work

CHAPTER 3

3. RESEARCH METHODOLOGY AND DESIGN

3.1. Introduction

This chapter outlines the researcher's technique in order to accomplish the goal mentioned in the previous section. In particular, the research design that was employed, the target population and sampling strategy, the research methodology that was employed for data collection, the statistical methods that were employed for data analysis, and the study area have all been described.

3.2. Research Design

A structure that acts as a guide for examining the research challenge is known as research design. Given the goal of the study, a research design's role is to enable the gathering of pertinent data with the least amount of time, effort, and financial outlay possible. (Kothari, 2004).

To investigate the impact of **Work-life balance**, **Perceived Supervisor Support**, and **Self-Efficacy** on **Employees' Extra-role Behaviour (Organizational Citizenship Behaviour, OCB)** in the context of selected banks in Ethiopia, with a focus on the mediating role of **Employee Engagement**, a comprehensive research approach is essential. This approach incorporates quantitative methodologies to capture the complexity of the relationships involved.

Quantitative Component: Utilize structured questionnaires to gather numerical data from employees across the selected banks in Ethiopia. This will help quantify the relationships between work-life balance, perceived supervisor support, self-efficacy, employee engagement, and OCB.

Explanatory research, which aims to find connections and causal mechanisms in order to explain why specific occurrences occur, is the research design used in this study. Testing hypotheses to determine cause-and-effect links between variables is a common practice in this kind of study. Explanatory study can be structured, but it can also use experimental methods in which variables are changed to see the results. It seeks to go beyond simple description in order to offer more profound insights into the underlying causes or motivations behind observed occurrences.

A stratified sampling method has been employed to ensure representation across different levels of employees (e.g., management, line staff, and branch staffs) and various banks. This method allows for the collection of diverse perspectives while maintaining statistical validity.

3.3. Research Method

3.3.1. Study Population

Primary data has been collected from only **Non-clerical professionals** of selected banks in Ethiopia specifically Addis Ababa. The population of employees encompassed all individuals employed in non-clerical professional roles and above at head office levels and all branch staffs, who were working in the chosen banks within the city of Addis Ababa.

This comprehensive data collection resulted in a total population of 27,116 (Twenty-Seven Thousand One Hundred Sixteen) individuals, comprising employees from the selected banks. This study focused specifically on the Awash Bank (AB), Cooperative Bank of Oromia (CBO) and Berhan Bank (BB).

3.3.2. Sample Size Determination

As a general guideline, it could be said that the sample had to be of an ideal size, meaning that it should neither be extremely large nor too small (Kothari, 2004). In a quantitative study, the sample size was calculated using a specific formula, but in a qualitative study, the sample size was totally up to the researcher's discretion; there were no predetermined guidelines (Bass, 1990). Thus, a 95% confidence level finite and big population sample size formula developed by Taro Yamane in 1967 was used to obtain a representative sample for the population. Here was the formula that was used to determine this sample size to take population:

$$n = \frac{N}{1 + N(e)^2}$$

Where n denotes the sample size, N the size of the population overall, and e the level of precision of the sampling error Where:

- n = Sample size to be studied
- N= Population size

• e = margin of error

From the above formula, the sample size for this study is

n= 27,116 / (1+27,116 (0.05)2)

n= 395 Sample size of Employee

The branch types has been selected randomly from each generations. As indicated in the table below, the researcher employed **proportional sampling** from each private bank to ascertain the study's sample size. A finite population was split up into smaller groups (sub population) by the researcher using the proportional sampling technique. In finite population sampling, proportional sampling was comparable to proportional allocation. Based on specific characteristics, a finite population of size N was split up into H strata, or subpopulations.

The size of the *h*th stratum was denoted as *N*h and the total sample size was n. Proportional sampling referred to a design with total sample size *n* such that:

$$\frac{n_h}{N_h} = \frac{n}{N} \quad \Longleftrightarrow \quad n_h = n \times \frac{N_h}{N}$$

Table 2: Employees Sample Size Summary for each Banks

S/No	Population of the Study Area	Total Population(Nh)	Total sample size(nh)
1	Awash Bank(AB)	13,280	193
2	Cooperative Bank of Oromia(CBO)	7,832	114
3	Berhan Bank(BB)	6,004	87
	Total Population(N)	**27,116**	**395**

Source: Primary Data

3.3.3. Sampling Method

Stratified Random Sampling has been employed in this study to ensure that specific subgroups within the population will be adequately represented. In this method, the population was first divided into distinct strata or subgroups based on the work organ of each bank (Head office or Branch). By categorizing the population according to these organizational units, a random sample has been then drawn from each stratum.

Stratified sampling was employed to ensure that the sample adequately represented the diverse characteristics of banks and corporations within the population. By dividing the population into homogeneous strata based on key attributes such as institution size and type, the sampling design

reduces variance within each stratum and improves the precision of overall estimates. This method also facilitates subgroup analysis, allowing researchers to draw valid inferences about specific categories of institutions, which would be difficult to achieve with simple random sampling." Gilbert, L. (1993).

Table 3: Population number and Sample size in each work organs of the selected banks.

Population of the Study	Work organ	Total No of staff	Sample size
AB	Head office	1847	27
	Branch	11,433	166
	Total	**13,280**	**193**
CBO	Head office	1550	23
	Branch	6,282	91
	Total	**7,832**	**114**
BB	Head office	1408	20
	Branch	4,596	67
	Total	**6,004**	**87**

Source: Primary Data

- **Head Office Sample sizes**

Awash Bank

Table 4: Sample Size for Awash Bank Head Office Staffs

Management heads under the CEO	No of Sub-process under it	No of sample size
Sen. Chief Corporate Officer	2	1
Chief IFB Officer	2	1
Sen. Chief Wholesale Banking Officer	4	3
Chief Trade Services Officer	2	1
Chief Credit Operations Officer	3	2
Chief Transformation Officer	1	1
Sen. Chief Retail & SME Banking officer	2	1
Sen. Chief Finance and Facilities	5	3
Chief HRM officer	3	2
Senior Chief Marketing Officer	3	2
Chief Internal Audit	1	1
Sen. Chief Enterprise Risk and Compl. Management	1	1
Chief Legal Services Officer	1	1
Chief Digital Banking Officer	4	3
Sen. Chief Information Officer	4	3
Chief Regional Operations Officer	2	1
Total Number of Sample size		**27**

Source: Primary Data

Cooperative Bank of Oromia

Table 5: Sample Size for Cooperative Bank of Oromia Head Office Staffs

Management heads under the CEO	No of sub-process	No of sample size
Cheif Risk and Compliance Officer	3	2
Chief Finance Officer	4	2
Chief Operation Officer	16	9
Chief Technologies and Strategy Officer	7	4
Chief People Officer	4	2
Chief Information Officer	5	3
Chief Internal Auditor	3	2
Total Number of Sample size		**23**

Source: Primary Data

Berhan Bank

Table 6: Sample Size for Berhan Bank Head Office Staffs

Management heads under the CEO	No of sub-process	No of sample size
Deputy CEO Enterprise Services	4	2
A/Deputy CEO Business and Digital Banking	6	3
A/Deputy CEO Strategy & Retail Banking	3	1
Chief Enterprise Resource Management Officer	3	1
A/Chief Risk & Compliance Officer	2	1
Chief District & Branch Banking Officer	6	3
A/Chief Internal Audit Officer	2	1
A/Chief Human Capital Officer	4	2
A/Chief Finance Officer	3	1
A/Chief Estate Management & Marketing Officer	3	1
Deputy Chief Information Officer	4	2
Deputy Chief Loan Recovery & Documentation Officer	2	1
Deputy Chief Strategy & Emerging Markets Officer	3	1
Total Number of Sample size		**20**

Source: Primary Data

- **Branch Staffs Sample size**

For Branch staffs sample size, the researcher used a purposive sampling based on their location which is convenient to the researcher.

The researcher randomly took **6 staffs (Branch manager, Customer relationship manager, Auditor, Cashier, 2 Customer service officers)** per branch for all the three selected banks.

Awash Bank operates in a total of 13 regional offices, but the researcher has concentrated specifically on the **East Addis Ababa Regional Branches**, which encompasses 101 branches. From these branches, the researcher intentionally selected 28 branches based on their geographical locations.

Similarly, the Cooperative Bank of Oromia has 17 district offices. The researcher has focused on the **Central Finfinne District Branches**, which has 48 branches under it. Out of these, the researcher purposefully chose 16 branches, again based on their locations.

Lastly, Berhan Bank consists of 8 districts, with the researcher directing attention to the **East Addis District Branches**, which has 45 branches. From this group, the researcher also selected 12 branches based on location, using a purposive selection method.

Table 7: Sample Size for Branch Staffs for each Bank

Population of the Study Area	Total sample size (Branch)	Number of branches
AB	166	**28**
CBO	91	**16**
BB	67	**12**

Source: Primary Data

3.4. Data Sources

Both primary data and secondary data has been used for the study. Primary data has been collected from the sample employees of the selected bank sector banks in Addis Ababa, using a structured questionnaire.

The **primary data** collection has been done through surveys, employing a well-structured questionnaire with a 5-point Likert scale for each variable by ddeveloping a comprehensive survey instrument that includes validated scales for measuring:

a. Work-life balance (**using the Work-Life Balance 15-item Scale**) (Fisher-MCAueley, 2003)
b. Perceived supervisor support (**using Supervisor Support 10-item Scale**) (Eisenberger, Huntington, Hutchison, & Sowa, 1986)
c. Self-efficacy (**using New General Self-Efficacy 8-item Scale**) (Lidiawati, Sinaga, & Rebecca, 2020)
d. Employee engagement (**using Utrecht Work Engagement 17-item Scale**) (Gideon, de, Carin, Carolina, & Klaus-Peter, 2013)
e. Organizational Citizenship Behaviour (**using 24-item OCB scale**) (Podsakoff P. M., Moorman, H., & Fetter, 1990)

Altruistic behaviors intended to assist coworkers were designated OCB-I, whereas behaviors directly related to the organization, such as following regulations and attending more frequently

than expected, were referred to as OCB-O. (Williams & Anderson, 1991) Both types of OCB were found to be different from in-role behaviors, however more recent research questions this conclusion. Most significantly, this two-factor idea is based on the five behavioral dimensions: OCB-I comprises the dimensions of Courtesy and Altruism, while OCB-O comprises the dimensions of Conscientiousness, Civic Virtue, and Sportsmanship. OCB-I and OCB-O have a close association (Zhang, et al., 2019).

The **Secondary data** regarding the history of banks, and the number of bank branches has been found from the official websites of the National bank of Ethiopia and the selected banks and regarding the details about the number of employees of the selected banks has been provided from their head offices.

3.5. Method of Data Collection

To facilitate the process of data processing, a well-structured questionnaire has been employed. Additionally, the questions were modified from works of literature that were pertinent to this particular investigation. Every attempt has been made to minimize misunderstandings and uncertainties regarding the questions by avoiding technical jargon and using simple and understandable English language. The questionnaire was classified in to three sections:

Section one is about the general demographic information of the respondents that covers gender, age, educational level, gender of the respondent and marital status of the respondents. And the responses of the respondents has been interpreted by using frequency distribution and percentage.

Section two is about the respondent's job information that covers Mode of placement, and respondents' length of service year in the current post. And the responses of the respondents has also been interpreted by using frequency distribution and percentage.

Section three included various statements measured on a five-point Likert scale to evaluate all variables. A refined perspective on the participants' viewpoints has been offered through the use of a five-point Likert scale in the questionnaire.

3.6. Methods of Data Analysis

The statistical design included a comprehensive data analysis plan. Descriptive statistics, such as mean and standard deviation, were used to summarize the data. Statistical software like SPSS and PROCESS macro has been utilized for data analysis.

SPSS Software and PROCESS Macro has been utilized to perform:

- Descriptive statistics to summarize demographic data.
- Reliability analysis to test the extent to which the construct's dependable or consistent.
- Correlation analysis to examine relationships between variables.
- Regression analysis to examine unique contribution each factor makes toward prediction.
- Mediation analysis to test the proposed model involving the mediation of Employee Engagement between the relationship of work-life balance, perceived supervisor support, self-efficacy, with OCB

3.6.1. Reliability and Validity of Data

Reliability, in the context of measurement, indicates the extent to which an instrument consistently captures the intended construct. When conducting survey-based research, evaluating the internal consistency of scales composed of multiple items is essential. This ensures that the various items associated with a particular variable truly assess the same underlying idea.

"Cronbach's Alpha methods has been used to ensure the internal consistency of the variable and measuring reliability. Reliability is the degree to which measure of construct is dependable or consistent" (Shuttleworth, 2015). According to Bonett and Wright (2014), "Cronbach's alpha coefficient of .70 or higher is acceptable to determine the reliability of variables".

Standards for Interpretation:

- **$\alpha \geq 0.90$** → Excellent
- **$\alpha = 0.80–0.89$** → Good
- **$\alpha = 0.70–0.79$** → Acceptable
- **$\alpha = 0.60–0.69$** → Questionable
- **$\alpha < 0.60$** → Poor

Table 8: Reliability Analysis

Construct	No. of Items	Cronbach's Alpha (α)	Interpretation
Work-Life Balance (WLB)	15	0.788	Acceptable
Perceived Supervisor Support (PSS)	8	0.875	Good
Self-Efficacy (SE)	8	0.876	Good
Employee Engagement (EE)	17	0.884	Good
Organizational Citizenship Behavior (OCB)	24	0.859	Good

Source: Primary Data from SPSS Result

Work-life balance (WLB) was measured with 15 questions that explored how employees manage their work responsibilities alongside their personal lives. The reliability score (Cronbach's Alpha) came out to 0.788, which is considered acceptable. The slightly lower score might mean people see different aspects of work-life balance-like flexibility or personal time-a bit differently.

Perceived Supervisor Support (PSS): To understand how employees feel about their supervisors, 8 questions were used to measure perceptions of support, care, and helpfulness. The reliability here was strong, with an alpha of 0.875. This suggests that most employees had similar views on their supervisors' support, and the questions worked well for this group, especially in the context of Ethiopian banks.

Self-efficacy (SE): confidence in one's own abilities, was also measured with 8 items. The alpha was 0.876, indicating the questions were highly consistent. This means employees generally agreed about their own sense of capability at work.

Employee Engagement (EE): Seventeen questions were used to measure how engaged employees' felt-looking at things like energy, dedication, and how absorbed they were in their work. This section had the highest reliability (alpha = 0.884), showing that the questions really resonated and employees answered in a consistent way about their enthusiasm and involvement.

Organizational Citizenship Behavior (OCB): was assessed with 24 questions covering areas like altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The reliability score was 0.859, which is solid. This means the questions did a good job of capturing the different ways employees go above and beyond their basic job duties.

Most of them scored over 0.85, which means the questionnaire was a reliable tool for collecting data. These high reliability scores give us confidence that the survey effectively measured the important concepts in this study and support moving forward with deeper analyses like correlation, regression, and mediation.

3.7. Ethical Consideration

Participants were informed about voluntary participation, harmlessness, privacy, anonymity, and confidentiality as questionnaires were prepared and distributed. Final results did not disclose or personalize individual responses. The researcher was expected to maintain confidentiality of the information collected from leaders and followers. The researcher has prioritized ethical practices and maintained strict confidentiality to create an environment of trust and encourage honest responses, contributing to the integrity and reliability of the study's findings.

CHAPTER 4

4. PRESENTATION, ANALYSIS DISCUSION AND INTERPRETATION OF RESULT

4.1. Introduction

It is widely recognized that human resources are the vital life force of any organization. Historically, employees were viewed merely as machines for producing goods or services. However, proponents of the human relations approach, such as Elton Mayo, Abraham Maslow, Douglas McGregor, and David McClelland, identified that optimal working conditions and economic incentives alone were insufficient for enhancing long-term productivity and efficiency. They emphasized the importance of addressing employees' organizational factors and psychological needs.

The data gathered from 395 workers of three significant Ethiopian banks: Awash Bank (AB), Cooperative Bank of Oromia (CBO), and Berhan Bank (BB) is presented in this chapter. This chapter's goal is to methodically examine and evaluate the results in accordance with the goals and theories of the study. A systematic questionnaire was used to gather the data, and SPSS was used for analysis. Work-Life Balance (WLB), Self-Efficacy (SE), Perceived Supervisor Support (PSS), Employee Engagement (EE), and Organizational Citizenship Behavior (OCB) are the primary variables that are analyzed, with Employee Engagement acting as a mediator variable. Demographic analysis is the first step in the chapter's structured approach, which is then followed by descriptive statistics, reliability testing, correlation analysis, regression analysis and mediation testing using SPSS's PROCESS macro, providing compelling evidence to support or reject the stated hypotheses.

4.2. Profile of Selected Employees (Demographic Feature of Employees)

The following Table provides details about the Sample Profile of Employees. The survey of 395 individuals revealed a strong demonstration from Awash Bank (48.9%), and with a significant majority working in branch operations (82%), emphasising the sample's focus on frontline banking activities in proportion to the number of employees. The heavy representation of branch employees supports the applicability of the study's focus on extra-role behaviours, as such roles often demand high levels of engagement and discretionary effort in customer-facing environments. Regarding gender, male respondents slightly outnumbered females, comprising

53.4% of the total. The age breakdown revealed a predominantly youthful workforce, with 36.7% aged 20–30 and another 30.4% in the 31–40 age bracket, pointing to a suggesting that the workforce is composed of a large number of professionals who were either early in their careers, or mid-career. A significant proportion of the employees surveyed possessed a university degree, 61.5% were Bachelor Degree holders, and 38.5% were Masters degree holders indicating a well-educated employee demographic, which suggests a workforce that possesses high cognitive and motivational resources which makes self-efficacy a variable of interest, as a predictor of both engagement and organizational citizenship behaviour. Data on marital status revealed that over half of the respondents (55.7%) were married, with 39% being single, and a smaller percentage identifying as divorced or "other." As a majority of employees are married, the role of work-life balance as a facilitator of employee engagement and discretionary behavior is particularly salient. Concerning work experience, a significant portion of the sample, exceeding 50%, were with their organizations for 3 to 7 years, suggesting a cohort with some moderate level of work experience and understanding of the organization.

The sample characteristics supports the relevance of the hypotheses of the study. With most employees working in branch operations and at early and/or mid-career phase, it is especially appropriate to understand variables like work-life balance, engagement, and citizenship. The educational profile of the sample further suggests the relevance of constructs like self-efficacy and engagement as a reflection of the knowledge levels of the sample. Also, the marital and work experience distributions suggest varied personal and professional obligations which may facilitate or constrain discretionary behavior in the workplace. Overall, the demographic characteristics of the sample provides a robust foundation to evaluate the hypothesized relationships.

Table 9: Profile of selected employees

No	Variables	Categories	Frequency	Percentage (%)
1	Bank	Awash Bank(AB)	193	48.9%
		Cooperative Bank of Oromia (CBO)	114	28.9%
		Berhan Bank (BB)	88	22.2%
		Total	**395**	**100.0%**
2	Work Organ	Head Office	71	18.0%
		Branch	324	82.0%
		Total	**395**	**100.0%**

3	Gender	Male	217	55.0%
		Female	178	45.0%
		Total	**395**	**100.0%**
4	Age	20–30 years	145	36.7%
		31–40 years	120	30.4%
		41–50 years	82	20.8%
		> 50 years	48	12.1%
		Total	**395**	**100.0%**
5	Education Level	Diploma	0	0.0%
		BA/ BSc	264	66.8%
		MA/MSc	131	33.2%
		Phd	0	0.0%
		Total	**395**	**100.0%**
6	Marital Status	Single	176	44.6%
		Married	198	50.1%
		Divorced	12	3.0%
		Other	9	2.3%
		Total	**395**	**100.0%**
7	Work Experience	1–2 years	62	15.7%
		3–5 years	116	29.4%
		6–7 years	98	24.8%
		8–10 years	71	18.0%
		Above 10 years	48	12.1%
		Total	**395**	**100.0%**

Source- Primary Data

4.3. Descriptive Analysis

Descriptive statistics provide a summary of the important features of the data gathered in this study. They summarize the central tendency (mean scores), variability or dispersion around the mean (standard deviation), and range (minimum-maximum score) of the five measures of interest: Work-Life Balance (WLB), Perceived Supervisor Support (PSS), Self-Efficacy (SE), Employee Engagement (EE), and Organizational Citizenship Behavior (OCB). These numbers provide a good sense of the overall patterns in the data before moving on to more complex and detailed analysis.

Standard Deviation:

- SD < 0.5 -Very low variability; responses are highly consistent
- SD between 0.5 – 1.0 -Moderate variability; responses somewhat vary
- SD > 1.0 -High variability; responses are widely spread

Mean:

- Mean close to 1 -Strong Agreement based on the survey questionnaire
- Mean close to 5 -Strong Disagreement based on the survey questionnaire

Table 10: Descriptive Statistics for Key Constructs

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
WLB_Avg	395	2.00	3.73	2.7279	.49491
PSS_Avg	395	1.40	4.30	2.4792	.66731
SE_Avg	395	1.00	3.00	1.7627	.47352
EE_Avg	395	1.18	3.82	2.2569	.54641
OCB_Avg	395	1.08	3.08	1.9603	.37494
Valid N (list wise)	395				

Source: Primary Data from SPSS

Work-Life Balance (Mean = 2.73, SD = 0.49): This moderately low mean indictaes that respondents tend to agree with statements supporting a **positive work-life balance**, but not strongly. The relatively low standard deviation (0.49) indicates that most respondents agreed on how they perceive their work-life balance and showed little variability in their answers across the sample.

Perceived Supervisor Support (Mean = 2.48, SD = 0.67): This mean suggests that employees **agreed, but not strongly, that their supervisor supported them.** The slightly higher standard deviation (0.67) compared to WLB indicates **moderate variability** in how supervisor support is perceived by employees and likely reflects how different management styles are found across the sample areas.

Self-Efficacy (Mean = 1.76, SD = 0.47): A mean close to 1 indicates **strong agreement**, suggesting that most employees have a **high self-efficacy** and believe they can do their job effectively. The standard deviation indicates **low dispersion and good consistency** in responses, suggesting the majority of employees share this form of confidence.

Employee Engagement (Mean = 2.26, SD = 0.55): This reflects a **moderate level of engagement**, where employees generally agree that they feel involved and dedicated to their work, however it does not appear that engagement is very strong from one employee to another

across the board. The SD indicates **moderate variation**, showing that engagement levels differ between individuals.

Organizational Citizenship Behavior (Mean = 1.96, SD = 0.37): With a mean closer to 1, this suggests that employees **strongly agree** they engage in extra-role behaviors such as helping coworkers and taking initiative which is a sign of **high OCB**. Low SD means this behavior is **widely spread** across the sample with small variation.

Overall Based on the descriptive analysis, self-efficacy (SE) and organizational citizenship behavior (OCB) exhibit the strongest, most consistent responses indicating high confidence and commitment by employees. The factors perceived supervisor support (PSS) and employee engagement (EE) received moderately positive ratings but their responses vary more commonly. Work-life balance (WLB) is perceived in a moderately positive way although respondents are stable in their agreement.

4.4. Correlation Analysis

One technique for examining the direction and strength of a linear relationship between two variables is correlation analysis. In this study, **Pearson's correlation coefficient (r)** was calculated to inspect the interrelationships among the five core constructs: Work-Life Balance (WLB), Perceived Supervisor Support (PSS), Self-Efficacy (SE), Employee Engagement (EE), and Organizational Citizenship Behavior (OCB).

The **Pearson correlation coefficient (r)** ranges between -1 and +1:

- **+1** indicates a **perfect positive relationship**
- **0.7-1** indicates a **very Strong positive relationship**
- **0.5-0.69** indicates a **Strong positive relationship**
- **0.3-0.49** indicates a **Moderate positive relationship**
- **0.1-0.29** indicates a **Weak positive relationship**
- **0** indicates **no linear relationship**
- **-1** indicates a **perfect negative relationship**

p is the **p-value**, which tells us whether the **correlation** is **statistically significant** (i.e., likely not due to chance).

- **p < 0.05** indicates **Statistically significant relationship.**
- **p ≥ 0.05** indicates **Not statistically significant relationship**.

Table 11: Correlation Analysis

Correlations

		WLB_Avg	PSS_Avg	SE_Avg	EE_Avg	OCB_Avg
WLB_Avg	Pearson Correlation	1	.286**	.129*	.131**	.013
	Sig. (2-tailed)		.000	.010	.009	.794
	N	395	395	395	395	395
PSS_Avg	Pearson Correlation	.286**	1	.226**	.518**	.193**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	395	395	395	395	395
SE_Avg	Pearson Correlation	.129*	.226**	1	.489**	.650**
	Sig. (2-tailed)	.010	.000		.000	.000
	N	395	395	395	395	395
EE_Avg	Pearson Correlation	.131**	.518**	.489**	1	.392**
	Sig. (2-tailed)	.009	.000	.000		.000
	N	395	395	395	395	395
OCB_Avg	Pearson Correlation	.013	.193**	.650**	.392**	1
	Sig. (2-tailed)	.794	.000	.000	.000	
	N	395	395	395	395	395

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

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

Source: Primary Data from SPSS

Based on the above analysis above, with regard to work-life balance (WLB), findings also pervasive a weak but positive correlation with employee engagement (r = .131, p = .009). This demonstrates that in general, employees who perceived a better work-life balance tend to be slightly more engaged at work, however, WLB is not a strong engagement driver on its own. The relationship with WLB and OCB was not significant (r = .013, p = .794), which suggests that work-life balance does not directly motivate employees to go beyond their defined job role. It may account for more when combined with other current variables or mediated by other factors, and this could be tested further.

Perceived supervisor support (PSS) positively correlates well with employee engagement (E.E) at a high, statistically significant coefficient (r = .518, p = .000). This suggests that employees

whose supervisors support them will be much more engaged at work. PSS strongly correlates with OCB at a weak to moderate correlation (r = .193, p = .000). The mild to moderate correlation suggests the supportive supervision does facilitate movement towards employee's willingness to engage in extra-role behaviors; however, it is not the most significant factor in doing so. Therefore, rather than having a direct effect, PSS may have an indirect effect on OCB - via engagement.

Self-efficacy (SE) proves to be a particularly important emergent factor in this study. SE showed a moderate, positive correlation with EE and a highly significant coefficient (r = .489, p = .000). This indicates that employees with strong confidence for their ability are more likely to be engaged at work. More notably, SE has the strongest correlation with OCB than any of the other variables in this study (r = .650, p = .000). This suggests that employees that believed they were competent within the organization are much more likely to engage in discretionary and extra-role behaviors (i.e. helping each other out, taking initiative, and acting loyal to the organization).

The direct association between employee engagement and OCB indicates a moderate to strong positive correlation (r =.392, p = .000), with employees who are engaged with their work also more likely to participate in behaviors that benefit the organization and are not described in their job description.

Overall, self-efficacy was the most critical and strongest predictor of OCB, immediately followed by employee engagement. Perceived supervisor support was an important predictor, but it may play a smaller or indirect role in helping utilize both engagement and citizenship behaviors. Even familiar with how popular work-life balance is, it had a weak direct association with the other variables, but it may have more impact when evaluating a broader, mediated process. These results suggest that organizations should develop employees' confidence and engagement to enhance OCB, while capitalizing on strong supervisory relationships, as well as work-life policies that promote healthy attitudes towards behavior associations.

4.5. Regression Analysis

Regression analysis helps as a useful statistical tool used to help in our understanding of how different factors, such as work-life balance, perceived supervisor support, and self-efficacy, influence employees' organizational citizenship behavior all together. The simple correlational statistics simply tell us if two variables move together, whereas regression shows us how much of a unique contribution each factor makes toward predicting positive workplace behaviors, taking into account the compounding effects of all variables. When utilizing regression analysis,

we can understand the dynamics and offer practical suggestions for organizations that strive to promote engagement and more supportive working environments.

There are basic key assumptions that should be checked before testing for regression.

1. Linearity: The relationship between each independent variable and the dependent variable should be linear.
2. Independence of Errors: Residuals should be independent
3. Homoscedasticity (Equal Variance of Residuals): The residuals should have constant variance at all levels of predicted values.
4. Normality of Residuals: The residuals should be normally distributed.
5. Multicollinearity: Independent variables should not be too highly correlated with each other.

So in this research the key assumptions has been checked in SPSS and it was found that all are met which leads to confidently proceeding with interpreting our regression results.

R^2 Value	**Interpretation**
0.00 – 0.19	Very Weak or no relationship
0.20 – 0.39	Weak relationship
0.40 – 0.59	Moderate relationship
0.60 – 0.79	Strong relationship
0.80 – 1.00	Very Strong relationship (rare in social sciences)

The **F statistic** (or F-value) is a key measure used in regression analysis and ANOVA to test whether a model explains a significant amount of variance in the dependent variable compared to a model with no predictors.A higher F indicates a better model fit.

4.5.1. Predictors of OCB

Table 12: Model Summary (WLB, PSS, SE with OCB)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.657[a]	.432	.428	.28367	2.158

a. Predictors: (Constant), SE_Avg, WLB_Avg, PSS_Avg

b. Dependent Variable: OCB_Avg

Source: Primary data from SPSS

The regression model once again demonstrates moderate, but meaningful, explanatory power for the predictors of organizational citizenship behavior (OCB_Avg). The R Square of .432 states that WLB_Avg, SE_Avg, and PSS_Avg all together account for around 43.2% of the variance in OCB. This understanding of potential variance implies that almost half of the differences in employees' extra-role behaviors could be explained with the combination of these three variables, which is significant in social science research. The adjusted R Square of .428 (which adjusts for the number of predictors) is very close to the R Square and confirms that the explanatory capabilities of the model are robust and not inflated by the number of variables in the predictor set. The standard error value of .283 indicates the average amount that the observed OCB values deviate from the regression line, which is another way of expressing residual amount of unexplained variance in the model. All of the above evidence suggest that the model provides a clear and meaningful explanation of how WLB, SE, and PSS uniquely influence organizational citizenship behavior. Hence, understanding these predictors can help organizations promote employees' voluntary and beneficial actions.

Table 13: ANOVA Table

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.927	3	7.976	99.118	.000[b]
	Residual	31.462	391	.080		
	Total	55.389	394			

a. Dependent Variable: OCB_Avg

b. Predictors: (Constant), SE_Avg, WLB_Avg, PSS_Avg

Source: Primary data from SPSS

The regression model indicates a good overall fit (F-value = 75.496) and a significantly predictive combination of predictors of organizational citizenship behavior. Thus, the overall model is statistically significant (p <.001), which suggests that there is an exceedingly low probability that this model is due to chance. In other words, it confirms that the model provides consistent contributions to explaining OCB.

Table 14: Regression Analysis (WLB, PSS, SE with OCB)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.146	.094		12.176	.000		
	WLB_Avg	-.069	.030	-.091	-2.276	.023	.914	1.094
	PSS_Avg	.041	.023	.073	1.799	.073	.882	1.134
	SE_Avg	.511	.031	.645	16.445	.000	.944	1.059

a. Dependent Variable: OCB_Avg

Source: Primary data from SPSS

Based on the table above Work-Life Balance (WLB) was significant and negative with OCB (B=-0.069, p=0.023). This finding indicates that a one unit increase in employee perceptions of work-life balance is associated with a 0.069 decrease in their engagement in OCBs, when holding all other variables constant. The standardized coefficient (Beta=-0.091) indicates a low effect size; that is, it is conceivable that a very high focus on personal life or refined work-life balance, may result in decreased deliberate involvement in behaviors not required in their jobs but which related, in some way, to doing work.

Perceived Supervisor Support (PSS) showed a slightly positive yet non-significant relationship with OCB (B = 0.041, p = 0.073). This means that although, on average, PSS implies that a one-unit increase in perceived supervisor support would increase one unit of citizenship behavior, it is not statistically reliable at the 0.05 level. The Beta value of 0.073 translates to a weak and non-significant relationship.

In contrast, Self-Efficacy (SE) was established as a very significant and positive predictor of OCB (B = 0.511, p < 0.001). The results reveals that for a one unit increase in employees' self-efficacy scores there will be a 0.511 unit increase in their organizational citizenship behaviors when controlling for other variables. The standardized coefficient (Beta = 0.645) indicates a strong, positive and significant effect meaning that self-efficacy demonstrates the greatest amount of prediction of OCB from the three predictors in the model.

Collinearity statistics were also reviewed to assess whether multicollinearity could have affected the predictor variables. None of the predictors had a tolerance less than 0.1 and none had variance inflation factors greater than the common threshold of 10, establishing that multicollinearity did

not affect this model. Therefore, the predictors are independent enough to produce reliable estimates for each individual predictor.

In summary, the regression demonstrated that Self-Efficacy is the most important and positive predictor of Organizational Citizenship Behavior. Work-Life Balance presented a statistically significant but modest negative effect and Perceived Supervisor Support, while positively associated with OCB, was not a significant predictor of OCB in this sample. These findings suggest that by increasing employees' beliefs in their abilities, organizations could also enhance voluntary levels of engagement in positive supportive organizational behavior.

In our study, Initially, **Work-Life Balance** did **not show a statistically significant relationship** with the dependent variable in the **bivariate (zero-order) correlation** analysis. However, in the **multiple regression analysis**, WLB **emerged as a significant predictor**. This indicates a **suppression effect**. In statistical terms, a suppression effect occurs when the **inclusion of other variables (like PSS or SE)** in the regression model **reveals the true predictive power** of a variable (like WLB), which was not evident when considered alone. What this means is that WLB may have been **masked by shared variance** or noise in the bivariate context, but its **unique contribution** becomes clear once the overlapping effects of other predictors are controlled for in the regression model. (Cohen, Cohen, West, & Aiken, 2003) (Pandey:Elliott, 2010)

In contrast, **Perceived Supervisor Support** showed a **statistically significant correlation** with the dependent variable, suggesting a meaningful bivariate relationship. However, in the **regression analysis**, PSS **did not remain significant**. This shift indicates that PSS may **share substantial variance** with other predictor variables in the model (such as Work-Life Balance or Self-Efficacy), leading to a **reduction in its unique explanatory power** when all variables are considered together. This is often described as **shared variance dilution**, where a predictor appears important alone but is no longer impactful when others are accounted for. (Keith, 2019)

So based on this analysis we can test the hypothesis:

H5: Work-life balance has significant effect on Employee Extra Role performance (OCB).

- **Supported(Negative effect)**

H6: Perceived Supervisory Support (PSS) has significant effect on Employee Extra Role performance. (OCB)

- **Not Supported (Rejected)**

H7: Self-Efficacy has significant effect on Employee Extra Role performanc**e**. (OCB)

- **Supported(Positive effect)**

Table 15 : Regression Analysis (EE with OCB)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.353	.074		18.302	.000		
	EE_Avg	.269	.032	.392	8.449	.000	1.000	1.000

a. Dependent Variable: OCB_Avg

Source: Primary data from SPSS

The regression results demonstrate that Employee Engagement (EE) is a significant and positive predictor for Organizational Citizenship Behavior (OCB), with a standardized coefficient (β) of 0.392 ($p < 0.001$). It indicates that a one-unit increase in EE is associated with a 0.269-unit increase in OCB, controlling other factors. In standardized terms, a one-standard-deviation increase in EE is associated with a 0.392-standard-deviation increase in OCB, which further highlights that employees that have more engagement show greater discretionary, OCB for the organization. Despite the substantial significance, a notable point was that the absence of multicollinearity (VIF = 1.000) confirmed the integrity of this effect. Although theoretically, EE serves a mediating role, these outcomes also provide considerable empirical evidence that EE serves as a potential key mediating mechanism through which antecedent variables (i.e., Work-Life Balance and Perceived Supervisor Support) influence OCB, and therefore, provide insights into the significance of enhancing Employee Engagement to improve positive organizational behaviors and outcomes.

So based on this analysis we can test the hypothesis:

H4: EE is significantly related to OCB

- **Supported (Positive Effect)**

4.5.2. Predictors of Employee Engagement (EE)

Table 16: Model Summary and ANOVA (WLB, PSS, SE with EE)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.645[a]	.416	.411	.41930	1.811

a. Predictors: (Constant), SE_Avg, WLB_Avg, PSS_Avg

b. Dependent Variable: EE_Avg

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.889	3	16.296	92.691	<.001[b]
	Residual	68.743	391	.176		
	Total	117.632	394			

a. Dependent Variable: EE_Avg

b. Predictors: (Constant), SE_Avg, WLB_Avg, PSS_Avg

Source: Primary data from SPSS

According to the regression analysis's findings, there is a significant and substantial correlation between self-efficacy, work-family balance, and perceived supervisor support and employee engagement. These factors together explained 41.6 percent of the variance in employee engagement ($R2 = 0.416$). The three variables were shown to be significantly responsible for explaining the variations in employee engagement, according to the very significant overall regression ($F (3, 391) = 92.691$, $p < 0.001$). Additionally, the residuals showed no discernible autocorrelation, as indicated by the Durbin-Watson score of 1.811, indicating the validity of the regression results. Lastly, the estimate's standard error (.41930) indicated that the model and data fit each other fairly well. These results imply that improving supervisor relationships, work-family balance, and employee self-efficacy are essential first steps in raising employee engagement at the bank.

Table 17 : Regression Analysis (WLB, PSS, SE with EE)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.695	.139		4.992	.000		
	WLB_Avg	-.050	.045	-.046	-1.125	.261	.914	1.094
	PSS_Avg	.361	.034	.441	10.722	.000	.882	1.134
	SE_Avg	.456	.046	.395	9.930	.000	.944	1.059

a. Dependent Variable: EE_Avg

Source: Primary data from SPSS

Based on the above regression analysis, Work-Life Balance (WLB_Avg) was not a significant predictor of employee engagement (B = -0.050, β = -0.046, p = .261), thus it indicates that WLB did not have a direct or indirect effect on EE in this model.

This findings collectively suggest WLB is positively related to engagement at a bivariate level. However, once other factors were included in the model, the unique effect of WLB on influencing employee engagement is almost negligible. Thus, WLB may only contribute limited independent influence on employee engagement.

In contrast, **work-life balance does not significantly predict employee engagement** when these other factors are taken into account. This suggests that while WLB may have some influence on engagement at a bivariate level, its unique contribution is minimal once supervisor support and self-efficacy are considered.

Perceived Supervisor Support (PSS_Avg) was the strongest and statistically significant predictor of employee engagement (B = 0.361, β = 0.441, p < .001). This means, for each 1 unit of increase in perceived supervisor support, employee engagement increased by 0.361 (holding all other variables constant).

Self-Efficacy (SE_Avg) was also a significant and positive predictor of employee engagement (B = 0.456, β = 0.395, p < .001), meaning employees with higher self-efficacy reported higher employee engagement.

By examining the multi-collinearity diagnostics, the estimated predictions are stable (tolerance > 0.8; VIFs close to 1) and there are no issues with multi-collinearity among predictors. All of these results highlight the important role of perceived supervisor support, and self-efficacy in

encouraging employee engagement and suggest that WLB may be related to engagement indirectly.

Practically, this means organizations seeking to improve employee engagement should prioritize strengthening supervisory support and boosting employees' self-efficacy through training, empowerment, and positive feedback mechanisms. Work-life balance initiatives, while valuable for other reasons, may not directly increase engagement unless paired with these critical psychological and social supports.

So based on this analysis:

H1: Work-life balance has significant effect on Employee Engagement

- **Not supported (Rejected)**

H2: Perceived Supervisory Support (PSS) has significant effect on Employee Engagement.

- **Supported**

H3: Self-Efficacy (SE) has significant effect on Employee Engagement.

- **Supported**

4.6. Mediation Analysis

This section discusses the mediating role of Employee Engagement (EE) in the relationships between the independent variables (Work-Life Balance [WLB], Perceived Supervisor Support [PSS], and Self-efficacy [SE]) and dependent variable (Organizational Citizenship Behavior [OCB]). The mediation analysis was completed using the PROCESS Macro for SPSS (Model 4) from Hayes (2022). The PROCESS Macro is specifically geared towards testing simple mediation models. Bootstrapping procedures (n = 5,000) were included to provide better validity to estimates of the indirect effects and create bias-corrected 95% confidence intervals (CIs). Bootstrapping is considered to provide more statistical power than other mediation methods, specifically because it does not rely on a normal distribution in the sampling distribution of indirect effects. The goal of the analysis in this section was to examine whether EE significantly mediated the effect of each independent variable on OCB, thus providing insight into the psychological and organizational relationships that influence OCB. The findings are shown in the following subsection, and include estimates for direct, indirect, and total effects, as well as CIs and statistical significance.

a. Mediation of Employee Engagement between Work-Life Balance and Organizational Citizenship Behaviour.

Table 18: Mediation of Employee Engagement between WLB and OCB

```
************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_cs
      .0100      .0382      .2618      .7936     -.0651      .0851      .0132

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_cs
     -.0295      .0355     -.8328      .4055     -.0993      .0402     -.0390

Indirect effect(s) of X on Y:
           Effect     BootSE   BootLLCI   BootULCI
EE_Avg      .0395      .0172      .0063      .0739

Completely standardized indirect effect(s) of X on Y:
           Effect     BootSE   BootLLCI   BootULCI
EE_Avg      .0522      .0228      .0082      .0975
```

Source: Primary data from SPSS

The total effect is the effect of the WLB on OCB which does not take the mediator into account. In this case, the total effect is very close to zero (0.01) and is not statistically significant (p = 0.7936). The confidence intervals include zero and confirm that there is no meaningful direct relationship between WLB and OCB when there is no mediator.

The direct effect is the effect of WLB on OCB considering the effect of the mediating variable EE_Avg. The direct effect is negative but not statistically significant (p = 0.4055) and the confidence intervals include zero as well. This means that WLB does not have a significant direct effect on OCB when taking employee engagement into account.

The indirect effect is the amount of effect WLB has on OCB through the mediating variable. In this case, the indirect effect is a positive effect (0.0395) and statistically significant because the bootstrapped confidence interval does not include zero. This indicates that X affects Y **indirectly** by first influencing EE_Avg, which in turn impacts Y. The value in the completely standardized indirect effect, makes it easier to compare across studies or variables. The effect is again positive and significant, which further lends support to the notion of the mediation path through EE_Avg being meaningful.

Overall, non-significant total and direct effects but a significant indirect effect is characteristic of **full mediation**: WLB's effect on OCB is fully transferred through the mediator, Employee Engagement. This emphasises the significance of EE as a mechanism by which WLB can positively influence OCB, even if the direct relationship between WLB and OCB is weak, absent or negative.

The correlation analysis point out a weak but statistically significant positive correlation between work-life balance (WLB) and employee engagement (EE) ($r = .131$, $p = .009$), suggesting that employees perceiving better balance between their work and personal lives tend to be somewhat more engaged. However, when controlling for other variables in the regression model, WLB does not significantly predict EE ($B = -0.050$, $\beta = -0.046$, $p = .261$), indicating that its unique contribution to engagement is minimal or negligible in this context.

Despite this, the mediation analysis discloses that employee engagement significantly mediates the relationship between WLB and organizational citizenship behavior (OCB). This means that while WLB does not have a strong or significant direct effect on EE in the presence of other predictors, the indirect pathway from WLB to OCB through EE is statistically meaningful. In other words, WLB's influence on OCB functions primarily through employee engagement, even if the direct link between WLB and EE is not strong in the regression framework.

The effect of WLB on EE may be subtle and influenced by other factors such as perceived supervisor support or self-efficacy. When these factors are involved in the regression, they may absorb much of the variance in EE, rendering WLB's unique effect non-significant. However, the combined influence of WLB on EE, when considered as part of the indirect effect to OCB, can still be significant.

Mediation testing, especially with bootstrapping procedures, can distinguish significant indirect effects even when individual paths are weak or non-significant. This is because the indirect effect is a product of the WLB → EE and EE → OCB paths, and a strong EE → OCB relationship can amplify a modest WLB → EE association into a significant mediation effect.

H8- Employee Engagement significantly mediates the effect of Work-life balance on Employee Extra role Behaviour. (OCB)

- **Supported**

b. Mediation of Employee Engagement between Perceived Supervisors Support and Organizational Citizenship Behaviour.

Table 19: Mediation of Employee Engagement between PSS and OCB

```
************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_cs
      .1084      .0278     3.8974      .0001      .0537      .1631      .1929

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_cs
     -.0077      .0305     -.2527      .8006     -.0677      .0523     -.0137

Indirect effect(s) of X on Y:
           Effect     BootSE   BootLLCI   BootULCI
EE_Avg      .1161      .0171      .0819      .1498

Completely standardized indirect effect(s) of X on Y:
           Effect     BootSE   BootLLCI   BootULCI
EE_Avg      .2066      .0265      .1540      .2575
```

Source: Primary data from SPSS

The total effect measures the overall relationship between perceived supervisor support and organizational citizenship behavior, while ignoring the influence of the measure. In terms of total effect, the positive relationship is statistically significant ($p < .001$) and indicates that as perceived supervisor support increases, so do ratings of OCB. The confidence interval does not include zero, which confirms the reliability of the estimate.

After including employee engagement, the direct effect of perceived supervisor support on organizational citizenship behavior is small, negative, and not statistically significant ($p = 0.8006$). The confidence interval includes zero, indicating that supervisor support does not have a direct effect on OCB once engagement is taken into consideration.

The indirect effect reflects the amount of supervisor support relationship to OCB transmitted through employee engagement. The indirect effect is positive and statistically significant because the bootstrapped confidence interval did not include zero, which reflects that perceived supervisor support components enhance employee engagement, which ultimately enhances levels of OCB. The standardized effect is useful for comparisons across studies. The effect size is large and significant evidence for supervisors to focus on developing indirect pathway

In practical terms, this means that supervisors who provide support, recognition, and guidance do not directly cause employees to revel more citizenship behaviors. Instead, their support increases employees' engagement at work, and it is this intensified engagement that motivates employees to go above and beyond their formal job requirements, benefiting the organization.

This mediation analysis demonstrates that **employee engagement fully mediates the relationship between perceived supervisor support and organizational citizenship behaviour** (supportive supervision translates into positive, discretionary workplace behaviors). Organizations aiming to promote OCB should therefore not only train supervisors to be supportive but also emphasis on strategies that improves employee engagement as the key pathway for translating supervisor support into tangible organizational benefits.

H9- Employee Engagement significantly mediates the effect of PSS on Employee Extra role Behavior. (OCB).

- **Supported**

c. Mediation of Employee Engagement between Self Efficacy and Organizational Citizenship Behaviour.

Table 20: Mediation of Employee Engagement between SE and OCB

```
************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_cs
      .5145      .0304    16.9467     .0000      .4548      .5742      .6498

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_cs
      .4767      .0346    13.7654     .0000      .4086      .5448      .6020

Indirect effect(s) of X on Y:
           Effect     BootSE   BootLLCI   BootULCI
EE_Avg      .0378      .0184     -.0069      .0668

Completely standardized indirect effect(s) of X on Y:
           Effect     BootSE   BootLLCI   BootULCI
EE_Avg      .0478      .0232     -.0087      .0853
```

Source: Primary data

The total effect indicates the overall relationship between self-efficacy and organizational citizenship behavior, and does not control for the effect of the mediator. The total effect is large, positive, and highly significant ($p < .001$), indicating that greater self-efficacy is strongly

associated with greater OCB. Since the confidence interval does not contain zero, we can be confident that this is a reliable relationship.

The direct effect of self-efficacy on OCB continued to be large, positive, and highly significant after controlling for the effect of employee engagement. This indicates that self-efficacy is a strong and independent predictor of OCB, even in the presence of the engagement.

The indirect effect tells us how much of the relationship between self-efficacy and OCB is attributed to employee engagement. This effect is positive, but the confidence interval does contain zero (from -0.0069 to 0.0668), which suggests that the mediation effect was not statistically significant, at the rather conservative 95% confidence interval level. The standardized indirect effect was similarly positive, but, again, the confidence interval contains zero, which suggests that the mediation effect was not statistically significant.

So, Self-Efficacy has strong and significant effect on OCB both directly and in total. (Total effect: b = 0.51, p =0)(Direct effect: b = 0.48, p =0). However, the Indirect (mediated) effect through EE_Avg is not significant. (b = 0.038, 95% CI [-0.0069, 0.0668] which includes 0. SE has an independent and direct effect on OCB, not mediated through engagement. No Mediation exists here.

H10 = Employee Engagement significantly mediates the effect of Self Efficacy on Employee Extra-role Behaviour (OCB).

- **Not Supported (Rejected)**

Overall, the mediation analysis identifies the three independent variables as having unique patterns. Employee Engagement (EE) fully mediates the relationship between Work-Life Balance (WLB) and Organizational Citizenship Behavior (OCB), as the indirect effect is significant while total and direct effects are not, indicating that WLB influences OCB primarily through enhancing engagement. Similarly, EE fully mediates the relationship between Perceived Supervisor Support (PSS) and OCB, with a significant indirect effect and a non-significant direct effect, suggesting that supervisor support enhances OCB indirectly by fostering greater engagement. In contrast, Self-Efficacy (SE) shows a strong and significant direct effect on OCB, but the indirect effect through EE is not statistically significant, indicating no mediation. Therefore, while engagement plays a crucial mediating role for WLB and PSS, SE independently and directly drives OCB, highlighting the importance of building self-efficacy alongside fostering engagement to enhance discretionary workplace behaviors.

4.7. Discussion

This section interprets the findings of the current study on the impact of employee support systems—work-life balance (WLB), perceived supervisor support (PSS), and self-efficacy (SE)—on organizational citizenship behavior (OCB), with employee engagement (EE) as a mediator, in the context of selected Ethiopian banks. The results are compared and contrasted with the existing literature reviewed in Chapter 2 to highlight both consistencies and divergences.

Regression analysis revealed that self-efficacy is a strong and significant predictor of OCB, supporting the assertion in prior studies that employees' belief in their capabilities enhances their willingness to engage in extra-role behaviors. This aligns with Bandura's (1997) social cognitive theory and empirical evidence from international contexts, which consistently demonstrate that higher self-efficacy leads to greater OCB. The result confirms that even in the Ethiopian banking sector, self-efficacy is a universal driver of discretionary workplace behavior.

Perceived supervisor support also showed a significant positive effect on both employee engagement and OCB in the regression models. This finding is consistent with Eisenberger et al. (1986), who found that employees perceiving strong supervisory support are more engaged and more likely to exhibit citizenship behaviors. The positive effect of PSS on both EE and OCB supports the literature that highlights the critical role of supportive leadership in fostering both engagement and extra-role behavior across diverse organizational settings.

In contrast, work-life balance did not have a significant direct effect on OCB in the regression analysis, diverging from some Western studies where WLB is a key predictor of OCB (e.g., Haar et al., 2014). However, mediation analysis showed that WLB influences OCB indirectly through employee engagement, indicating that WLB alone may not be sufficient to promote extra-role behavior unless it enhances employees' engagement. This partially aligns with studies that position engagement as a mediator between supportive work environments and OCB, and suggests that in the Ethiopian banking context, the pathway from WLB to OCB is more complex and operates through engagement.

A study by Albukerim (2021) found that while WLB initiatives help employees balance work and personal life, the absence of strong social relationships with the organization could reduce citizenship behavior. They also noted that role conflict negatively impacts OCB, implying that WLB's effect on OCB may be mediated or moderated by other factors rather than direct.

However, some research points to a more nuanced or indirect relationship. For example, a study from Tilburg University found that while WLB was significantly related to work engagement, the mediating role of engagement between WLB and participation in employee development activities was not supported, indicating that WLB's effect on engagement may depend on other factors such as leader-member exchange (LMX) or organizational support3. Similarly, some findings suggest that WLB alone may not directly increase engagement unless combined with supportive leadership or other job resources (Beauregard & Henry, 2009).

The mediation analysis further confirmed that employee engagement significantly mediates the effects of WLB, PSS, and SE on OCB. This supports Kahn's (1990) engagement theory and subsequent empirical research, which argue that engagement is a key mechanism through which organizational and personal resources translate into positive workplace behaviors. These findings reinforce the conceptual framework adopted in this study and extend the literature by demonstrating the mediating role of engagement in the Ethiopian banking sector.

In summary, while the findings largely corroborate established theories and empirical evidence regarding the importance of self-efficacy and supervisor support, they also highlight contextual nuances—particularly regarding the role of work-life balance—that differentiate the Ethiopian banking sector from some international settings. This underscores the need for locally informed management practices and further research into cultural moderators of support system effectiveness.

CHAPTER-FIVE

5. CONCLUSION AND RECOMMENDTAIONS

5.1. Introduction

The banking sector is crucial to any economy, holding a unique position compared to other service industries like transport, communication, insurance, and healthcare, due to its control over money circulation within a country. In Ethiopia, the National Bank of Ethiopia (NBE) serves as the central authority overseeing the entire banking system. Historically, banking services were limited to collecting small savings through deposits and offering loans to those in need. However, the system has undergone significant changes due to evolving customer demands and technological advancements. Banking sector reforms in the 1990s also led to the entry of many private sector banks, which are now thriving by adopting new technologies, offering innovative products and services, and improving the speed and quality of their services, including the introduction of core banking facilities.

As Ethiopia's banking industry becomes more competitive, turbulent, and dynamic, catalyzing the need to understand the antecedents of discretionary behaviors which are behaviors that go beyond their job description, has become important for organizational efficacy and sustainable performance. The extra-role behaviors of employees, also referred to as Organizational Citizenship Behavior (OCB), can be significant in terms of improving service quality, teamwork, and enabling employees to contribute to institutional objectives in addition to formal performance measures.

This study examined how factors such as employees' ability to balance their professional and personal lives (work-life balance), their belief in their own abilities (self-efficacy), and the support they perceive from their supervisors influence their willingness to engage in such discretionary efforts. Moreover, the study observed the mediating role of employee engagement, which reflects the employees' emotional and cognitive connection to their work and organization.

The responses of 395 employees from various branches and the head offices of selected banks were analysed using SPSS. The findings on expected variables as well as unexpected findings on the nature of the relationships with regard to the study variables were provided. In this chapter the findings will be illustrated, relevant conclusions will be drawn from the study, and some useful recommendations will be provided for organizational policy and managerial practice. In

addition, suggested future research and ideas for the promotion of human resource strategies that enable and enhance extra-role behaviors in the specific Ethiopian banking context are also addressed.

5.2. Summary of Findings

Key findings include:

- **Correlation Results**:
    - **Self-Efficacy** had a strong positive relationship with **OCB (r =0.650, p=0.000)** and moderate positive relation with **EE (r = 0.489, p=0.000)**.
    - **PSS** has strong correlation with **EE (r = 0.518, p=0.000)** and weak to moderate positive correlation with **OCB (r =0 .193, p=0.000)**.
    - **WLB** had weak but significant positive correlations with **EE** (**r = 0.131, p = 0.009**) and but not with **OCB** directly.
    - **EE** had a moderate relationship with **OCB (r = 0.392, p=0.000)**, supporting its role as a mediator.
- **Regression Results**:
    - **Model Fit:** The regression model (which included WLB, PSS, and SE as predictors of OCB) accounted for 43.2% of the variance in OCB ($R^2 = 0.432$), which suggests moderate and meaningful explanatory power. The overall model was statistically significant ($F = 99.118$, $p < 0.001$).
    - **Self-Efficacy (SE):** Was the strongest and most significant predictor of OCB ($B = 0.511$, $\beta = 0.645$, $p < 0.001$) which indicates that higher self-efficacy leads to statistically significant increases in employee likelihood to engage in OCB.
    - **Perceived Supervisor Support (PSS):** Had a positive but non-significant relationship with OCB ($B = 0.041$, $\beta = 0.073$, $p = 0.073$) in the regression model, demonstrating its unique contribution to OCB is limited when controlling for other predictors.
    - **Work-Life Balance (WLB):** Revealed a significant but negative relationship to OCB ($B = -0.069$, $\beta = -0.091$, $p = 0.023$). This reflected that, when controlling for

other variables, the more an employee focused on work-life balance the less they engaged in discretionary behaviours in the workplace.

- **Employee Engagement (EE):** Was a significant and positive predictor of OCB ($B = 0.269$, $\beta = 0.392$, $p < 0.001$), showing that engaged employees are more likely to exhibit OCB.
- **Predictors of EE**: PSS ($B = 0.361$, $\beta = 0.441$, $p < 0.001$) and SE ($B = 0.456$, $\beta = 0.395$, $p < 0.001$) were both significant positive forecasters of EE, while WLB was not a predictor ($B = -0.050$, $\beta = -0.046$, $p = 0.261$). The regression model accounted for 41.6 % and the overall regression was highly significant ($F (3, 391) = 92.691$, $p < 0.001$)

- **Mediation Analysis:**

  - Employee Engagement **fully mediated without total effect and direct effect** the relationship between Work-Life Balance and OCB. WLB did not have a significant direct or total effect on OCB, but its indirect effect through EE was significant (indirect effect = 0.04, 95% CI [0.006, 0.074]).
  - Employee Engagement also **fully mediated** the relationship between Perceived Supervisor Support and OCB. Although PSS had a significant total effect on OCB, the direct effect became non-significant when EE was involved, and the indirect effect was significant (indirect effect: b = 0.12, 95% CI [0.08, 0.15]).
  - Self-Efficacy is a strong direct predictor of both EE and OCB**,** and the indirect effect was not significant. (Bootstrap includes 0). **EE is not a mediator**.

5.3. Conclusions

This study highlights the multifaceted interplay of individual, supervisory, and organizational factors in shaping organizational citizenship behavior (OCB) among bank employees. The findings reveal critical pathways and strategic priorities for fostering discretionary workplace behaviors: Specifically:

- **Employee Engagement as the Central Mechanism**: Employee engagement emerges as the critical channel through which both work-life balance (WLB) and perceived supervisor support (PSS) translate into higher OCB. While WLB and PSS do not directly

drive citizenship behaviors, their positive impact is fully realized by enhancing engagement. This underscores the necessity of prioritizing engagement initiatives to amplify the benefits of supportive work environments and employee well-being.

- **Self-Efficacy: The Strongest Direct Predictor of OCB:** Self-efficacy stands out as the most robust and direct driver of OCB. Employees' confidence in their abilities is foundational to their willingness to exceed formal job requirements, emphasizing the importance of competency-building programs and empowerment strategies.
- **Work-Life Balance: Indirect Influence via Engagement:** Although WLB shows no direct link to OCB, its weak but significant correlation with engagement ($r = 0.131$, $p = 0.009$) highlights its indirect role. Organizations must recognize that work-life balance initiatives contribute to OCB only when they foster greater engagement, rather than acting in isolation.
- **Perceived Supervisor Support: A Dual Role:** PSS strongly predicts engagement ($\beta = 0.441$, $p < 0.001$) and indirectly enhances OCB through this pathway. However, its limited direct effect on OCB ($\beta = 0.073$, $p = 0.073$) reinforces that supportive supervision primarily benefits organizations by creating an engaged workforce.

Overall, the study supports the view that organizational involvements aimed at improving engagement and self-efficacy, and ensuring supportive supervision, are likely to produce significant benefits in terms of employee citizenship behaviours (OCB).

This study demonstrates that although structural and relational factors like work-life balance and supervisor support are vital, their influence on organizational citizenship behaviour is largely realized through employee engagement. Empowering employees, supporting their well-being, and facilitating a culture of engagement is not just HR imperatives rather they are strategic drivers of success for organizations in the Ethiopian banking sector and beyond.

The findings of this study have important implications for both academic research and practical management within the banking sector. From a theoretical perspective, the results contribute to the growing body of knowledge on the dynamics between employee support systems and organizational citizenship behavior, emphasizing the critical mediating role of employee engagement. This nuanced understanding enriches existing models by highlighting that factors such as work-life balance may influence discretionary workplace behaviors indirectly, rather than directly, which calls for further exploration of contextual and cultural moderators in future research.

For the banking industry, the study underscores the value of fostering self-efficacy and perceived supervisor support to enhance employee engagement and, consequently, promote organizational citizenship behavior. Banks should prioritize leadership development programs that cultivate supportive supervisory relationships and invest in initiatives that build employees' confidence and capabilities. While work-life balance remains important, its impact appears to be more effective when integrated with strategies that actively engage employees. Implementing such targeted interventions can improve organizational performance, employee satisfaction, and retention, ultimately contributing to a more resilient and competitive banking sector.

5.4. Recommendations

Based on the implications, the following specific suggestions are recommended:

A. For Bank Management

1. **Invest in Employee Engagement Initiatives:**

    - **Create purpose and enthusiasm:** Launch programs like "Spotlight Award" where employees and peers nominate outstanding contributions. Use real-time recognition platforms to celebrate achievements publicly, boosting morale and motivation.
    - **Evaluate engagement continuously:** Conduct regular pulse surveys and feedback sessions. Use the data to identify disengaged teams and implement targeted interventions such as coaching or workload adjustments. Schedule quarterly town halls to communicate progress and listen to employee concerns.

2. **Improve Supervisor Support:**
    - **Train supervisors:** Organize leadership workshops focusing on active listening, mentorship, and emotional intelligence. Use role-playing exercises to practice giving constructive feedback and fostering trust.
    - **Foster communication and recognition:** Encourage supervisors to hold regular one-on-one meetings and team check-ins. Implement peer recognition programs and digital platforms where employees can acknowledge each other's efforts.

3. **Promote Work-Life Balance:**
    - **Flexible scheduling and wellness:** Offer flexible work hours, remote work options, and wellness programs such as mindfulness sessions or fitness challenges. Promote these programs actively through internal communications.
    - **Monitor workloads:** Use workload management tools and employee feedback to identify burnout risks. Adjust assignments or provide additional support where needed to maintain balance.
4. **Enhance Self-Efficacy:**
    - **Continuous training and mentoring:** Provide access to online learning platforms, workshops, and cross-training opportunities. Establish mentoring programs pairing junior staff with experienced employees for guidance and confidence-building.
    - **Recognize achievements:** Celebrate milestones through formal awards and informal acknowledgments, reinforcing employees' belief in their abilities.

B. For HR Policy Makers

1. **Incorporate engagement and well-being metrics:** Add engagement scores and well-being indicators into performance reviews and dashboards. Use these metrics to set manager goals and accountability standards.
2. **Develop supervisor accountability policies:** Define clear expectations for supervisors regarding team support and engagement. Link these expectations to incentives and evaluations.
3. **Promote development pathways:** Design transparent career ladders and provide resources for skill development. Communicate these pathways clearly to employees and encourage goal-setting.

C. For Future Researchers

1. **Expand Sample Diversity:** Collaborate with organizations across sectors and countries to test findings in varied cultural contexts.
2. **Use longitudinal and experimental designs:** Plan studies that track changes over time or apply interventions to establish causality.

3. **Explore Additional Mediators and Examine Moderating Variables:** Investigate additional mediators (like job satisfaction, organizational commitment) and additional moderators (e.g., age, gender, tenure) to build a deeper understanding.
4. **Utilize Structural Equation Modelling (SEM):** While the current analysis relied on regression-based mediation, future studies are encouraged to employ Structural Equation Modelling (SEM) to simultaneously assess multiple mediators and moderators, account for measurement error, and evaluate overall model fit.
5. **Qualitative Insights**: Complementing quantitative findings with qualitative research (e.g., interviews or focus groups) could provide deeper visions into the instruments by which self-efficacy translates into discretionary organizational behaviors.

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ANNEXTURES

Annex 1- Survey Material

I am Bontu Tariku Jinfessa, a student at Addis Ababa University and pursuing a degree of Masters of Arts in Business Administration. As part of this course requirement, I am expected to carry out a research on "**Impact of Employee Support System on Employees' Extra-role Behaviour (OCB), the Mediating role of Employee Engagement, In the case of Selected Banks in Ethiopia.**"

I therefore, kindly request your assistance and cooperation in responding to the questions attached herewith. The information given will be treated with utmost confidentiality and will be used only for the academic purpose.

Thank you in advance for your response and cooperation.

Respectfully,

SECTION I

1. **Personal Data**

- (Tick) in the box to show your response

a. Gender

Male ☐ Female ☐

b. Your Age

20-30 ☐ 31-40 ☐ 41-50 ☐ >50 ☐

c. Your educational Back ground

Diploma ☐ BA/BSC ☐ MA/MSC ☐ Ph.D. ☐

d. Your Marital Status

Single ☐ Married ☐ Divorce ☐ Others ☐

SECTION II

2. Job Data

a. Which Bank do you currently work

AB ☐ CBO ☐ BB ☐

b. In which Organ do you work?

Head Office ☐

Branch ☐

c. Your working experience in the bank you are currently working?

1-2 years ☐ 3-5 years ☐ 6-7 years ☐ -10 years ☐ ove 10 years ☐

SECTION III

A. Employee Support System(Independent Variable)

3. Work-life Balance

3.1	**Work Interference with Personal Life (WIPL)**	**Employees opinion**				
		Strongly Agree	**Agree**	**neutral**	**Disagree**	**Strongly disagree**
3.1.1	My work makes it difficult to maintain the kind of personal life I would like.					
3.1.2	I often feel too tired to do the things I would like to do after work.					
3.1.3	My private life suffers because of my work.					
3.1.4	I overlook personal needs because of demands in my work.					
3.1.5	The demands of my job interfere with my family responsibilities.					
3.2. Personal Life Interference with Work (PLIW)						

3.2.1	My work suffers from what's happening in my private life.					
3.2.2	I would like to devote more time to work if it wasn't for everything that happens in my private life.					
3.2.3	I am too tired to be effective at work because of everything that happens in my personal life.					
3.2.4	Personal responsibilities prevent me from focusing on my work.					
3.3. Work/Personal Life Enhancement (WPLE)						
3.3.1	My job gives me energy to pursue activities outside of work that are important to me.					
3.3.2	I feel that my personal life enhances my performance at work.					
3.3.3	My work has a positive impact on my personal life.					
3.3.4	I am able to balance my work and personal commitments effectively.					
3.3.5	I receive support from my workplace that helps me manage my personal life.					
3.3.6	I find satisfaction in both my work and personal life.					

4. Perceived Supervisor Support(PSS)

4.1	**Emotional Support**	**Employees opinion**				
		Strongly Agree	**Agree**	**neutral**	**Disagree**	**Strongly disagree**
4.1.1	My supervisor really cares about my well-being.					
4.1.2	My supervisor takes pride in my accomplishments at work.					
4.1.3	My supervisor strongly considers my goals and values.					
4.2. Instrumental Support						
4.2.1	Help is available from my supervisor when I have a problem.					
4.2.2	My supervisor is willing to extend himself or herself in order to help me perform my job to the best of my ability.					
4.3. Recognition and Validation						
4.3.1	My supervisor cares about my general satisfaction at work.					
4.3.2	My supervisor cares about my opinions.					
4.3.3	Even if I did the best job possible, my supervisor would fail to notice.					
4.3.4	My supervisor shows very little concern for me					
4.3.5	My supervisor disregards my best interests when he or she makes decisions that affect me.					

5. Self- Efficacy

5.1	**Magnitude**	**Employees opinion**				
		Strongly Agree	**Agree**	**neutral**	**Disagree**	**Strongly disagree**
5.1.1	I will be able to achieve most of the goals that I set for myself					
5.1.2	When facing difficult tasks, I am certain that I will accomplish them					
5.2. Strength						
5.2.1	In general, I think that I can obtain outcomes that are important to me					
5.2.2	I am confident that I can perform effectively on many different tasks					
5.2.3	I believe I can succeed at most any endeavor to which I set my mind					
5.2.4	I am confident in my ability to solve problems creatively					
5.3. Generality						
5.3.1	I can think of many ways to reach my current goals					
5.3.2	I am confident that I can manage unexpected events and challenges effectively.					

B. Mediator
6. Employee Engagement

6.1	**Vigor**	**Employees opinion**				
		Strongly Agree	**Agree**	**neutral**	**Disagree**	**Strongly disagree**

6.1.1	I am bursting with energy in my work.					
6.1.2	I feel strong and vigorous.					
6.1.3	I am enthusiastic about my job					
6.1.4	When I get up in the morning, I feel like going to work.					
6.1.5	My work is challenging					
6.1.6	I can take on many tasks at once.					
6.2. Dedication						
6.2.1	My job inspires me					
6.2.2	I am proud of the work that I do.					
6.2.3	I find my work meaningful.					
6.2.4	I am excited about my job.					
6.2.5	I feel a strong sense of belonging to my organization.					
6.3. Absorption						
6.3.1	I get carried away when I'm working.					
6.3.2	I am immersed in my work.					
6.3.3	Time flies when I'm working.					
6.3.4	I feel happy when I'm engrossed in my work.					

6.3.5	I have difficulty separating my personal life from my work life.					
6.3.6	I often lose track of time while working.					

C. Dependent Variable

7. Employee Extra Role Performance(OCB)

7.1	**Altruism**	**Employees opinion**				
		Strongly Agree	**Agree**	**neutral**	**Disagree**	**Strongly disagree**
7.1.1	Helps others who have heavy workloads.					
7.1.2	Assists coworkers who are struggling with their tasks.					
7.1.3	Offers to help others with their work.					
7.1.4	Takes time to listen to coworkers' problems.					
7.1.5	Suggests ways to improve the work environment.					
7.2. Conscientiousness						
7.2.1	Is always punctual.					
7.2.2	Follows the rules and regulations of the organization.					

7.2.3	Makes an effort to perform work well.					
7.2.4	Completes tasks thoroughly and on time.					
7.2.5	Is willing to work extra hours when necessary.					
7.3. Sportsmanship						
7.3.1	Does not complain about trivial matters.					
7.3.2	Maintains a positive attitude even in difficult situations.					
7.3.3	Tolerates the inconveniences of work without complaining.					
7.3.4	Does not take offense at others' mistakes.					
7.3.5	Is willing to overlook minor inconveniences.					
7.4. Courtesy						
7.4.1	Consults with others before taking action that might affect them.					
7.4.2	Is considerate of coworkers' feelings.					
7.4.3	Keeps coworkers informed about matters that affect them.					
7.4.4	Avoids creating problems for coworkers.					

7.4.5	Treats others with respect and dignity.					
7.5. Civic Virtue						
7.5.1	Attends meetings that are not mandatory but are considered important.					
7.5.2	Keeps up with changes in the organization's policies and procedures.					
7.5.3	Participates in organizational events and activities.					
7.5.4	Shows interest in the organization's success and welfare.					

Annex 2- SPSS Outputs

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.788	.790	15

Item Statistics

	Mean	Std. Deviation	N
Reversed WLB1	3.3139	1.02639	395
Reversed WLB2	3.4380	1.10057	395
Reversed WLB3	2.7392	.84322	395
Reversed WLB4	2.9392	.89916	395
Reversed WLB5	3.0380	.98521	395
Reversed WLB6	2.4987	.90227	395
Reversed WLB7	3.0177	1.06499	395
Reversed WLB8	2.4228	.94573	395
Reversed WLB9	2.3443	.93327	395
WLB10	2.6304	.97433	395
WLB11	2.2608	.91538	395
WLB12	2.2785	.96561	395
WLB13	2.4051	.98361	395
WLB14	2.9544	1.11426	395
WLB15	2.6380	1.07961	395

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.875	.876	10

Item Statistics

	Mean	Std. Deviation	N
PSS1	2.4557	.98462	395
PSS2	2.3316	.96848	395
PSS3	2.4759	.95922	395
PSS4	2.2127	.85517	395
PSS5	2.3316	.90340	395
PSS6	2.6911	1.04021	395
PSS7	2.5114	.98555	395
Reversed PSS8	2.6127	1.07550	395
Reversed PSS9	2.4937	.96741	395
Reversed PSS10	2.6759	.97236	395

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.876	.881	8

Item Statistics

	Mean	Std. Deviation	N
SE1	2.01	.751	395
SE2	1.90	.726	395
SE3	1.88	.652	395
SE4	1.70	.673	395
SE5	1.66	.552	395
SE6	1.58	.637	395
SE7	1.62	.598	395
SE8	1.74	.559	395

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.881	.884	17

Item Statistics

	Mean	Std. Deviation	N
EE1	2.1367	.81952	395
EE2	2.0456	.87431	395
EE3	2.0582	.84550	395
EE4	2.3367	1.06421	395
EE5	2.4405	1.04147	395
EE6	2.0076	.66259	395
EE7	2.2329	.94328	395
EE8	2.0911	1.03580	395
EE9	2.1139	.96628	395
EE10	2.2101	.97632	395
EE11	2.1165	1.02586	395
EE12	2.3772	.86499	395
EE13	2.3342	.88399	395
EE14	2.0203	.70861	395
EE15	2.2354	.88287	395
Reversed EE16	2.9772	1.04565	395
EE17	2.6329	1.05168	395

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.859	.874	24

Item Statistics

	Mean	Std. Deviation	N
OCB1	1.94	.679	395
OCB2	1.92	.692	395
OCB3	2.04	.632	395
OCB4	1.88	.785	395
OCB5	1.74	.595	395
OCB6	2.10	.923	395
OCB7	1.82	.656	395
OCB8	1.56	.603	395
OCB9	1.86	.749	395
OCB10	1.89	.890	395
OCB11	2.34	.929	395
OCB12	1.88	.741	395
OCB13	2.48	1.045	395
OCB14	2.26	.915	395
OCB15	2.56	.944	395
OCB16	1.90	.882	395
OCB17	1.88	.739	395
OCB18	1.96	.664	395
OCB19	1.58	.601	395
OCB20	1.50	.540	395
OCB21	2.26	.798	395
OCB22	1.94	.812	395
OCB23	2.10	.771	395
OCB24	1.66	.655	395

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Reversed WLB1	37.6051	46.153	.567	.425	.762
Reversed WLB2	37.4810	45.524	.564	.642	.761
Reversed WLB3	38.1797	47.138	.627	.610	.760
Reversed WLB4	37.9797	47.401	.557	.709	.764
Reversed WLB5	37.8810	48.303	.426	.475	.774
Reversed WLB6	38.4203	52.625	.128	.564	.796
Reversed WLB7	37.9013	48.480	.371	.385	.779
Reversed WLB8	38.4962	48.885	.403	.668	.776
Reversed WLB9	38.5747	49.641	.350	.687	.780
WLB10	38.2886	51.252	.209	.586	.791
WLB11	38.6582	52.474	.136	.341	.795
WLB12	38.6405	47.754	.481	.592	.770
WLB13	38.5139	47.210	.513	.599	.767
WLB14	37.9646	49.329	.290	.380	.786
WLB15	38.2810	48.827	.339	.476	.781

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PSS1	22.3367	35.534	.684	.725	.856
PSS2	22.4608	37.198	.541	.437	.867
PSS3	22.3165	35.191	.740	.768	.852
PSS4	22.5797	37.346	.617	.463	.862
PSS5	22.4608	37.792	.533	.528	.867
PSS6	22.1013	34.482	.734	.697	.851
PSS7	22.2810	35.609	.676	.627	.857
Reversed PSS8	22.1797	38.640	.354	.391	.883
Reversed PSS9	22.2987	36.383	.618	.711	.861
Reversed PSS10	22.1165	37.535	.508	.559	.870

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SE1	12.10	11.077	.542	.603	.873
SE2	12.20	10.827	.627	.487	.863
SE3	12.22	11.233	.616	.411	.863
SE4	12.40	10.585	.757	.746	.847
SE5	12.44	11.120	.794	.680	.847
SE6	12.52	11.651	.527	.602	.872
SE7	12.48	11.204	.697	.511	.855
SE8	12.36	11.753	.596	.483	.865

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EE1	36.2304	76.893	.607	.535	.872
EE2	36.3215	78.137	.478	.681	.876
EE3	36.3089	75.270	.702	.725	.868
EE4	36.0304	71.466	.761	.716	.864
EE5	35.9266	82.038	.168	.369	.889
EE6	36.3595	83.332	.208	.559	.884
EE7	36.1342	72.380	.811	.849	.863
EE8	36.2759	72.551	.717	.873	.866
EE9	36.2532	73.230	.733	.891	.866
EE10	36.1570	73.239	.724	.825	.866
EE11	36.2506	74.366	.614	.618	.871
EE12	35.9899	78.370	.468	.607	.877
EE13	36.0329	75.474	.653	.630	.870
EE14	36.3468	79.593	.489	.545	.876
EE15	36.1316	74.490	.723	.761	.867
Reversed EE16	35.3899	89.716	-.228	.523	.905
EE17	35.7342	78.429	.362	.529	.882

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OCB1	45.11	75.892	.391	.	.855
OCB2	45.13	73.431	.596	.	.849
OCB3	45.01	74.277	.578	.	.850
OCB4	45.17	71.854	.639	.	.847
OCB5	45.31	74.254	.620	.	.849
OCB6	44.95	71.680	.540	.	.850
OCB7	45.23	75.551	.438	.	.854
OCB8	45.49	74.347	.602	.	.850
OCB9	45.19	73.044	.576	.	.849
OCB10	45.16	70.650	.637	.	.846
OCB11	44.71	76.348	.232	.	.862
OCB12	45.17	72.659	.615	.	.848
OCB13	44.57	74.936	.273	.	.861
OCB14	44.79	77.422	.169	.	.864
OCB15	44.48	79.448	.038	.	.869
OCB16	45.14	71.931	.553	.	.849
OCB17	45.17	76.754	.284	.	.858
OCB18	45.08	75.498	.437	.	.854
OCB19	45.47	76.336	.407	.	.855
OCB20	45.55	76.441	.450	.	.854
OCB21	44.79	80.703	-.025	.	.869
OCB22	45.11	71.953	.607	.	.848
OCB23	44.95	77.127	.240	.	.860
OCB24	45.39	73.193	.656	.	.848

Inter-Item Correlation Matrix

	Reversed WLB1	Reversed WLB2	Reversed WLB3	Reversed WLB4	Reversed WLB5	Reversed WLB6	Reversed WLB7	Reversed WLB8	Reversed WLB9	WLB10	WLB11	WLB12	WLB13	WLB14	WLB15
Reversed WLB1	1.000	.543	.461	.510	.292	.231	.369	.300	.239	.076	.056	.270	.188	.112	.291
Reversed WLB2	.543	1.000	.575	.648	.343	.053	.364	.170	.085	.229	-.020	.241	.169	.159	.358
Reversed WLB3	.461	.575	1.000	.608	.214	.215	.421	.288	.134	.114	.029	.214	.342	.252	.409
Reversed WLB4	.510	.648	.608	1.000	.444	.400	.330	.412	.285	-.113	-.092	.224	.091	-.028	.186
Reversed WLB5	.292	.343	.214	.444	1.000	.301	.140	.353	.320	.054	.014	.394	.280	-.056	-.006
Reversed WLB6	.231	.053	.215	.400	.301	1.000	.316	.368	.320	-.529	-.167	-.166	.018	-.260	-.083
Reversed WLB7	.369	.364	.421	.330	.140	.316	1.000	.212	.229	-.050	-.135	.128	.042	.056	.240
Reversed WLB8	.300	.170	.288	.412	.353	.368	.212	1.000	.686	-.202	-.081	.004	.187	.038	.190
Reversed WLB9	.239	.085	.134	.285	.320	.320	.229	.686	1.000	-.105	-.085	.161	.329	.096	-.135
WLB10	.076	.229	.114	-.113	.054	-.529	-.050	-.202	-.105	1.000	.450	.474	.390	.396	.222
WLB11	.056	-.020	.029	-.092	.014	-.167	-.135	-.081	-.085	.450	1.000	.328	.376	.231	.055
WLB12	.270	.241	.214	.224	.394	-.166	.128	.004	.161	.474	.328	1.000	.520	.422	.119
WLB13	.188	.169	.342	.091	.280	.018	.042	.187	.329	.390	.376	.520	1.000	.390	.275
WLB14	.112	.159	.252	-.028	-.056	-.260	.056	.038	.096	.396	.231	.422	.390	1.000	.256
WLB15	.291	.358	.409	.186	-.006	-.083	.240	.190	-.135	.222	.055	.119	.275	.256	1.000

Inter-Item Correlation Matrix

	PSS1	PSS2	PSS3	PSS4	PSS5	PSS6	PSS7	Reversed PSS8	Reversed PSS9	Reversed PSS10
PSS1	1.000	.586	.713	.545	.309	.539	.659	.119	.427	.338
PSS2	.586	1.000	.589	.417	.263	.510	.479	.116	.280	.171
PSS3	.713	.589	1.000	.579	.558	.756	.472	.204	.359	.307
PSS4	.545	.417	.579	1.000	.470	.613	.455	.173	.299	.300
PSS5	.309	.263	.558	.470	1.000	.606	.425	.203	.207	.322
PSS6	.539	.510	.756	.613	.606	1.000	.560	.224	.402	.315
PSS7	.659	.479	.472	.455	.425	.560	1.000	.259	.523	.338
Reversed PSS8	.119	.116	.204	.173	.203	.224	.259	1.000	.587	.399
Reversed PSS9	.427	.280	.359	.299	.207	.402	.523	.587	1.000	.705
Reversed PSS10	.338	.171	.307	.300	.322	.315	.338	.399	.705	1.000

Inter-Item Correlation Matrix

	SE1	SE2	SE3	SE4	SE5	SE6	SE7	SE8
SE1	1.000	.625	.489	.315	.580	.079	.491	.281
SE2	.625	1.000	.473	.473	.516	.298	.467	.380
SE3	.489	.473	1.000	.469	.502	.412	.503	.355
SE4	.315	.473	.469	1.000	.694	.735	.611	.642
SE5	.580	.516	.502	.694	1.000	.501	.637	.616
SE6	.079	.298	.412	.735	.501	1.000	.418	.419
SE7	.491	.467	.503	.611	.637	.418	1.000	.478
SE8	.281	.380	.355	.642	.616	.419	.478	1.000

Inter-Item Correlation Matrix

	EE1	EE2	EE3	EE4	EE5	EE6	EE7	EE8	EE9	EE10	EE11	EE12	EE13	EE14	EE15	Reversed EE16	EE17
EE1	1.000	.523	.457	.453	.239	.260	.533	.365	.416	.440	.515	.360	.364	.240	.324	-.029	.259
EE2	.523	1.000	.566	.524	.084	.516	.378	.194	.231	.176	.353	.081	.296	.228	.220	.229	.082
EE3	.457	.566	1.000	.692	.155	.149	.664	.539	.529	.499	.636	.175	.524	.303	.502	-.110	.221
EE4	.453	.524	.692	1.000	.154	.230	.599	.552	.607	.545	.536	.344	.592	.395	.604	-.141	.390
EE5	.239	.084	.155	.154	1.000	.231	.079	.017	-.030	.063	.106	.043	.154	.291	.287	-.333	.269
EE6	.260	.516	.149	.230	.231	1.000	.103	.036	-.057	-.057	-.054	.141	.143	.129	.244	.147	-.054
EE7	.533	.378	.664	.599	.079	.103	1.000	.778	.720	.815	.638	.536	.512	.293	.565	-.162	.358
EE8	.365	.194	.539	.552	.017	.036	.778	1.000	.852	.734	.515	.440	.585	.354	.573	-.242	.336
EE9	.416	.231	.529	.607	-.030	-.057	.720	.852	1.000	.806	.593	.437	.478	.438	.516	-.038	.209
EE10	.440	.176	.499	.545	.063	-.057	.815	.734	.806	1.000	.601	.522	.430	.342	.573	-.080	.216
EE11	.515	.353	.636	.536	.106	-.054	.638	.515	.593	.601	1.000	.234	.363	.189	.398	-.128	.200
EE12	.360	.081	.175	.344	.043	.141	.536	.440	.437	.522	.234	1.000	.369	.182	.551	-.271	.314
EE13	.364	.296	.524	.592	.154	.143	.512	.585	.478	.430	.363	.369	1.000	.435	.709	-.198	.378
EE14	.240	.228	.303	.395	.291	.129	.293	.354	.438	.342	.189	.182	.435	1.000	.540	-.130	.408
EE15	.324	.220	.502	.604	.287	.244	.565	.573	.516	.573	.398	.551	.709	.540	1.000	-.244	.408
Reversed EE16	-.029	.229	-.110	-.141	-.333	.147	-.162	-.242	-.038	-.080	-.128	-.271	-.198	-.130	-.244	1.000	-.458
EE17	.259	.082	.221	.390	.269	-.054	.358	.336	.209	.216	.200	.314	.378	.408	.408	-.458	1.000

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
OCB_Avg	1.9603	.37494	395
WLB_Avg	2.7279	.49491	395
PSS_Avg	2.4792	.66731	395
SE_Avg	1.7627	.47352	395
EE_Avg	2.2569	.54641	395

Correlations

		OCB_Avg	WLB_Avg	PSS_Avg	SE_Avg	EE_Avg
Pearson Correlation	OCB_Avg	1.000	.013	.193	.650	.392
	WLB_Avg	.013	1.000	.286	.129	.131
	PSS_Avg	.193	.286	1.000	.226	.518
	SE_Avg	.650	.129	.226	1.000	.489
	EE_Avg	.392	.131	.518	.489	1.000
Sig. (1-tailed)	OCB_Avg	.	.397	<.001	<.001	<.001
	WLB_Avg	.397	.	.000	.005	.004
	PSS_Avg	.000	.000	.	.000	.000
	SE_Avg	.000	.005	.000	.	.000
	EE_Avg	.000	.004	.000	.000	.
N	OCB_Avg	395	395	395	395	395
	WLB_Avg	395	395	395	395	395
	PSS_Avg	395	395	395	395	395
	SE_Avg	395	395	395	395	395
	EE_Avg	395	395	395	395	395

Model Summary

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.657[a]	.432	.428	.28367	.432	99.118	3	391	<.001

a. Predictors: (Constant), SE_Avg, WLB_Avg, PSS_Avg

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.927	3	7.976	99.118	<.001[b]
	Residual	31.462	391	.080		
	Total	55.389	394			

a. Dependent Variable: OCB_Avg

b. Predictors: (Constant), SE_Avg, WLB_Avg, PSS_Avg

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.146	.094		12.176	<.001		
	WLB_Avg	-.069	.030	-.091	-2.276	.023	.914	1.094
	PSS_Avg	.041	.023	.073	1.799	.073	.882	1.134
	SE_Avg	.511	.031	.645	16.445	<.001	.944	1.059

a. Dependent Variable: OCB_Avg

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	WLB_Avg	PSS_Avg	SE_Avg
1	1	3.892	1.000	.00	.00	.00	.00
	2	.053	8.562	.00	.02	.36	.76
	3	.040	9.844	.09	.24	.63	.16
	4	.015	16.086	.91	.74	.00	.08

a. Dependent Variable: OCB_Avg

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.5491	2.6550	1.9603	.24643	395
Residual	-.53947	.67232	.00000	.28258	395
Std. Predicted Value	-1.669	2.819	.000	1.000	395
Std. Residual	-1.902	2.370	.000	.996	395

a. Dependent Variable: OCB_Avg

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.353	.074		18.302	<.001		
	EE_Avg	.269	.032	.392	8.449	<.001	1.000	1.000

a. Dependent Variable: OCB_Avg

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	EE_Avg
1	1	1.972	1.000	.01	.01
	2	.028	8.391	.99	.99

a. Dependent Variable: OCB_Avg

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.6697	2.3818	1.9603	.14700	395
Residual	-.60216	1.04968	.00000	.34492	395
Std. Predicted Value	-1.977	2.867	.000	1.000	395
Std. Residual	-1.744	3.039	.000	.999	395

a. Dependent Variable: OCB_Avg

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.645[a]	.416	.411	.41930	1.811

a. Predictors: (Constant), SE_Avg, WLB_Avg, PSS_Avg

b. Dependent Variable: EE_Avg

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.889	3	16.296	92.691	<.001[b]
	Residual	68.743	391	.176		
	Total	117.632	394			

a. Dependent Variable: EE_Avg

b. Predictors: (Constant), SE_Avg, WLB_Avg, PSS_Avg

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.695	.139		4.992	<.001		
	WLB_Avg	-.050	.045	-.046	-1.125	.261	.914	1.094
	PSS_Avg	.361	.034	.441	10.722	<.001	.882	1.134
	SE_Avg	.456	.046	.395	9.930	<.001	.944	1.059

a. Dependent Variable: EE_Avg

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	WLB_Avg	PSS_Avg	SE_Avg
1	1	3.892	1.000	.00	.00	.00	.00
	2	.053	8.562	.00	.02	.36	.76
	3	.040	9.844	.09	.24	.63	.16
	4	.015	16.086	.91	.74	.00	.08

a. Dependent Variable: EE_Avg

```
***************** PROCESS Procedure for SPSS Version 4.2 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2022). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : OCB_Avg
    X  : WLB_Avg
    M  : EE_Avg

Sample
Size:  395

**************************************************************************
OUTCOME VARIABLE:
 EE_Avg

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .1314      .0173      .2941     6.9076     1.0000   393.0000      .0089

Model
              coeff         se          t          p       LLCI       ULCI
constant     1.8611      .1531    12.1591      .0000     1.5601     2.1620
WLB_Avg       .1451      .0552     2.6282      .0089      .0366      .2536

Standardized coefficients
             coeff
WLB_Avg      .1314

**************************************************************************
OUTCOME VARIABLE:
 OCB_Avg

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .3940      .1552      .1194    36.0103     2.0000   392.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     1.4258      .1144    12.4654      .0000     1.2009     1.6507
WLB_Avg      -.0295      .0355     -.8328      .4055     -.0993      .0402
EE_Avg        .2726      .0321     8.4817      .0000      .2094      .3357

Standardized coefficients
             coeff
WLB_Avg     -.0390
EE_Avg       .3972
```

```
************************** TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 OCB_Avg

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .0132      .0002      .1409      .0685     1.0000   393.0000      .7936

Model
              coeff         se          t          p       LLCI       ULCI
constant     1.9330      .1059    18.2469      .0000     1.7248     2.1413
WLB_Avg       .0100      .0382      .2618      .7936     -.0651      .0851

Standardized coefficients
             coeff
WLB_Avg      .0132


************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_cs
      .0100      .0382      .2618      .7936     -.0651      .0851      .0132

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_cs
     -.0295      .0355     -.8328      .4055     -.0993      .0402     -.0390

Indirect effect(s) of X on Y:
           Effect     BootSE   BootLLCI   BootULCI
EE_Avg      .0395      .0172      .0063      .0739

Completely standardized indirect effect(s) of X on Y:
           Effect     BootSE   BootLLCI   BootULCI
EE_Avg      .0522      .0228      .0082      .0975

************************ ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

```
***************** PROCESS Procedure for SPSS Version 4.2 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2022). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : OCB_Avg
    X  : PSS_Avg
    M  : EE_Avg

Sample
Size:  395

**************************************************************************
OUTCOME VARIABLE:
 EE_Avg

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5176      .2680      .2191   143.8518     1.0000   393.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     1.2060      .0907    13.2934      .0000     1.0277     1.3844
PSS_Avg       .4239      .0353    11.9938      .0000      .3544      .4933

Standardized coefficients
             coeff
PSS_Avg      .5176

**************************************************************************
OUTCOME VARIABLE:
 OCB_Avg

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .3922      .1539      .1196    35.6383     2.0000   392.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     1.3613      .0807    16.8705      .0000     1.2026     1.5199
PSS_Avg      -.0077      .0305     -.2527      .8006     -.0677      .0523
EE_Avg        .2739      .0373     7.3510      .0000      .2007      .3472

Standardized coefficients
             coeff
PSS_Avg     -.0137
EE_Avg       .3992
```

```
************************** TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 OCB_Avg

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .1929      .0372      .1357    15.1895     1.0000   393.0000      .0001

Model
              coeff         se          t          p       LLCI       ULCI
constant     1.6916      .0714    23.6935      .0000     1.5513     1.8320
PSS_Avg       .1084      .0278     3.8974      .0001      .0537      .1631

Standardized coefficients
             coeff
PSS_Avg      .1929


************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_cs
      .1084      .0278     3.8974      .0001      .0537      .1631      .1929

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_cs
     -.0077      .0305     -.2527      .8006     -.0677      .0523     -.0137

Indirect effect(s) of X on Y:
           Effect     BootSE   BootLLCI   BootULCI
EE_Avg      .1161      .0171      .0819      .1498

Completely standardized indirect effect(s) of X on Y:
           Effect     BootSE   BootLLCI   BootULCI
EE_Avg      .2066      .0265      .1540      .2575

*********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

```
***************** PROCESS Procedure for SPSS Version 4.2 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2022). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : OCB_Avg
    X  : SE_Avg
    M  : EE_Avg

Sample
Size:  395

**************************************************************************
OUTCOME VARIABLE:
 EE_Avg

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .4889      .2390      .2278   123.4515     1.0000   393.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     1.2624      .0927    13.6235      .0000     1.0803     1.4446
SE_Avg        .5642      .0508    11.1109      .0000      .4643      .6640

Standardized coefficients
            coeff
SE_Avg      .4889

**************************************************************************
OUTCOME VARIABLE:
 OCB_Avg

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .6554      .4295      .0806   147.5522     2.0000   392.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant      .9688      .0669    14.4826      .0000      .8372     1.1003
SE_Avg        .4767      .0346    13.7654      .0000      .4086      .5448
EE_Avg        .0671      .0300     2.2349      .0260      .0081      .1261

Standardized coefficients
            coeff
SE_Avg      .6020
EE_Avg      .0977
```

```
************************** TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 OCB_Avg

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .6498      .4222      .0814   287.1902     1.0000   393.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     1.0534      .0554    19.0122      .0000      .9445     1.1624
SE_Avg        .5145      .0304    16.9467      .0000      .4548      .5742

Standardized coefficients
            coeff
SE_Avg      .6498


************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_cs
      .5145      .0304    16.9467      .0000      .4548      .5742      .6498

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_cs
      .4767      .0346    13.7654      .0000      .4086      .5448      .6020

Indirect effect(s) of X on Y:
           Effect     BootSE   BootLLCI   BootULCI
EE_Avg      .0378      .0184     -.0069      .0668

Completely standardized indirect effect(s) of X on Y:
           Effect     BootSE   BootLLCI   BootULCI
EE_Avg      .0478      .0232     -.0087      .0853

************************ ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000
```