ADDIS ABABA UNIVERSITY



THE EFFECT OF WORK LIFE BALANCE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE CASE OF SOME SELECTED BRANCHES OF AWASH BANK SOUTH ADDIS ABABA DISTRICT.

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ADDIS ABABA, ETHIOPIA

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Declaration

I hereby declare that this thesis entitled "*The Effect of Work Life Balance on Organizational Citizenship Behavior: The Case of Some Selected Branches of Awash Bank South Addis Ababa District",* has been carried out by me under the guidance and supervision of Dr. Habtamu Endris.

The thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions.

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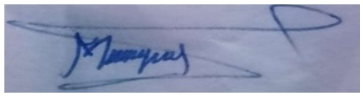
Mahilet Molla  July 06/2026

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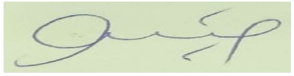
Abera Legese(PhD)		July 06/2026
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List of Abbreviations /Acronyms

WLB = Work Life Balance

OCB =Organizational Citizenship behavior

SPSS = Statistical Package for Social Science

Abstract

The overall aim of this study is to assess the effect of work-life balance on organizational citizenship behavior. Study based on the case of some selected branches of Awash bank, South Addis Ababa district. Non-probability sampling design methods have been used, and both descriptive and explanatory research designs applied in the study. Descriptive research designs were done using standardized Likert scale questionnaires for data collection. Data was analyzed using both descriptive (frequency, percentage, means, and standard deviation) and inferential statistics (Correlation & Regression). Questionnaire was given to 324 employees, and 311 were retrieved and analyzed using SPSS 25. In order to find the relationship between organizational citizenship behavior and work life balance, correlation analysis was conducted. Furthermore, to find the effect of work life balance on organizational citizenship behavior, regression analysis was employed. From the analysis made, it has been found out that majority of the employees perceived their perception as low for all the main work life balance variables taken into account in this study. However, their organizational citizenship behavior was perceived as medium. Three independent variables namely (flexible work arrangement, work leave program, and dependency care initiative), positively and significantly affected organizational citizenship behavior. Conversely, the other two independent variables (working hours and work load) negatively and significantly affected organizational citizenship behavior. Beta coefficient analysis indicated that flexible work arrangements positively affected organizational citizenship behavior more significantly than other WLB initiatives. Among others, recommendations of this study include that effective work-life balance programs provide sustainable benefits to employees; one of those being an increase in employee organizational citizenship behavior. The banks need to enhance flexibility, dependency care policy and other WLB programs.

Key Words: *Work-life balance, organizational citizenship behavior, flexible work arrangements, dependency care policy, work leave programs.*

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

In today's workplace, the majority of employees' time is spent at work, and their jobs have taken over their life as a whole. Employees must be even more committed to their work, even outside of office hours, due to the increasing demands of their jobs. This has resulted in a lot of work related problems such as stress and an ilance in their roles as a worker, parent or family member (Humidi, 2005). Every individual is a vital component of the family and society as a whole. In today's corporate world, Organizational citizenship behavior is critical since it decides whether or not organizational goals are met. Management must create techniques to motivate personnel in order for them to deliver as expected. Employee extra-role behavior should be encouraged through organizational rules, procedures, and structures. When management fail to improve employee extra-role conduct, the firm risks losing its competitive advantage, which will work against it (Judith, 2021).

The trend of globalization has made it difficult for businesses to maintain their competitive advantage. Changes in company activity result in changes in staff culture and awareness. Employees found it difficult to maintain a balance between their job and work responsibilities due to lengthy working hours, work pressure, high-demand positions, and the usage of advanced technology(Shujat, 2011).

Human resource is the most important asset in any organization. It is necessary for the organizations to manage their employees effectively and efficiently and in any organization, the employees must be treated as a valuable asset; the organization's mission will be achieved in a better way if their skills would be developed. If there are no human resource management practices, then organization always face the difficulties and not able to perform in the competitive society (Moazzma , Awais2 and Khalid5, 2017).

Work-life balance refers to an individual's view that their work and non-work activities are balanced and support their personal priorities for growth (Kalliath, T., & Brough, 2008). It is regarded as a key practice for fostering positive attitudes among employees, which in turn leads to increased organizational citizenship behaviors (OCBs) and improved organizational performance (S.Harikaran and N.Thevanes, 2018).

According to Raisinghani and Goswami (2014), work-life balance is the distinction between an employee's work and personal life, marking the boundary between professional and personal aspects.

This involves factors such as career life, relationships within the family, individual growth, health, engagement in the community, and social interactions. Studies have found out that achieving a balance in these areas is always challenging for working people.

According to Baral & Bhargava (2008), work-life balance greatly affects the positivity and behavior of workers, which in turn are essential for organizational efficiency.

If a worker is able to balance his work and personal life, he feels appreciated in his workplace; hence, he becomes motivated to do things to make the organization better. This motivation makes him willing to offer constructive criticism, useful information, voluntary assistance, and help others perform extra duties.

A lack of work-life balance has made it difficult for organizations to retain skilled employees, as these individuals often leave for places that offer better work-life balance.

Consequently, managers in today's business environment must implement effective management practices to establish a healthier work-life balance (De Cieri, H., & Dowling, 2006).

Alemu (2018) conducted research on the effect of work-life balance on employee engagement in CBE, focusing on factors like supervisor support, coworker support, and corporate culture.

The study found a positive relationship between work-life balance (WLB) and employee engagement. Similarly, Abayneh (2020) examined the impact of work-life balance on women’s work performance, also reporting a positive correlation between the two.

Aynalem (2020) found that factors such as leave and job sharing are among the most important contributors to employee performance, while job stress has a strong negative effect on performance.

Asfaw (2018) discovered that work-life balance variables such as work-life interference, personal life to work interference, work time arrangement, employee assistance programs, and leave programs significantly impact job satisfaction. The study concluded that these dimensions of work-life balance statistically explain variations in job satisfaction.

Based on these scholarly perspectives, this study aims to explore how work-life balance affects organizational citizenship behavior at Awash Bank.

The study will focus on variables such as flexible work arrangements, working hours, leave programs, dependency care initiatives, and workload. The research will be conducted at Awash Bank in South Addis Ababa District.

1.2 Statement of the problem

In the current ever-changing work landscape, there exists pressure on workers to increase their workloads while also needing to acquire new competencies. Additionally, there is a demand for a healthier relationship between work and personal life (Glynn et al, 2002). The lack of a proper work-life balance has made it challenging to retain skilled professionals, leading them to leave organizations that impose heavy demands without providing adequate returns (Haar, 2004). As a result, managers in the modern business landscape must adopt effective management strategies to foster a balanced relationship between work and life (De Cieri, H., & Dowling, 2006).

However, most of the studies done concerning the topic under discussion have come from other places apart from Ethiopia despite having a few studies related to the issue in question in our country. According to Berhanu (2019), the recent study conducted in our country reveals that the aspects such as long working hours, working long days, inadequate staff to share the burden, and inadequate support from superiors among others play an important role in causing the work-life imbalance problem experienced by workers.Nonetheless, the study did not address the impact of flexible work arrangements, leave programs, and dependency care initiatives on the behavior associated with organizational citizenship.

The investigation by Abayneh (2020), concerning the impact of work-life balance on women's job performance, demonstrates a positive correlation between work-life balance and the performance levels of female employees. Nevertheless, the study does not adequately focus on organizational citizenship behavior. As highlighted in the research by Aynalem (2020), factors contributing to work-life balance, such as job sharing and leave provisions, are crucial for enhancing employee performance. Furthermore, job-related stress exhibits a notably negative correlation with the dependent variable. However, the impact of work-life balance, specifically flexible work arrangements, leave programs, and caregiving initiatives on organizational citizenship behavior, was not captured in the findings. The researcher intends to explore the

connection between work-life balance practices and organizational citizenship behavior in their study.

According to Asfaw's (2018) research, factors associated with work-life balance, including the interference of work with personal life, the interference of personal life with work, work time arrangements, employee assistance programs, and leave policies, significantly account for variations in job satisfaction. The researcher concludes that the dimensions of work-life balance statistically explain differences in job satisfaction levels. However, this study failed to illustrate the influence of work-life balance practices on organizational citizenship behavior.

In this context, bank employees are experiencing numerous conflicts between work and family life as a result of limited leisure time, excessive job demands, and workweeks that start on Monday and finish on Saturday. Additional factors include the increased reliance on technology and tools, online banking transactions, evolving customer banking behaviors, and enhancing economic conditions. Customer service representatives tend to engage in repetitive and monotonous tasks, causing them to experience heightened stress levels and an inadequate work-life equilibrium. Consequently, this situation hampers the enthusiasm and desire of employees to take on additional responsibilities within their organization (Girmay, 2019).

As a result, the prevailing culture characterized by inadequate work-life balance and significant work-related pressures leaves employees feeling very dissatisfied with their roles, which in turn diminishes their willingness to take on extra duties. As such, the problem of balancing work and life has come up to be a great concern among banking sector employees (Bosworth & Hogarth, 2009). Employees, working for very long periods of time, are experiencing negative repercussions in both their personal and professional spheres (Iacovoiu, 2020).

At the World Bank General Assembly that was organized on June 14, 2024, in Karachi, Morocco, the Award for the best single bank in Ethiopia went to Awash Bank for the second successive year.Moreover, Awash Bank, one of the nation’s most prominent private banking institutions, is known for achieving the highest yearly profits among all private banks. Nevertheless, there are indications that the workforce is experiencing significant pressure to achieve these results. For this reason, the researcher selected Awash Bank to explore how the operations of the bank affect its employees.

Overall, the study aims to bridge the aforementioned gap and add to the existing knowledge by investigating the connection between work-life balance and organizational citizenship behavior, focusing on flexible work arrangements, working hours, leave programs, dependency care initiatives, workload, and their influence on enhancing organizational citizenship behavior within Awash Bank. To achieve this objective, the researcher poses the following research questions and objectives:

1.3. Research questions

- How does organizational citizenship behavior affect the effective functioning of the organization?
- What impact do flexible work arrangements have on bank employees' of organizational citizenship behavior?
- What impact do work load and hours have on bank workers' of organizational citizenship behavior?
- What impact does the work leave program have on bank employees of organizational citizenship behavior?
- What impact do measures for dependency care have on bank workers of organizational citizenship behavior?

1.4 Objective of the study

1.4.1 General Objective of the study

The general objective of this study is to examine the Effect of Work-Life Balance on Organizational Citizenship Behavior of employees in Some Selected Branches of Awash Bank, South Addis Ababa District.

1.4.2 Specific Objective of the study

- To assess whether or not organizational citizenship behavior promotes the efficient operation of the organization.
- To investigate the effect of flexible work arrangements on organizational citizenship behavior among bank employees.
- To investigate how organizational citizenship behavior among bank employees is impacted by workload and working hours.

- To determine how the bank's employees' organizational citizenship behavior is affected by the work leave program.
- To evaluate how dependency care efforts affect bank employees' organizational citizenship behavior.

1.5 Scope of the study

The research was confined in terms of geography, concept, and methodology. Geographically, it focused on Certain Branches of Awash Bank located in the South Addis Ababa District. Although the influence of work-life balance on an organization and its workforce is complex, the research did not seek to analyze its possible impacts across all areas or dimensions relating to either the workforce or the organization. In terms of conceptual focus, the study examined how work-life balance (including flexible work schedules, hours of work, workload, time off programs, and childcare support) affects the citizenship behaviors of employees at Certain Branches of Awash Bank in South Addis Ababa District.

The study was methodically confined owing to the limited time available to collect and analyze data. Therefore, the sampling frame included only those employees who were working at Certain Branches of Awash Bank located in South Addis Ababa District. Quantitative research approach was used in collecting data through questionnaires that included only closed-ended questions. It was advantageous in the sense that it made it easy to collect and analyze data from a large population within a short period of time.

1.6 Significance of the study

In addition to fulfilling the academic responsibilities of the researcher, the findings from the above research could have several implications for the selected organization, decision-makers, other researchers, and any other stakeholder involved. Among others, through this study, some of the methods through which banks may be able to facilitate work-life balance support will be identified and help in developing work-life balance strategies within those organizations that motivate employees to make contributions beyond the bare minimum. Furthermore, raising awareness about the concept of work-life balance will go a long way in ensuring that human resource management in banks achieves high employee retention levels through commitment.

These findings can also be advantageous to the policy-makers because they may be used as a basis for making changes in policies concerning the concept of work-life balance. In addition,

this can help bring attention to the issues of strengths and weaknesses present in the current working of the concept of work-life balance. It is also expected from the researcher that the research would encourage other researchers to acknowledge the need for carrying out extensive research in this area.

1.7 Limitation of the Study

In general, this research provides useful information about the connection between work-life balance and the behavior of the employees regarding their organizational citizenship behaviors. Yet there are some limitations that can be faced during the research. First of all, it is necessary to note that the study analyzes the connection between work-life balance and organizational citizenship behavior among a certain number of Awash Bank branches located in South Addis Ababa district, and, therefore, it may not be relevant to all other bank branches. In addition, this research may also be limited to certain aspects that could affect work-life balance. Therefore, future research should pay attention to such factors. For example, the connection between work-life balance and organizational citizenship behavior has never been explored thoroughly in Ethiopia.It is also essential to replicate this study in other sectors, such as hospitality, telecommunications, education, and various manufacturing industries.

1.8 Definitions of key terms

- **Flexible work arrangement:** encompasses flexible schedule options, allowing employees to adjust their start and end times based on their preferences, as outlined by Dunne in 2007.
- **Working hour:** refers to the regulations defining the amount of time allocated for work, as described by Sparks and colleagues in 2011.
- **Work leave program:** According to Eseme and Ojo in 2015, work leave refers to the formal authorization provided to employees for absences due to medical reasons, personal health issues, maternity, as well as including holidays, vacations, sick leave, and personal time off.
- **Dependency care initiative:** Soni in 2015 and Oludayo et al. in 2018 noted that the dependent care initiative and the management of work-related stress emphasize fostering a culture that supports work-life balance initiatives.
- **Work load/work pressure:** Rubio and colleagues in 2004 defined workload as the perceived balance between the mental resources available and the demands of a task.

1.9 Structure of the Report

This study aims to explore how the balance between professional and personal life influences organizational citizenship behavior in selected branches of Awash Bank located in the South

Addis Ababa district, and will be divided into five sections. The initial section will cover the study's background, including the problem statement, research inquiries, study objectives, importance of the research, as well as the limitations, scope, and organization of the thesis. The subsequent section will focus on a literature review. The third section outlines the research methods employed. The fourth section offers analysis and interpretation of the data collected. Lastly, the fifth section concludes the thesis with a recap of the findings, conclusions reached, a series of recommendations, and will include references and appendices.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

In this chapter, the student researcher presents a pertinent review of existing literature concerning work-life balance initiatives, theories related to work-life balance, organizational citizenship behavior, the core aspects of organizational citizenship behavior, along with other significant information that ties work-life balance to organizational citizenship behaviors in a coherent manner.

2.2 The concept of work-life balance

Work-life balance is understood from the perspective that professional obligations and personal life should be regarded not as conflicting priorities but rather as complementary aspects that contribute to a fulfilling life. Employers play a crucial role in fostering work-life balance, not only to meet legal mandates that empower employees to request flexible working arrangements but also to promote equal opportunities by ensuring that employees with caregiving duties do not face challenges in their job environment, and to increase access to paid employment and career advancements (Yahya and Ying, 2015). Various experts have different interpretations of the term work-life balance. Sharma (2013) describes work-life balance as effectively managing and integrating paid employment with other vital roles and responsibilities that matter to individuals as unique human beings and community members. In addition, he explains that a balanced life involves proper distribution of one's emotional, mental, creative, spiritual, and physical resources in all areas of his/her life. It involves balancing between professional and familial responsibilities. The work-life balance involves the balancing of different roles people play in their lives according to Resourcing (2005). It is linked to role theory which indicates that having more than one role in life results into role conflicts and stresses. As explained by Clark (2001), having a balance in life means achieving satisfaction and proper functioning in both workplace and household with little or no stress. In addition, according to Guest (2002), work-life balance entails efficient management of paid employment and social activities. Work-life balance according to Carlson & Grzywacz (2007) involves efficiently handling expectations from both work-related and family partners on the roles one negotiates and shares with others. Overall, work-life balance involves an appropriate balance between time and efforts allocated to activities

of professional and personal nature for the sake of harmony in life. It shows one's ability to manage personal as well as professional life together. Schermerhorn et al (2005) and Singh & Khanna (2011) indicate that work-life balance includes a wider perspective which consists of the appropriate prioritization between work and life. Here, work covers one's career and aspirations while life covers happiness, leisure, family, and development.

2.3 Theoretical framework

Numerous hypotheses have been suggested by researchers to clarify the connection between work and family dynamics, along with the various dimensions involved in their relationship. There is no singularly recognized theory for work-life balance (WLB). In the development of theories for use in work-life balance research, they depend on the nature of the study, its variables, and its approach. The two major theories that form the foundation of most theories used to explain aspects of WLB include boundary theory and border theory (Bello1and Tanko2, 2020). Below is a brief discussion of some theories developed based on changing concepts of WLB:

2.3.1. Segmentation theory

The recent advocates of segmentation theory, like Taiwo et al. (2016), have mainly concentrated on its utilization amongst the blue-collar workers. Segmentation theory is based on the assumption that an employee's professional and family commitments are seen as entirely separate. The main principle of segmentation theory is that there exists no link between an individual's professional life and his/her personal life. According to Young & Kleiner (1992), segmentation theory divides work and family into two separate areas, with activities in one area not having any bearing on the other. They believed that work had no effect on a person's personal life and vice versa.

2.3.2. Spillover theory

Spillover theory is known for being broad because it takes into account all the connections between work and family life. The term spillover is not used merely to refer to an impact in which one experience influences the other; rather, it means that some experiences can be helpful or not when dealing with roles (Tammelin, 2009). According to Edwards and Rothbard (2000), there is a connection between professional and personal life: negativity experienced during work can cause conflicts in personal life, whereas positive spillover can imply that good experiences

help to succeed in something else. Negative spillover involves experiencing difficulties in one aspect of life, which results in negative feelings or dissatisfaction in another part of life.

2.3.3. Compensation theory

The compensation theory holds that personal and working lives are seen as two parts of the same environment, and therefore affect each other. Generally, one compensates for what is missing in the other part of one's life. For example, if an individual feels unhappy about his/her job, it is likely that such a negative experience may be compensated with a happier experience in the private sphere of one's life (Young and Kleiner, 1992). In essence, work-life balance initiatives are viewed as efforts to compensate for negative experiences in one sphere of life via more positive experiences in the other sphere. Such a compensation implies a negative correlation between work and family environments, whereby negative experiences in one area correspond to positive experiences in another (Christensen, 1990).

Stated in simple words, compensation means that employees tend to balance their negative feelings about one sphere of life by experiencing happiness about the other sphere of life.Lambert, (1990), Piotrkowski, & Crits-Christoph, (1981), determined that "each person views their residence as a refuge, and their family as a source of fulfillment absent in their work life.

2.3.4. Resource drain theory

The resource drain theory elucidates that there exists an imbalance in the connection between personal life and professional settings. It is posited that since resources are limited, any personal resources utilized in one area diminish the resources that remain for the other area (Frone, et al, 2002: Bakker, et al., 2009).

Moris and Madsen (2007) argue that resource drain theory pertains to the distribution of resources across different domains. When resources are designated for one area, the resources left over can become inadequate, which heightens the chances of experiencing stress and role conflicts (Edward, Rothbard, 2000: Frone, 2003). Overall, in accordance with resource drain theory, individuals manage their limited available resources to achieve a balance between professional and personal lives, transferring resources from one area to another to make the most of their scarce resources. Resources may also be redirected towards other domains not limited to

work and family, such as community involvement or personal interests (Edwards & Rothbard, 2000).

2.3.5. Border theory

The theory of border can offer another approach to analyzing problems related to the work-life balance described by Clark (2000). According to the theory of border, every person has different roles that take place in certain domains in life, which are differentiated using borders (physical, temporal, or psychological). Moreover, the focus is made on the idea of "crossing the borders" from one domain to another. The flexibility of these boundaries determines the integration level, transition ease, and possible conflicts between these domains. The flexible boundary helps to merge two domains. In some cases, the more integrated these domains become, the easier will be the transition, although, in this case, the likelihood of conflicts between work and family will be higher (Bellavia & Frone, 2005). The theory of border provides a theoretical basis that lacks many current approaches to examining the work-life balance and offers several reasons for the appearance of conflicts and helps to create an adequate balance between these domains. Moreover, not only organizations, but also employees can take part in creating such a balance. The key recommendation of this theory is that the organization should be more flexible and similar to a home in its aims (Clark, 2000).

2.3.6. Ladder theory

Developed by Bird (2006), this theory has emerged as one of the most pragmatic and effective strategies among all work-life balance theories. It posits that there are dual aspects for every rung of the ladder, which applies to work-life balance as well. In a work-life balance ladder, one side represents issues related to the organizational purpose or what the organization provides for its employees, while the other side focuses on individual employees' roles and responsibilities towards the organization. Thus, both sides are essential for achieving work-life balance and fostering a harmonious relationship between personal and professional roles of employees.

2.4. Initiatives for Achieving Work-Life Balance

Initiatives aimed at promoting work-life balance can be described as methods, guidelines, and actions that are implemented and sustained within workplaces to manage flexibility, the quality of both work and life, and the conflicts that arise between work and family (Arthur and Cook,

2003; Bardoel et al., 2008). These initiatives represent benefits and practices that organizations offer to their employees to help them effectively fulfill their responsibilities in both areas. Practices related to work-life balance are intentional modifications in organizational programs or culture that enhance balance and can empower employees to perform better in both their family and work responsibilities.

Initiatives that promote work-life balance grant individuals the power to choose when, where, and for what duration they undertake job-related tasks, allowing them to take control over their professional and personal roles, reduce tensions between work and home, and subsequently boost job satisfaction and commitment (Hill et al., 2001). The initiatives encompass adaptable work setups and leave options, such as flexible hours, remote working, arrangements for time off, support for dependent care, part-time work, shared job roles, assistance programs for employees, as well as services for childcare and eldercare, support or information regarding life outside of work, and various onsite amenities; these approaches are also referred to as family-friendly policies (FFPs) or benefits and policies related to work-life balance (Dex, 2002).

Flexible work arrangement Sometimes referred to as flextime, this concept pertains to the leeway provided to employees in selecting when they begin and end their work hours, typically aligning with a set range of core hours during which every employee is required to be at work (Anderson, et al, 2002: Hill, 2008). This time management approach includes flextime, which allows employees, whether individually or in groups, to adjust their start and end times based on a pre-established schedule that aims to enhance resource use effectively while fulfilling family responsibilities. Flextime is the most recognized form of flexible work arrangement, with other variations such as telecommuting, compressed work schedules, and part-time employment options. Frank and Lowe, (2003) describe ‘alternative work arrangements’ as work models that allow for flexibility in time or location, encompassing full-time hours that are adjusted according to personal preferences, compressed workweeks, part-time positions, seasonal roles, and working from home. Oludayo, et al, (2015) perceive parental leave as formal approval given to employees responsible for dependent caregiving. Maternity leave is another component of the work leave policy, generally more advantageous for female employees, permitting nursing mothers to take a three-month absence from their jobs. For health-related reasons, a provision for paid family and medical leave exists, enabling employees to take time off to manage dependent care issues or their own health matters. The advantages of work-life balance initiatives for employees include

greater control over the timing and location of their work (Thomas and Ganster, 1995) and improved work-family integration. Kossek and Ozeki, (1998) assert that such practices are seen as essential for all employees in alleviating stress that can arise within the workplace.

Conversely, the organizational benefits of maintaining work-life balance include reduced absenteeism (Dex & Scheibl, 1999), enhanced productivity (Sands & Harper, 2007), and increased employee retention (Borman, et al, 2001). Evidence also supports the notion that organizations that adopt work-life balance programs and flexible working options are more likely to gain a competitive edge (Morgan, 2009).

2.5. The idea of organizational citizenship behavior

The idea of organizational citizenship behavior has been formulated to create a straightforward interpretation of the term, describing it as 'additional behaviors' that aim to support the organization, which are voluntary and extend beyond established role responsibilities (Dyne, et al, 1994). This notion was initially presented by Organ in the 1980s, where he characterized organizational citizenship behavior as "behaviors exhibited by employees that surpass their formal job descriptions and contribute to the organization's effective operation" (Organ, 1988). Extra-role behavior has been further defined by Chien (2010), who states, "Extra-role behavior consists of behaviors or actions that help the organization and/or intend to benefit it." On the other hand, organizational citizenship behavior can be defined as "extra-role behavior that is not directly linked to any particular task or job requirement and which helps in building stronger relationships with clients and co-workers, teamwork, flexibility, and competitive advantage" (Peelle, 2001).As stated by Organ (1988), organizational citizenship behavior encompasses additional actions that employees demonstrate, such as care, assistance, support, discretionary actions, and behaviors beyond their defined responsibilities. According to Williams et al. (2009), there are two aspects of organizational citizenship behavior: organizational citizenship behavior individual (OCBI) and organizational citizenship behavior organization (OCBO). They characterized OCBI as actions taken by employees that directly benefit specific colleagues and contribute indirectly to the organization. OCBO was described as behaviors performed by employees that generally enhance the organization. These behaviors include factors such as being punctual, maintaining a positive attitude, and providing suggestions for improving the overall functioning of the organization.

2.6 Relationship between WLB and OCB

Organizations nowadays are constantly employing a variety of strategies, initiatives, and practices to increase employees' conscious and active participation and commitment in organizational operations in order to meet their goals and objectives. As a result, corporations are under increasing pressure to increase positive employee attitudes and behaviors in order to boost individual performance. In this perspective, OCB is viewed as a critical workplace behavior that has the potential to improve organizational performance. Furthermore, most studies on OCB characterize it as a positive and constructive conduct worthy of supervisory encouragement and critical to the organization's clients (Kegans et al., 2012; Vigoda-Gadot, E., &Beeri, I., 2011; Wang, 2015; Xerri, &Brunetto,2013; Zhao, Wu, Sun, & Chen, 2012 Organ, Podsakoff, and MacKenzie,(2006) define OCB as an employee's discretionary action that is not directly or openly recognized by the formal compensation system but improves the organization's performance efficiently and effectively. Furthermore, according to some academics, organizational citizenship behaviors are defined as going above and beyond what is expected in the workplace; these actions frequently result in important contributions to the organization (AnitSomech&Drach-Zahavy, 2004; Turnipseed, &Rassuli, A.2005). Members who believe the organization supports them are more likely to display OCBs, which is good for the organization (Tsui-Hsu Tsai & Jing Lin, 2014). As a result, businesses are increasingly focusing on improving employee OCBs.

Indeed, firms focus on developing, identifying, and implementing a variety of methods and procedures to encourage OCBs among their workforce. Higher levels of organizational support are linked to higher levels of employee engagement (Zhao et al., 2012), which leads to higher levels of OCBs in the workplace. Lambert, Hogan, and Griffin (2008) discovered that if employees are treated with respect and decency, they are more inclined to participate in OCBs. Work-life balance is considered an important predictor of organizational support, according to McCarthy et al. (2013). Furthermore, Allen (2001) discovered that it was critical to distinguish between employee views of supervisory support and organizational support, or a climate in which employees are encouraged to use work-life balance policies and initiatives Furthermore, Wang (2015) stated that improving work-life balance tactics inside the business adds to

generating a favorable mood in the day-to-day correctional work environment for staff, which in turn fosters OCB.

In this regard, several researches claim that improving employee work-life balance has a major impact on improving employees OCB' within the firm (Pradhan, Jena & Kumara, 2016, (Beham B.,2011); (Lambert, 2000), Lambert, Helly &Hogan, 2013). Employee attitudes, role perceptions, stress, work satisfaction, interpersonal trust, organizational commitment, and employee mood are all antecedents of OCB (Moorman, & Blakely, 1995; Williams & Wong, 1999). Hence, it's possible to enhance the OCBs of employees to improve these positive work attitudes among employees. In this scenario, researchers argued that work-life balance in the workplace has become a more important issue as it tends to exhibit positive results such as better mental health and resilience, greater productivity and effectiveness, higher levels of job satisfaction and engagement, lower turnover intention, reduced absenteeism, improved in-role performance, organizational commitment, employee morale , increase employees' sense of competence, reduce employee stress, employee loyalty ((Galinsky), Bond, & Hill, 2004; WFD Consulting, 2007; Richman, A. (2006).; Konrad &Mangel 2000; Lambert, 2000; Wang & Walumbwa, 2007; McNall, Masuda &Nicklin, 2009; Chan et al., 2016. Work–life balance, meanwhile, had a favorable effect on job and family satisfaction. Work–life balance, in turn, leads to job and family happiness since a person who has accomplished it is likely to be performing well at work and at home with minimal inter-role conflict (Greenhaus& Allen, 2011; Chan et al., 2016). People who are happier in their professions are more likely to participate in OCBs (Hoffman et al., 2007). In general, this trend enhances employees' OCBs within the company. Work-life balance, according to Organ, Podsakoff, and Mackenzie (2006), appears to improve employee participation in OCBs, which may benefit the firm through positive affectivity. However, Employees with competing work and family obligations may not always be able to go the additional mile for their company and display the high levels of OCBs that their bosses want (Beham, 2011). In other words, by providing a healthy work environment and atmosphere, enhancing work-life balance helps to develop employees' OCBs within the firm. However, few studies have previously looked into the link between work-life balance and OCB.

2.7 Empirical Review

Previous investigations concerning the link between initiatives for work-life balance and organizational citizenship behavior revealed that fostering work-life balance among employees

significantly boosts discretionary actions within the organization (Pradhan, et al, 2016: Lambert, 2000: Lambert, et al, 2013). According to Blau's social exchange theory (1964), research has demonstrated that employees who receive positive treatment from their organizations tend to respond positively by exhibiting behaviors associated with organizational citizenship.

Research conducted by Chiaburu & Harrison (2008) indicates that when one employee supports and is kind to another, this leads to a reciprocal effect, encouraging the other employee to engage more in individual organizational citizenship behavior (OCBI). This behavior is in line with Blau's social exchange theory (1964), which posits that when one employee does something beneficial for another, the second employee feels inclined to reciprocateIt can be argued that the distribution of responsibilities is important to establish an ideal work-life balance for people. The co-working relationships where people share job responsibilities may assist others to achieve an effective work-life balance by supporting each other emotionally, thus solving their work-life balance problems. At the same time, scientific literature shows that the absence of strong social links with people and the organization leads to increased turnover rates, lower intentions to stay with the company, and low levels of organizational citizenship behaviors (Shore & Liden, 1997).

Bragger et al. (2005) investigated the relationship between conflicts associated with different roles and the role conflict between work and personal responsibilities, finding out that such conflict has a negative effect on extra-role behaviors because "the more role conflict an employee experiences, the less likely they are to engage in OCBs." Therefore, in the current century, most companies are trying to develop their human resource policies related to work-life balance and to perceive it as a component of the social exchange process with their employees. Among many multinational corporations (MNCs) initiatives aimed at improving the lives of their employees are focused on helping them solve issues related to time management, thereby increasing their autonomy (Cieri, et al., 2005).

The majority of the studies related to this subject area originated outside Ethiopia although there are some papers published regarding this issue in the country and consequences of work-life conflict for employees. The recent research by Berhanu (2019) shows that factors such as long working hours, long working days, insufficient labor force to divide responsibility among, and lack of supervisory support have a great impact on work-life balance, especially for physicians. As a conclusion, the paper proposes that organizations should develop policies on work-life

balance proactively. The paper does not mention, however, any relation to organizational citizenship behaviors.

According to the recent investigation by Alemu, (2018), which analyzes the effect of work-life balance on engagement of employees in the work carried out in Ethiopian commercial banks, the positive factors that can affect employee engagement include supervisory support, coworker support, and company culture. Again, the issue of organizational citizenship behavior is not mentioned here. In the research by Girmay, (2019) regarding the influence of work-life balance on job satisfaction among employees, it was concluded that job satisfaction is improved by work conditions, work-life policies, and alternative leave balance, but negatively impacted by work hours. Nonetheless, this study failed to consider how work-life balance elements such as flexible work setups, leave programs, and caregiving initiatives influence organizational citizenship behavior.

The research carried out by Abayneh, (2020), focusing on how work-life balance affects women's job performance, demonstrates a positive correlation between work-life balance and the performance of female employees. Despite this, the study does not examine the aspect of organizational citizenship behavior. The research by Aynalem, (2020) indicates that the elements of work-life balance, such as leave and job sharing, are crucial for enhancing employee performance, while job-related stress has a significantly adverse connection with the dependent variable. Yet, it overlooks the impact of work-life balance on organizational citizenship behavior.

As noted in the work of Asfaw, (2018), factors related to work-life balance including interference between work and personal life, interference of personal life with work, arrangements for work time, employee assistance, and leave policies were identified as significant predictors of variations in job satisfaction. The researcher concludes that these four aspects of work-life balance significantly account for differences in job satisfaction. However, the study does not investigate how work-life balance relates to organizational citizenship behavior.

Research by Melesse, (2017) on the influence of work-life balance on employees' organizational commitment at the Commercial Bank of Ethiopia shows a noteworthy connection between work-life balance and organizational commitment. Nevertheless, this study does not explore work-life

balance's effect on organizational citizenship behavior. Thus, the current study aims to explore the correlation between work-life balance and organizational citizenship behavior specifically at Awash Bank in the South Addis Ababa District.

2.7.1. Flexible work arrangement

Referred to as more efficient working by (Dunne, 2007), it encompasses flexible work hours or schedule flexibility, enabling employees to adjust their work hours within a predetermined range that suits their needs. Various studies support this finding, including Hill et al., (2001), which indicates that flexibility in work scheduling is positively linked to work-life balance and negatively linked to work-family conflict; an increased workload leads to a greater imbalance between work and family life. Employees facing job rigidity are more likely to experience conflicts between work and personal life. Researchers have noted that improving employees' work-life balance plays a crucial role in enhancing their organizational citizenship behaviors (Pradhan, Jt., 2016). Therefore, based on the aforementioned considerations, the first hypothesis is proposed as follows:

H1: Adaptable work setups greatly enhance employees' behaviors that contribute positively to the organization.

2.7.2. Work Hours

Work hours are the amount of time spent working on a job by an individual. Time available for work affects the balance between profession and private life of individuals. Work hours are the guidelines or policies which define the number of hours dedicated to work. In Ethiopia, working hours for employees include 8 hours per day and 48 hours per week. As per labor laws in Ethiopia, any employee working beyond eight hours gets compensation for their overtime hours. Long working hours arise due to increased workloads, job insecurity, and pressure on performance (Sparks, et al, 2011).

Studies have shown that people who work for long hours are dissatisfied about time allocation towards work and realize the effects of this on their family life and domesticity. From this it can be concluded that long work hours create feelings of dissatisfaction with regard to work. Prolonged working hours have great health risks, causing depression or depressive symptoms. According to Banna & Tamakoshi (2014), extended hours of work lead to depression, anxiety, insomnia, and coronary heart disease. In other words, if the employee falls ill due to work-related

problems then his performance deteriorates, resulting in dissatisfaction and absenteeism at work. Thus, creating disharmony between work and private lives of individuals.

Scholars conducting research on work-life balance have concluded that work-family conflicts are created due to prolonged working hours, especially among women (Ohkubo, 2010). Conflicts arise when employees work overtime. Improved work-life balance has been identified as key to improve organizational citizenship behavior among employees (Pradhan, et al., 2016).

In the backdrop of above discussion, Hypothesis 2 is presented below:

H2: Working hours exert significant negative effect on organizational citizenship behavior of employees.

2.7.3 Work Leave Policies

Eseme and Ojo (2015) define work leave as formal consent provided to employees who bear responsibilities for childcare, medical leave allowing absences for personal health issues, and caring for dependents, along with maternity leave that primarily benefits female staff, allowing nursing mothers a three-month absence from work. The leave policy also extends to holidays, vacations, sick leave, and personal leave. As a result, work leave schemes enhance and promote employee participation in the workforce as well as their organizational citizenship behavior. In this context, paid leave is regarded as beneficial for new parents, assisting them in managing family obligations, though it may result in additional costs for the organization (Mathur, 2017).

The other aspect of the work leave program that provides support for employee mothers is that paid leave policies impact a family's financial situation following childbirth, owing to the direct compensation during leave and the increased chances of mothers continuing to work. Sheppard, (2016) asserts that California's paid leave program significantly reduces a mother's vulnerability to poverty after giving birth. Prior research has not examined the work leave program's influence on organizational citizenship behavior despite it being classified as a work-life balance initiative; therefore, the researcher is keen to explore the connection between these factors, the work leave program and organizational citizenship behavior.

H3: Work leave program has a notable positive influence on organizational citizenship behavior.

2.7.4. Dependency care initiative

A dependent is an individual who relies on another for support, such as a child who is cared for by their parents. Individuals who are ill may also depend on others due to their inability to

perform tasks independently and needing assistance. The elderly can also be categorized as dependents, along with non-working spouses, parents, siblings, or relatives (Preamble, 2004). Other researchers, Hein and Cassirer (2010), suggest that dependent care initiatives aid employees in balancing their work commitments and personal necessities. Thus, policies regarding dependent care are crucial as they play a significant role in keeping employees within the organization. Scholars like Soni (2015) and Oludayo et al. (2018) have indicated that the dependent care initiative and work-life stress management highlight the importance of fostering a supportive culture aimed at adopting work-life balance strategies. This suggests that when employees recognize the existence of organizational policies and practices for dependent care, they become more motivated to exceed their standard duties within that organization, which is referred to as organizational citizenship behavior. Hence, based on these theoretical ideas, Hypothesis 4 is formulated.

H4: There is a significant positive relationship between dependency care initiatives and organizational citizenship behavior.

2.7.5 Work Load/work pressure

Rubio et al. (2004) describe workload as the perceived connection between the available mental capacity or resources and the demands of the task at hand. The International Labor Organization characterizes "Work Pressure" as the detrimental physical and emotional reaction resulting from an imbalance between the perceived demands on an individual and their perceived resources and abilities to handle those demands (ILO, 2016).

Job-related stress or workload is influenced by various factors such as the structure of the organization, the design of tasks, and labor relations. It arises when the job demands either exceed or do not align with the worker's abilities, resources, and needs, or when the skills or knowledge of individuals or teams do not meet the expectations set by the organizational culture regarding workload or task volume. Work pressure can also be described as the unfavorable response individuals have to their jobs. Thus, throughout this study, the researcher will use workload and work pressure interchangeably. Previous studies indicate that workload adversely impacts Organizational Citizenship Behavior (OCB), as seen in the work of Jumadi, 2019, Kumar et al., 2019, and Dwomoh et al., 2019. Therefore, the findings from the workload investigation show a negative correlation with OCB. As a result, the researcher formulated a hypothesis based on these observations.

H5: Workload has a significant negative impact on organizational citizenship behavior.

2.8 Framework of the Study

Drawing from the comprehensive examination of pertinent literature and the theoretical foundation, the conceptual model has been formulated for this particular research. It is illustrated in the literature that organizational citizenship behavior is regarded as a dependent variable, with work-life balance positioned as the independent variable. In the independent variable of work-life balance, there are five components, which are: flexible work options, hours of work, leave policies, support for dependents, and workload management. The interactions between these variables in this research are described as follows.

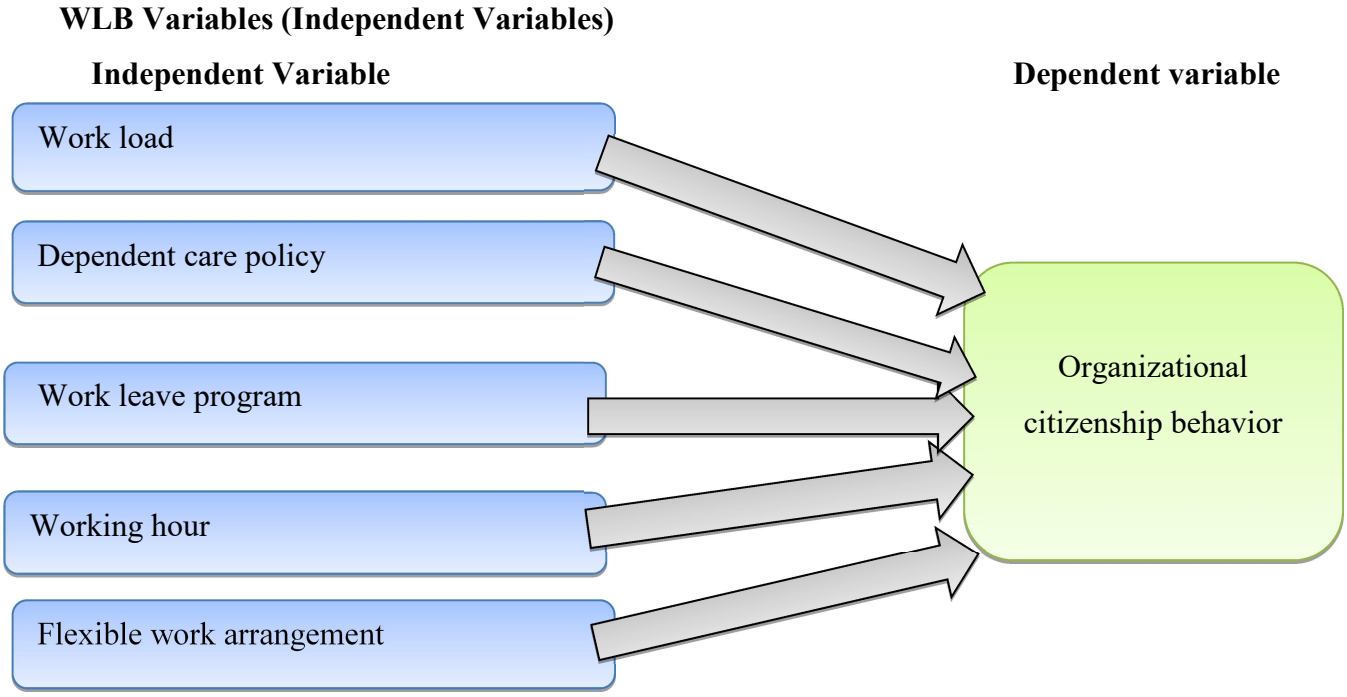

Figure 2.1. Conceptual frame work

Source: Adapt Pradhan &Kumari,(2016)

CHAPTER THREE

RESEARCH DESIGN & METHODOLOGY

3.1 Introduction

This part will provide the methods applied in this study. The research design, methodology, population, sample size, sampling method, data collection sources, data analysis methods, model formulation, as well as validation, reliability, and ethical considerations will all be covered in this part.

3.2 Research Design

As noted by Akhtar (2016), research design acts as a structure for the research conducted. It encompasses all elements of research conducted into one structure. Therefore, it can be concluded that it outlines the procedure that will be used to conduct the proposed research. The objective of the research under discussion is to determine the effects of work-life balance on organizational citizenship behavior at Awash Banks located in the South Addis Ababa District. In this case, the research was conducted using the descriptive and explanatory research designs. First, the descriptive research design was used to ascertain whether there are policies by banks with regard to work-life balance that would make workers behave beyond what is required from them. On the other hand, the explanatory research design was also considered in this research. The research design allows researchers to establish relationships between independent and dependent variables. It helps to identify cause-and-effect relationships and describe how employee work-life balance relates to independent variables in relation to its effect on the dependent variable (Saunders et al., 2012).

3.3 Research Approach

To draw an accurate conclusion regarding the topic and to address the research objectives, the necessary data were gathered utilizing a quantitative research approach, as the study aims to clarify the impact of work-life balance (WLB) on organizational citizenship behavior (OCB). Quantitative research enables researchers to measure and evaluate statistical data; it is a research type where the investigator determines the focus of the study, formulates specific, narrow questions, collects numeric (quantitative) data from respondents, analyzes these figures through

statistical methods, and conducts the investigation in an impartial, objective way (Creswell, 2005).

3.4 Target Population

The study focused only on employees from selected branches of Awash Bank operating in the South Addis Ababa District. The researcher sought to examine the influence of work-life balance on organizational citizenship behavior in Awash Bank in the South Addis Ababa District. The targeted population for the study were those employees operating in Awash Bank in the South Addis Ababa District. The entire population of the area stands at 1710 people.

3.5 Sample Size and Sampling Techniques

Regarding selection of respondents, non-probability sampling techniques were used. There are 95 branches in South Addis Ababa District of Awash Bank. Due to limitations of funds, budgetary restraints, and other resource constraints, it would be impossible for the researcher to survey all personnel working in all the branches under the district.

The number of samples collected from the population was calculated through the formula proposed by Kothari in 2004. The research used Sloven's formula to calculate the sample size in relation to the questionnaires used in the study, which were conducted at a confidence level of 95 percent and allowed an error of 5 percent. Similar methodologies have been used by Maryam, Mahdieh, and Masoud in 2016; Davis J. in 2005; and Semer in 2014.

Purposive sampling technique was used in this case. It is easy in theory to use random sampling method, but there are challenges that make it difficult. At times, there are no lists of personnel that can be sampled. For these reasons among others, purposive sampling technique was employed. Consequently, branches of the bank were selected depending on their years in operation, specifically selecting those that have been established for ten or more years for this analysis. A total of twenty branches were designated for conducting research among staff members within Awash Bank's South Addis Ababa District, including: Tulu Ejersa, Legehar, Furi, Burka, Burka Wayu (Haile Garment), Olompia, Beklo Bet, Flamingo, Temenja Yaj, Ertu Lebu, Alemgena, Gotera, Enderase, Fitber, Karl Adebabay, Gofa Mebrat, Kirkos 45, Urael Nigist, Dil Gebeya, Hana Mariam, and Africa Avenue branches.

To determine the proper sample size, the researcher applied Sloven's sampling formula, ensuring a 95% confidence interval and a 5% sampling error from the distributed questionnaires. Earlier

scholars also relied on sampling formulas to define the sample sizes necessary for their studies (Maryam, Mahdieh, and Masoud, 2016; Davis J., 2005; Semer, 2014). This formula helps define the total population alongside the sampling error necessary to arrive at the sample result.

According to this formula, the total population and sampling error shall be determined to calculate the sample result.

The sample is determined as: $n = \frac{N}{1+N(e)^2} = \frac{1710}{1+171\ \ (0.05)^2} = 324.17 \approx 324$

Where: n = Sample Size,

N = Total Population Size,

e = Acceptable Level of Error (that is 5%)

Source: Yamane (1967)

Based on the above formula, the researcher was gathered the data through questionnaire from 324 respondents choosing from each branches and Simple random sampling were selected as sampling technique just to make available equal opportunity of selection for employees of the target branches.

In case the goal of sampling is to provide a practical and economic mechanism to enable exact extrapolation of a sample from a given population, convenient sampling was used to give the questionnaires to the employees according to the following formula.

The sample is determined as $nX = \frac{xn}{N}$

Where: N= total population in a selected branches

x = no of employees in selected branch

n = no of sample size

Samples were taken as the following table.

Table 3.1 Purposive Sampling Frame

No.	Name of Branch	No. of Employees	Sample determined
1.	Tulu Ejersa	14	11
2.	Legehar	24	19
3.	Furi	26	21
4.	Burka Wayu (Haile Garment)	43	34
5.	Olompia	28	22
6.	Beklo Bet	18	14
7.	Flamingo	30	24
8.	TemenjaYaj	20	16
9.	ErtuLebu	28	22
10.	Alemgena	19	15
11.	Gotera	16	13
12.	Enderase	13	10
13.	Fitber	15	12
14.	Karl Adebabay	13	10
15.	GofaMebrat	16	13
16.	Kirkos 45	20	16
17.	UraelNigist	12	10
18.	DilGebeya	22	17
19.	Hana Mariam	18	14
20.	Africa Avenue	14	11
Total		**= 409**	**Total= 324**

Source: Survey Data Output (2024)

3.6. Source of data and method of data collection

The research utilized primary data, with the information being sourced from the employees of the chosen banks. To collect the necessary data from the targeted respondents, questionnaires were employed. These questionnaires were handed out to the professional staff at certain branches of Awash Bank located in the South Addis Ababa District. They were designed with closed-ended questions, allowing respondents to select one option from the five-point Likert scale. Additionally, the questionnaires contained inquiries about the demographic profiles of the participants, along with questions aimed at assessing their reactions concerning the chosen dependent and independent variables.

3.7. Data analyses techniques and statistical tools

Analysis of the collected data involved steps like recording, editing, organizing, coding, presentation, analysis, and interpretation of the data using quantitative analytics techniques after gathering data from different primary sources.

In the case of analyzing the quantitative data, descriptive statistics like percentage, means, and standard deviations as well as inferential statistics such as correlation and regression were used, and the results were presented in table form.

Multiple regression is a statistical technique used to show how efficiently a set of independent variables can predict a dependent variable. Correlation is a statistical technique that is used to examine the relationship between independent and dependent variables (Pallant, 2016).

This thesis was conducted using SPSS version 25.

3.8. Model Specification

The model was structured around two categories of variables, specifically the dependent variable (OCB) and the independent variables, which include flexible work arrangement practice, working hours, work leave programs practice, dependency care policy, and workload practice. The primary goal of employing a regression equation in this research is to enhance the study's effectiveness in explaining, comprehending, and predicting the mentioned variables.

The regression model created consists of five independent variables along with one dependent variable.

$$Y= \beta o+\beta 1FWA+\beta 2WH + \beta 3WLP + \beta 4DCP+ \beta 5WL+\varepsilon$$

Where Y= organizational citizenship behavior

FWA= flexible work arrangement

WH= working hours

WLP= work leave programs

DCP= dependency care policy

WL= workload

βo = Coefficients of the independent variables, ε = Error term in the model

The significance of the analytical model was evaluated using the ANOVA statistical model, which represents the analysis of variance, as well as conducting multiple linear regression analysis and correlation statistics to examine the relationship and impact between Work Life Balance (WLB) and Organizational Citizenship Behavior (OCB).

3.9 Questionnaire Pilot Testing

In business research, using a questionnaire is a standard method for gathering information. It is essential to conduct a pilot test for this questionnaire. The purpose of the pilot test is to improve the questionnaire, ensuring that participants can easily understand and answer the questions. Additionally, it evaluates the validity and reliability of the questions (Saunders et al. 2009). Typically, a pilot study can be carried out with 10–20% of the total intended sample size (Hazzi & Maldaon For this study, 15 percent of the questionnaires were analyzed and found suitable for conducting the pilot test. Feedback received suggested that filling out the questionnaire was easy, and no suggestions or recommendations for improvements were made. Therefore, there was no need for any further modifications. In addition, a reliability test was conducted in order to assess the internal consistency of the instruments used in this study.

3.10 Reliability test

An unsuitable method leads to data being not reliable and therefore invalid, leading to unreliable findings. It is, therefore, crucial that the reliability and validity of measurement tools used in data collection be ensured in quantitative studies. One of the widely used coefficients in determining reliability is Cronbach's α. This coefficient uses a scale of 0 to 1, implying that Cronbach's α in the range of 0.7 to 0.855 is acceptable, but lower values indicate a lack of reliability.The researcher will create variable scales (independent) on a Likert scale that spans from 1 (Strongly disagree) to 5 (Strongly agree), drawing from the existing literature in this field. As a result, the

Cronbach's alpha scores for the components aimed at reflecting the overall practices of Work Life Balance (WLB) and Organizational Citizenship Behavior (OCB) were evaluated.

3.11 Scale validation procedures

The researcher analyzes the scale validation by conducting the factor analyses and uses Cronbach's Alpha for the reliability test on a total of 35 items categorized in five groups. Five variables form part of the independent variables in the current research, and these variables cover five dimensions of the Work Life Balance (WLB) as practiced in the banking environment. These variables include 27 items, which include: flexible work arrangements (5 items), working hours (5 items), work leave policies (6 items), dependency care policies (5 items), and workload (6 items). On the other hand, the researcher considers Organizational Citizenship Behavior (OCB) practice among the banks as the dependent variable, which includes eight items developed by the researcher. To confirm whether the items measure the same construct, a test for convergent validity was conducted in each dimension of flexible work arrangements, working hours, work leave programs, dependency care policies, and workload of OCB. The KMO value was found to be more than the minimum limit of 0.6 in all five cases, besides Bartlett's Test of Sphericity revealed that items were fit for factor analysis (p0.001). Furthermore, the researcher used principal component analysis to test for discriminant validity using the 35 items meant to measure OCB.

3.12 Ethical Considerations

Considerations of ethics in research play a vital role. Ethics consist of the principles or criteria for behavior that differentiate right from wrong. They assist in discerning between behaviors that are permissible and those that are not. As professionals, researchers are bound by research ethics, a subset of applied ethics, which encompasses established rules and standards that guide their conduct.

Research ethics plays a crucial role in the daily research activities we undertake, necessitating that researchers safeguard the dignity of their participants and adequately share the findings from their inquiries (Fouka and Mantzorou, 2011). What makes ethical considerations vital in research? Firstly, ethical principles help to prevent the fabrication or manipulation of data, thus fostering the quest for knowledge and truth, which is the fundamental aim of research. Moreover, ethical behavior is required in teamwork settings as it creates a positive culture based on values

such as trustworthiness, accountability, and mutual respect. In addition, researchers need to conduct their activities ethically to earn the trust of the community. People want assurance that researchers are responsible and have considered important matters such as human rights, animal welfare, legality, conflicts of interests, security, and health matters, among many other concerns (Frohna, 2007).

For this research activity, permission will be sought from the Addis Ababa University School of Graduate Studies prior to starting the questionnaire distribution exercise. The project will be done following the ethical principles and policies of the college, and an ethical clearance letter will be obtained. As such, this study observes ethical considerations with regard to voluntary participation, informed consent, anonymity, and confidentiality.

In order to find out if the questions assess the same construct, a convergent validity test was undertaken for all five facets of the WLB practice of OCB. In total, 35 questions underwent further investigation through principal component analysis (PCA) with factor numbers fixed at 1.The Kaiser-Meyer-Olkin (KMO) values, exceeding the minimum threshold of 0.6 (Hair et al. 2010; Pallant 2010), alongside Bartlett's Test of Sphericity, confirmed that the items could be factored ($p<0.001$ across the board). All items within each dimension affirmed the results of the convergent test, with the exception of one enlarged OCB item, which was eliminated due to failure in meeting the convergent validity. The remaining 35 items underwent principal component analysis, followed by a discriminant validity test.

Before initiating the principal component analyses, the suitability of the data for factor analysis was established. For example, the KMO value for the "Work load" dimension stood at 0.810, significantly surpassing the recommended threshold of 0.6, while Bartlett's test of sphericity indicated statistical significance ($X2= 561.831$, $df=15$, $p<0.000$), confirming that the six items within the Work load dimension are eligible for factor analysis ($X2= 561.831$, $df=15$, $p<0.000$) (Pallant, 2010).

Table.3.2Results from Scale Validations and Reliability Test

No.	Variables	No of items	KMO	Approx. Chi-Square	Cronbach's Alpha
1	Flexible Work Arrangement	5	.637	213.328	0.701
2	Working Hours	5	.792	192.402	0.748
3	Work Leave Program	6	.692	296.028	0.745
4	Dependency Care Policy	5	.721	245.352	0.762
5	Work Load	6	.810	561.831	0.855
6	OCB	8	.698	451.122	0.743

Source: survey data output (2024)

A reliability test is an indication of the internal consistency of scales. It demonstrates the extent to which the scale's components are all measuring the same fundamental notion (Pallant,2010*)*. Cronbach's alpha coefficient is a popular measure of internal consistency, with a value of > 0.07 being the best. It is highly sensitive for a scale of fewer than 10 items in the dimension. In this case, the Work load dimension has very good internal consistency, with a Cronbach alpha coefficient reported of 0.855. Similar, approaches were used for the remaining 5 dimensions, convergent and discriminate validity test and reliability test.

CHAPTER FOUR

DATA PRESENTATION AND DISCUSSION

4.1. Introduction

This chapter outlines the analysis and interpretation based on the feedback collected via questionnaires distributed to participants. Out of 324 questionnaires sent to employees at selected branches of Awash Bank in South Addis Ababa District, 311 were completed and returned for analysis, resulting in a response rate of 95.99 percent. According to Mugenda and Mugenda (2003), a response rate exceeding 80% is deemed adequate for a self-administered survey. The analysis was done using Statistical Package for Social Science (SPSS) Version 25 to examine the impact that work-life balance had on organizational citizenship behavior at Awash Bank within the South Addis Ababa district. Data was presented using statistical methods like descriptive analysis and regression analysis. The results of the analyses were presented in graphical form in order to demonstrate the effects of work-life balance on organizational citizenship behavior among the staff members of the bank. The questionnaire was designed using Likert scale with values ranging from one to five, where the value of 1 represented strongly disagreeing, 2 was disagreeing, 3 was neutral, 4 meant agreeing, while 5 was strongly agreeing. Correlation was used to measure the relationship between different variables in question using Pearson correlation.

4.2. Response Rate of Sample Respondents

324 questionnaires were distributed to employees working in banks. Out of 324, 311 filled questionnaires were received, which means that the response rate is 311 out of 324 or roughly 96%. This number leaves us with 13 missing questionnaires because some people refused to answer them.

4.3. Demographic profile of the respondents

In this section, the researcher presents details about the gender, age, job title, work experience, and educational background of the respondents. This background information was deemed essential, as respondents' capacity to provide meaningful insights regarding the study's variables might be influenced by their personal histories. Evaluating and analyzing demographic profiles can reveal whether the researcher acknowledged the diversity among the sample respondents.

Additionally, examining the work experience and educational qualifications of the respondents is important to ascertain whether they possess sufficient experience and education, along with applicable work-life balance practices in their daily routines. Individuals with more experience and education are likely to have a deeper understanding of work-life balance practices and might provide more substantial responses. These social characteristics are significant to the study, as they allow respondents to offer information that is credible, dependable, and pertinent to this research.

Table 4.1: Gender frequency of the sample respondents

Gender of the respondents					
Gender		Frequency	Percent	Valid percent	Cumulative Percent
	Male	181	58.2	58.2	58.2
	Female	130	41.8	41.8	100.0
	Total	311	100.0	100.0	

Source: Researcher survey data SPSS output (2024)

In the previously mentioned table 4.1, it can be observed that among the 311 individuals surveyed, 58.2% identify as male while 41.8% identify as female. Consequently, due to the fact that the majority are male, this suggests that the predominant number of employees in the bank are men.

Table 4.2: Age group of the respondent's frequency distribution

Age of the Respondents				
Age	**Frequency**	**Percent**	**Valid Percent**	**Cumulative Percent**
20-30	149	47.9	47.9	47.9
31-40	112	36.0	36.0	83.9
41-50	50	16.1	16.1	100.0
Total	311	100.0	100.0	

Source: Researcher survey data SPSS output (2024)

As presented in table 4.2, the distribution of ages reveals that 47.9% of participants fell within the 20 to 30 age range, 36.0% were aged 31 to 40, and 16.1% were in the 41 to 50 age bracket. The largest proportion of the participants belonged to the 20-30 age group. This suggests that a significant portion of the bank's workforce is under 41 years old, highlighting that a large number of the bank's employees are relatively young.

Table 4.3 Marital status of respondents

Table 4.1 marital status of respondents				
Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
Married	207	66.6	66.6	66.6
Single	104	33.4	33.4	100.0
Widowed	0	0	0	0
Divorced	0	0	0	0
Total	311	100.0	100.0	

Source: Researcher survey data SPSS output (2024)

Table 4.3 above gives the percentages of marital status amongst the respondents. Out of all the respondents, 66.6% have a marital status of married, and 33.4% are unmarried. From the results above, it can be seen that most of the respondents are married. This implies that a larger part of the employees working in the organization are married people, hence they have more obligations than single people, and this may influence organizational citizenship behavior negatively.

Table 4.4 Educational back ground of respondents

Education	Frequency	Percent	Valid Percent	Cumulative percent
Diploma	-	-	-	-
first degree	271	87.1	87.1	87.1
Masters and above	40	12.9	12.9	100.0
Total	311	100.0	100.0	

Source: Researcher survey data SPSS output (2024)

The table 4.4 presented above illustrates the educational background of those surveyed. A significant portion (87.1%) possesses a bachelor's degree, while the rest, amounting to 12.9%,

have attained master's degrees or higher. This allows the researchers to infer that a large number of the participants have only a bachelor's degree. It suggests that the majority of roles within the banks do not necessitate advanced professional expertise and that the banks do not offer educational opportunities or programs for their employees.

Table 4.5 Work experiences of respondents

Years		Frequency	Percent	Valid Percent	Cumulative Percent
	1-3	140	45.0	45.0	45.0
	4-6	90	29.0	29.0	74.0
	7-10	42	13.5	13.5	87.5
	Above 10	39	12.5	12.5	100.0
	Total	311	100.0	100.0	

Source: Researcher survey data SPSS output (2024)

Based on the information presented in table 4.5 related to the employment duration within their organization, 45.0% of participants possess between 1 and 3 years of professional experience; 29.0% have worked for their organization for a span of 4 to 6 years; 13.5% of participants have been employed for a period of 7 to 10 years; while the remaining 12.5% have an experience of over 10 years. This indicates that the majority of the respondents lack a significant level of experience.

Table 4.6 Respondents Current position

Position of the respondents				
Position	**Frequency**	**Percent**	**Valid Percent**	**Cumulative percent**
None manager	266	85.5	85.5	85.5
Manager	45	14.5	14.5	100.0
Total	311	100.0	100.0	

Source: Researcher survey data SPSS output (2024)

Concerning the present roles of participants, 85.5% of the workforce consists of non-managerial staff, while 14.5% holds managerial positions. Therefore, most of the participants do not fall into the managerial category. Based on the current roles of staff members, it is evident that most employees in the banks occupy non-managerial roles.

4.4. Descriptive analysis of variables

In this section, the collected data was entered and reported using SPSS version 25. The frequency of each variable response with respect to the respondents' category is analyzed and presented. In this study, the researcher designed different sorts of questions in line with the study variable and collected data with the help of those designed questions. The collected data was then transformed or computed to yield a mean value for each predictor and outcome variable. This mean value was computed by summing up the result of each question in line with each variable and divided by the number of questions in each factor and outcome variable, and the mean and standard deviation of that computed item value were summarized.

The descriptive statistics were used to examine the mean and standard deviation of the responses of respondents in the WLB and OCB scales, which are not apparent in the raw data. The WLB scale contains 27 questions that ask respondents about their perceptions of WLB across five dimensions. The number of questions for FWA, WH, WLP, DCP, and WL is 5, 5, 6, 5, and 6 respectively. The organizational citizenship behavior scale contains 8 questions that ask the respondents their perception.

Table 4.7 Descriptive statistics for WLB and OCB scale responses

Descriptive Statistics			
Variables	Mean	Std. Deviation	N
Independent Variables (WLB)			
Flexible Work Arrangement	2.9301	.94501	311
Working hours	3.9387	.91042	311
Work leave programs	2.7921	.94445	311
Dependency care policy	3.3957	1.03055	311
Work load	2.3163	1.15581	311
WLB	**3.07458**	**.997248**	**311**

Dependent Variable			
OCB	**3.4926**	**.80990**	**311**

Source: Researcher survey data SPSS output (2024)

The descriptive statistics displayed in Table 4.7 above show the number of respondents, mean and standard deviations among the variables of the study in each dimension. The number of respondents in the dependent variable is different as there are some respondents who didn't respond to some items in the questionnaire.

The measurement of items in the survey questionnaire was based on a 5-point Likert scale, with 1 demonstrating "strongly disagree" and 5 demonstrating "strongly agree". The mean score measurement of Lope Pihie and Bagheri (2011) is used for the description of the participants' mean score as low, moderate, and high. The mean score above 3.80 was considered high, 3.40-3.79 was considered moderate, and below 3.39 was regarded as low.

Descriptively, the mean or the average response of the respondents to the question about the degree of their work-life balance was 3.07 (SD=.997248) on a 5-point scale. This shows that a low level of WLB is perceived by the respondents. The average response time of WH was 3.9387 (SD=.91042). It is the highest mean as compared to the WL within a mean of 2.3163 (SD=1.15581), WLP within a mean of 2.7921 (SD=.94445), FWA with a mean of 2.9301 (SD=.94501), and DCP with a mean of 3.3957 (SD=1.03055). This indicates that for the sampled employees, work and personal life are more supportive of one another than an interference with one another. This result works for the majority of the participants since there is low variability in the responses among the respondents, as shown in the standard deviation result.

In addition, the mean or average response of the respondents to the question about the degree of their organizational citizenship behavior was 3.4926 (SD=.80990) on a 5-point scale. Unlike the independent variable (WLB), this result also shows that the dependent variable (OCB) shows a medium level of organizational citizenship behavior.

The result of the standard deviation also shows that there is a reasonable variance on the average level of the variables under study among the respondents and normality for use in subsequent analyses.

4.5 Descriptive Analysis practice of Organizational Citizenship Behavior

4.5.1 Organizational Citizenship Behavior

Organizational citizenship behavior refers to actions taken by employees that are voluntary and not directly rewarded by formal systems. However, these actions contribute significantly to the overall efficiency of the organization. To put it differently, voluntary behavior indicates that these actions are not mandatory aspects of the role or job description; they are not explicitly detailed in the employment contract with the organization. Instead, such behavior is largely based on individual preference, and the absence of it is typically not considered a punishable offense (Organ, 1988).

No	Item	Distribution	Response categories					Mean	Std. Dev.	No
			SD	**D**	**N**	**A**	**SA**	**Stat.**	**Stat.**	
1	I am willing to take time out of my Busy schedule to help with orientation or training new employees	Freq.	5	119	27	62	98	3.42	1.322	311
		Percent	1.6	38.2	8.6	19.9	31.7			
2	I willingly give of my time to help others out whom have work related problems	Freq.	-	140	25	59	87	3.30	1.296	311
		Percent	-	45.2	8.1	18.8	28.0			
3	I help others who have heavy workloads	Freq.	17	134	3	82	75	3.21	1.357	311
		Percent	5.4	43.0	1.1	26.3	24.2			
4	I help others who have been absent	Freq.	7	147	38	50	69	3.09	1.266	311
		Percent	2.2	47.3	12.4	16.1	22.0			
5	I am always ready to lend a helping hand to those around me	Freq.	25	79	43	39	125	3.52	1.434	311
		Percent	8.1	25.3	14.0	12.4	40.3			
6	I believe giving an	Freq.	20	57	18	59	157	3.89	1.369	311

	honest day's work for an honest day's pay	Percent	6.5	18.3	5.9	18.8	50.5			
7	I don't take extra breaks	Freq.	20	48	12	70	161	3.97	1.329	311
		Percent	6.5	15.6	3.8	22.6	51.6			
8	I am one of the most reliable employees	Freq.	22	85	27	53	124	3.55	1.422	311
		Percent	7.0	27.4	8.6	17.2	39.8			
Grand (total) mean and Std.dev.								3.49375	1.35	

Table 4.8 Frequency Distribution-Respondents' Response about OCB

Source: Researcher survey data SPSS output (2024)

Item-1 in the table expresses, "I am prepared to allocate time from my busy schedule to assist with the orientation or training of new staff." (n = 5) (Valid percent = 1.6%) and (n = 119) (valid percent = 38.2%) of those surveyed strongly disagreed and disagreed, respectively. Conversely, (n = 62) (valid percent = 19.9%) and (n = 98) (valid percent = 31.7%) of participants agreed and strongly agreed, respectively. Meanwhile, 8.6% of respondents were neutral regarding this matter. As a result, this suggests that a majority of bank employees are eager to invest their time, even if it means stepping away from their busy schedules, to provide orientation and training for new hires.

As shown in item 2 of the table, I willingly devote my time to assist others facing job-related challenges. (n = 140) (Valid percent = 45.2%) of the surveyed individuals expressed disagreement. However, (n=59) (valid percent=18.8%) and (n=87) (valid percent=28.0%) agreed and strongly agreed with this statement, respectively. While 8.1% of the participants were neutral about this issue, it can be deduced that most of the employees are willing to assist people who have problems at their work.

The third item in the table reveals my willingness to assist individuals with heavy workloads; (n = 17) (valid percent = 5.4%) and (n = 134) (valid percent = 43.0%) of respondents strongly disagreed and disagreed, respectively. Nonetheless, (n = 82) (valid percent = 26.3%) and (n = 75) (valid percent = 24.2%) agreed and strongly agreed, respectively. Furthermore, 1.1% of respondents did not express a clear opinion of disagreement or agreement. This illustrates that

employees are inclined to support colleagues who are particularly burdened with a large number of tasks.

In item 4 of the table, it was mentioned that I assist colleagues who have been absent. Regarding this statement, (n = 7) (valid percent = 2.2%) and (n = 147) (valid percent = 47.3%) of the respondents strongly disagreed and disagreed, respectively. Alternatively, (n = 50) (valid percent = 16.1%) and (n = 69) (valid percent = 22.0%) agreed and strongly agreed, respectively. While 12.4% of respondents did not identify their stance as either disagreement or agreement, it appears that a significant number of employees do not provide assistance to absent colleagues in fulfilling their work responsibilities.

Item 5 of the table noted that I am consistently willing to help those around me. In response to this statement, (n = 25) (valid percent = 8.1%) and (n = 79) (valid percent = 25.3%) of respondents strongly disagreed and disagreed, respectively. In contrast, (n = 39) (valid percent = 12.4%) and (n = 125) (valid percent = 40.3%) reported that they agreed and strongly agreed, respectively. While 14% of the participants did not have a position on their agreement or disagreement on this topic, most of the employees seem to have agreed with the idea of being willing to help individuals around them.

From the table, it can be noted that as shown in item 6, I am of the opinion that "I believe in giving an honest day's work for an honest day's pay." In relation to this statement, (n = 20) (valid percent = 6.5%) of the respondents strongly disagreed, and (n = 57) (valid percent = 18.3%) disagreed. On the other hand, (n = 59) (valid percent = 18.8%) and (n = 157) (valid percent = 50.5%) agreed and strongly agreed, respectively. Moreover, 5.9% of the respondents were neither disagreeing nor agreeing with the statement. It is evident that the majority of the respondents agree with the notion that "I believe in giving an honest day's work for an honest day's pay."

According to the table shown in item 7, I don't indulge in taking unnecessary breaks. From item 7, (n = 20) (valid percent = 6.5%) of the participants strongly disagreed. On the flip side, (n = 70) (valid percent = 22.6%) and (n = 161) (valid percent = 51.6%) reported agreement and strong agreement, respectively. Moreover, 3.8% of respondents did not express a stance on disagreement or agreement, suggesting that a significant majority of respondents refrain from taking extra breaks.

Item 8 of the table claimed that I am among the most dependable employees. For this item, (n = 22) (valid percent = 7%) of participants expressed strong disagreement, and (n = 85) (valid percent = 27.4%) disagreed. In contrast, (n = 53) (valid percent = 17.2%) and (n = 124) (valid percent = 39.8%) indicated agreement and strong agreement, respectively. While 8.6% of respondents did not select disagreement or agreement, the findings suggest that most responses indicate a perception of reliability among employees.

According to table 4.8 related to OCB, the average responses provided by participants regarding their willingness to spare time from their hectic schedules to assist with the orientation or training of new team members, their readiness to support colleagues, and their reliability as employees yielded mean scores of 3.42, 3.52, and 3.55 respectively, accompanied by standard deviations of 1.322, 1.434, and 1.422. This indicates a medium-level perception of the responses from the participants. Conversely, the study's results indicated a high-level perception regarding the statement about giving an honest day's work for fair pay, with mean scores of 3.89 and 3.97 respectively, as well as a commitment to not taking additional breaks. Furthermore, the responses concerning other OCB items, such as "I readily offer my time to assist others dealing with work-related issues; I provide help to those overwhelmed with tasks; I assist colleagues who have been absent," garnered mean scores of 3.30, 3.21, and 3.09 respectively, reflecting a low-level perception among participants. Additionally, the collective average mean score of all OCB-related questions presented a medium-level perception of participant responses, with an overall mean of 3.4975.

4.6 Average and standard deviation of OCB

Organizational citizenship behavior refers to actions by employees that are voluntary and not explicitly acknowledged by the formal reward system, which collectively aids in the effective operation of the organization (Organ, 1988). The term discretionary implies that these behaviors are not legally obligatory according to the job description or role, meaning they are not explicitly detailed in the employment contract with the organization. Instead, these behaviors originate from personal decision-making, and failing to exhibit them typically does not result in punitive consequences. The employees of the banks demonstrated a moderate level of extra role behavior, achieving an average score of 3.4926 with a standard deviation of .80990. This moderate exhibition of organizational citizenship behavior signifies that staff members are moderately engaged in activities beyond their primary duties, such as assisting peers with issues related to

the bank, showing genuine respect for organizational guidelines beyond minimum expectations, refraining from complaining about minor issues, providing support to avert conflicts between colleagues, and having a moderate concern for their organization's reputation and welfare.

4.7 Overview of Work-Life Balance Practices

4.7.1 Flexible Work Arrangement

According to Dunne (2007), this concept is termed smarter working and encompasses flexible working hours, also known as flextime, which permits employees to fulfill a specific number of hours while adjusting their starting and finishing times based on their personal convenience.

Table 4.9 Frequency Distribution-Respondents' Response about flexible work arrangement

No	Item	Distribution	Response categories					Mean	Std. Dev.
			SD	D	N	A	SA		
1	The organization allow for flexible work hours.	Freq.	30	140	-	95	46	2.95	1.316
		Percent	9.7	45.2	-	30.6	14.5		
2	The organization offers temporary part time work options during a family crisis.	Freq.	40	120	40	61	50	2.87	1.317
		Percent	12.9	38.7	12.9	19.4	16.1		
3	Increasing flexibility in work location.	Freq.	54	125	18	34	80	2.88	1.493
		Percent	17.2	40.3	5.9	10.8	25.8		
4	Offering part time work options	Freq.	42	120	20	77	52	2.92	1.358
		Percent	13.4	38.7	6.5	24.7	16.7		
5	Allow job sharing where one job is split between 2 people for working fewer hours	Freq.	54	105	13	57	82	3.03	1.508
		Percent	17.2	33.9	4.3	18.3	26.3		
Grand (total) mean and Std.dev.								2.93	1.39

Source: Researcher survey data SPSS output (2024)

According to item-1 of table 4.9, the employees' perceptions on the implementation of flexible work arrangements based on percentages were (n = 30) (valid percent = 9.7%) and (n = 140) and (valid percent = 45.2%) of respondents strongly disagree and disagree with the organization's allowing for flexible work hours. On the contrary, (n = 95) (valid percent = 30.6) and (n = 46)

(valid percent = 14.5%) agree and strongly agree, respectively. This implies that the bank do not allow for flexible work hours for their employees.

Item 2 of the table (n = 40) (valid percent = 12.9%) and (n = 120) (valid percent = 38.7), of respondents strongly disagree and agree that the organization offers temporary part-time work options during a family crisis. On the other hand, (n = 61) (valid percent = 19.4) and (n = 50) (valid percent = 16.1) agree and strongly agree on the issue. While 12.9% are neutral about the issue, this implies that temporary part-time work options are not allowed during a family crisis.

As displayed in item -3 of the table (n = 54) (valid percent = 17.2%) and (n = 125) (valid percent = 40.3%) of respondents strongly disagree and agree with regard to increasing flexibility in work location, respectively. However, (n = 34) (valid percent = 10.8%) and (n = 80) (valid percent = 25.8%) of those polled agree or strongly agree on the issue. whereas the remaining 5.9% were neutral about the issue. It implies that flexibility is not increasing in the bank.

Item-4 of the table (n = 42) (valid percent = 13.4%) and (n = 120) (valid percent = 38.7%) of the respondents strongly disagree and disagree, respectively, on offering part-time work options. On the other hand, (n = 77) (valid percent = 24.7%) and (n = 52) (valid percent = 16.1%) of the respondents agree and strongly agree on the issue. While 6.5% are neutral about the issue. The results show that the bank doesn't offer part-time work options.

Item-5 of the table indicates (n = 54) (valid percent = 17.2%) and (n = 105) (valid percent = 33.9%) of the respondents strongly disagree and disagree, respectively, on allowing job sharing where one job is split between 2 people for working fewer hours. But (n = 57) (valid percent = 18.3%) and (n = 82) (valid percent = 26.3%) of the respondents agree and strongly agree on allowing job sharing where one job is split between two people for working fewer hours. While 4.3% are neutral about the issue, Therefore, job sharing is not simply allowed in the bank when one job is split in two to reduce working hours.

The result on the flexible work arrangement indicated that: flexible work arrangement specific questions on the issue of the organization allowing for flexible work hours; the organization offering temporary part-time work options during a family crisis; Increasing work location flexibility; providing part-time work options; and allowing job sharing, where one job is split between two people to work fewer hours. These items have a mean score and a high percentage coverage value of (M = 2.95, 2.87, 2.88, 2.92, and 3.03 and a standard deviation of 1.316, 1.317,

1.493, 1.358, and 1.508) respectively. And the average mean value of all flexible work arrangement questions shows low level perception respondent responses within the mean score is 2.93.

4.7.2 Working Hours

The duration of time dedicated to our jobs impacts the equilibrium between work and personal life. Working hours are established as the guidelines that specify the total hours allocated to work activities. In the context of Ethiopia, the standard working hours for employees are set at eight hours daily and 48 hours weekly. According to Ethiopian labor legislation, any worker who exceeds eight hours of work is entitled to additional compensation for overtime. Longer working hours are perceived as a result of rising workload demands, concerns of job stability, and expectations regarding performance and pressure (Sparks, et al, 2011).

No	Item	Distribution	Response categories					Mean	Std. Dev.
			SD	D	N	A	SA	Stat.	Stat.
1	I am working more than 8 working hours per day without additional payment	Freq.	13	34	55	72	137	3.92	1.199
		Percent	4.3	10.8	17.7	23.1	44.1		
2	Attendance and punctuality is strict.	Freq.	8	27	82	48	146	3.95	1.150
		Percent	2.7	8.6	26.3	15.6	46.8		
3	It is often difficult to tell where my work life ends and my family life begin.	Freq.	22	38	49	52	150	3.87	1.325
		Percent	7.0	12.4	15.6	16.7	48.4		
4	The time I spend in my job is resisted my social responsibilities, e.g., visiting relatives and friends	Freq.	27	34	38	38	174	3.96	1.377
		Percent	8.6	10.8	12.4	12.4	55.9		
5	My job is enabling me to spare a suitable time for my family	Freq.	33	15	40	47	176	4.02	1.366
		Percent	10.8	4.8	12.9	15.1	56.5		
Grand (total) mean and Std.dev.								3.94	1.2834

Table 4.10 Frequency Distribution-Respondents' Response about working hours

Source: Researcher survey data SPSS output (2024)

Item-1 of the table (n = 13) (valid percent = 4.3%) and (n = 34) (valid percent = 10.8%) of the respondents strongly disagree and disagree with the question which stated about working more than 8 work hours per day without additional payment, respectively. On the other hand, (n = 72) (valid percent = 23.1%) and (n = 137) (valid percent = 44.1%) of the respondents agree and strongly agree on the issue. whereas the remaining 17.7% were neutral about the issue. This indicated that the bank employees were performing more than eight hours per day without additional payment.

As shown in table item-2 (n = 8, valid percent = 2.7%) and (n = 27) valid percent = 8.6%, respondents strongly disagree and disagree that attendance and punctuality are strictly enforced. However, (n = 48) (valid percent = 15.6%) and (n = 146) (valid percent = 46.8%) of the respondents agreed or strongly agreed. While the questions accounted for 26.3%.This indicates that attendance and punctuality are strict in bank. The other item3 stated that it is often difficult to tell where my work life ends and my family life begin. For this item, (n = 22) (valid percent = 7.0%) and (n = 38) (valid percent = 12.4%) of respondents replied strongly disagree, disagree, and 15.6% of respondents replied neutral. The remaining (n = 52) (valid percent = 16.7%) of respondents replied agree, whereas (n = 150) (valid percent = 48.4%) of them strongly agree. Therefore, the majority of the respondents to the bank are in trouble to tell where their work life ends and family life begins.

Item-4 of the table indicates (n = 27) (valid percent = 8.6%) and (n = 34) (valid percent=10.8%) of the respondents strongly disagree and disagree that the time I spend on my job influences my social responsibilities, e.g., visiting relatives and friends, respectively. Furthermore, for this question, (n = 38) (valid percent = 12.4%) and (n = 174) (valid percent = 55.9%) of respondents agree and strongly agree about the issue, respectively. the remaining 12.4% of the respondents replied that they were neutral about the issue. This result indicates that a slightly greater number of employees of the bank can't participate in social life as their desire.

The last item-5 of the table indicates that (n = 33) (valid percent = 10.8%) and (n = 15) (valid percent = 4.8%) of the respondents strongly disagree and disagree on the question of whether my job is enabling me to spare suitable time for my family respectively. On the other hand, (n = 47)

(valid percent=15.1%) and (n = 176) (valid percent=56.5%) of respondents agree and strongly agree on the question that my job allows me to devote adequate time to my family. the remaining 12.9% of the respondents replied that they were neutral about the issue.

On the other hand, the study sought to analyze WLB practiced by OCB. Respondents were asked a number of five questions, which helped to gather information about the WLB practiced by OCB. The study revealed that the majority of the respondents' responses show a high level perception that I am working more than 8 working hours per day without additional payment. Attendance and punctuality is strict. It is often difficult to tell where my work life ends and my family life begin. The time I spend on my job is resisted by my social responsibilities, e.g., visiting relatives and friends, my job enables me to spare suitable time for my family with a mean score of 3.92, 3.95, 3.87, 3.94, and 4.02 respectively**.** And the average mean value of all the working hours' questions shows high level perception respondent responses within the mean score is 3.94.

4.7.3 Work Leave Programs

Organizational leave policies encompass both compensated and uncompensated time off for childbirth, childcare, and other significant leave programs that demand considerable attention. Easy access to remunerated parental leave, sufficient leave duration, and organizational backing are crucial factors influencing the balance between work and family life. In contrast, having restricted or no remunerated parental leave can lead to negative outcomes, which in turn can reduce employees' organizational citizenship behavior (Brough and Driscoll, 2005).

Table 4.11 Frequency Distribution-Respondents' Response about work leave programs

No	Item	Distribution	Response categories					Mean	Std. Dev.
			SD	D	N	A	SA	Stat.	Stat.
1	The organization allow for special family leave	Freq.	42	154	20	30	65	2.75	1.385
		Percent	13.4	49.5	6.5	9.7	21.0		
2	The maternity benefits-medical insurance provided by the organization build WLB	Freq.	32	144	13	32	90	3.02	1.465
		Percent	10.2	46.2	4.3	10.2	29.0		

3	Offering extended parental leave	Freq.	45	127	16	59	64	2.90	1.412
		Percent	14.5	40.9	5.4	18.8	20.4		
4	Ensuring people take their annual leave regularly	Freq.	60	134	20	42	55	2.67	1.397
		Percent	19.4	43.0	6.5	13.4	17.7		
5	My organization provides medical insurance to me and my family	Freq.	59	144	6	47	55	2.67	1.405
		Percent	18.8	46.2	2.2	15.1	17.7		
6	Wedding break or marriage leave is given to employees	Freq.	65	126	10	43	67	2.75	1.480
		Percent	21.0	40.3	3.2	14.0	21.5		
Grand (total) mean and Std.dev.								2.793	1.068

Source: Researcher survey data SPSS output (2024)

According to item-1 of table 4.5, the employee's perceptions on the implementation of work leave policy (n = 42) (valid percent = 13.4%) and (n = 154) (valid percent = 49.5%) of the respondents are strongly disagree and disagree on the question which is entitled, "The organization allows for special family leave, respectively." However, (n = 30) (valid percent = 9.7%) and (n = 65) (valid percent = 21.0%) of those polled agree or strongly agree on the issue.6.5 percent were neutral about the issue. Consequently, more than half of the respondents lied at the above disagreement level, which indicated that the organization doesn't allow for special family leave.

Item-2 of the table for the question that asks about the maternity benefits-medical insurance provided by the organization builds work life balance, (n = 32) (valid percent=10.2%) and (n =144) (valid percent=46.2%), of the respondents strongly disagree and disagree, respectively. On the other hand, (n = 32) (valid percent = 10.2%) and (n = 90) (valid percent = 46.2%) of the respondents on the question of the maternity benefits-medical insurance provided by the organization build Work Life Balance respectively. whereas the remaining 4.3% were neutral

about the issue. The result shows that there is less the maternity benefits-medical insurance provided by the organization to build WLB.

As displayed in item-3 of the table, (n = 45) (valid percent = 14.5%) and (n = 127) (valid percent = 40.9%) of the respondents strongly disagree and disagree, respectively, on offering extended parental leave. However, (n = 59) (valid percent =) (n =18.8%), (n = 64) (valid percent=20.4%), and 5.4%, respectively, agree, strongly agree, and are neutral about the question.

Item-4 of the table for the question that asks about, ensuring people to take their annual leave regularly, (n = 60) (valid percent = 19.4%) and (n = 134) (valid percent = 43.0%) of the respondents strongly disagree and disagree, respectively. But, (n = 42) (valid percent = 13.4%) and (n = 55) (valid percent = 17.7%) of the respondents agree and strongly agree on ensuring people take their annual leave regularly. whereas 6.5% of respondents are not in agreement or disagreement with the issue. This indicated that the bank employees don't take their annual leave regularly.

The next item-5 of the table on work leave programs is that my organization provides medical insurance to me and my family. It indicates (n = 59) (valid percent = 18.8%) and (n = 144) (valid percent = 46.2%) of bank employees were strongly disagree, disagree, and neutral. The remaining (n = 47) (valid percent = 15.1%) and (n = 55) (valid percent = 17.7%) of the respondents were agree and strongly agree. However, the offering of extended parental leave is not allowed.

The last item-6 of the table on wedding break or marriage leave is given to employees and indicates (n = 65) (valid percent = 21.0%) and (n = 126) (valid percent = 40.3%) of the respondents strongly disagree and disagree, respectively. On the other hand, (n = 43) (valid percent = 14.0%) and (n = 67) (valid percent = 21.5%) of respondents agreed or strongly agreed that employees should be given a wedding break or marriage leave. While 3.2% of the respondents replied that they do not support the agreement or disagreement on the issue, the results show that more than half of the respondents do not agree on whether a wedding break or marriage leave is given to employees.

In other words, the study sought to analyze the work leave program practiced by OCB. The respondents were asked a number of six questions, which helped to gather information about the WLP practiced by OCB and distributed to the employees of the bank.

The findings revealed that respondents have a low level of perception that the organization provides special family leave. The maternity benefits-medical insurance provided by the organization build WLB, Offering extended parental leave, Ensuring people take their annual leave regularly, my organization provides medical insurance to me and my family. Wedding break or marriage leave is given to employees with a mean score of 2.75, 3.09, 2.90, 2.67, 2.67, and 2.75 respectively. And the average mean value of all work leave program questions shows low level perception respondent responses within the mean score is 2.793.

4.7.4 Dependency Care Policy

As a result, policies related to dependent care play a crucial role since they significantly influence employee retention. Researchers, including Soni (2015) and Oludayo et al. (2018), have noted that initiatives for dependent care and managing work-life stress highlight the need for fostering a supportive culture that embraces work-life balance strategies. The effect of this is that when employees recognize that their organization offers support for dependent care through its policies and practices, they are more likely to engage in behaviors that exceed their basic job requirements, known as organizational citizenship behavior.

Table 4.12 Frequency Distribution-Respondents' Response about Dependency Care Policy

No	Item	**Distribution**	**Response categories**					**Mean**	**Std. Dev.**
			SD	**D**	**N**	**A**	**SA**	**Stat.**	**Stat.**
1	Providing an information and referral service to assist with care of dependent children	Freq.	38	87	2	38	152	3.55	1.594
		Percent	12.4	28.0	0.5	10.2	48.9		
2	Providing care for children during school holidays	Freq.	50	73	8	35	145	3.49	1.622
		Percent	16.1	23.1	2.7	11.3	46.8		
3	Providing child care facilities	Freq.	30	77	22	115	67	3.36	1.3

		Percent	9.7	24.7	7.0	37.1	21.5		21
4	Offering care on short notice for a child or other dependents	Freq.	20	122	17	90	62	3.17	1.311
		Percent	6.5	39.2	5.4	29.0	19.9		
5	Providing assistance with child care costs	Freq.	20	95	-	124	70	3.40	1.317
		Percent	7.0	30.6	-	39.8	22.6		
	Grand (total) mean and Std. dev.							3.394	1.433

Source: Researcher survey data SPSS output (2024)

According to item-1 of the table, the employee's perceptions on the implementation of the dependent care policy were based on percentages for the question providing an information and referral service to assist with care of dependent children. (n = 38) (Valid percent = 12.4%) and (n = 87) (valid percent = 28.0%) of the respondents were strongly disagreed, disagreed, and 0.5% of the respondents were neutral. The remaining (n = 32) (valid percent = 10.2%) and (n = 152) (valid percent=48.9%) of the respondents were agree and strongly agree, respectively. It implied that, the bank providing an information and referral service to assist with care of dependent children.

Item-2 of the table as displayed on providing care for children during school holidays (n = 50) (valid percent=16.1%) and (n = 73) (valid percent=23.1%) were strongly disagree, disagree, and 2.7% of the respondents were neutral, and the remaining (n = 35) (valid percent=11.3%) and (n = 145) (valid percent=46.8%) of the respondents were agree and strongly agree on the issue. This implies child care facilities are well provided in the bank.

As displayed in item-3 of the table on providing child care facilities, (n = 30) (valid percent = 9.7%) and (n = 77) (valid percent = 24.7%) of the respondents were strongly disagree, disagree, and 7.0% of the respondents were neutral, the remaining (n = 115) (valid percent = 37.1%) and (n = 67) (valid percent = 21.5%) of the respondents were agree and strongly agree on providing child care facilities, respectively. This implies that more than half of the respondents agree on providing child care facilities.

For item-4 of the table entitling offering care on short notice for a child or other dependents, (n = 20) (valid percent=6.5%) and (n = 122) (valid percent=39.2%) of the respondents strongly disagreed and disagreed, respectively. On the other hand, (n = 90) (valid percent = 29.0%) and (n = 62) (valid percent = 19.9%) of the respondents agreed or strongly agreed, respectively. 5.4 percent were unconcerned about the issue. This implies that more than half of the respondents agree on offering care on short notice for a child.

The last item-5 of the table, which says providing assistance with child care costs (n =22) (valid percent=7.0%) and (n=95) (valid percent=30.6%) of the respondents, was strongly disagreed and disagreed with, respectively. However, (n =124) (valid percent = 39.8%) and (n = 70) (valid percent = 22.6%) of the respondents agreed and strongly agreed, respectively. This implies that more than half of the respondents agree on providing assistance with child care costs.

On the other hand, the study sought to analyze the dependency care policy practiced by OCB. Respondents were asked a number of questions and were supposed to rate them, with the highest being "strongly agree" (5) and the least being "strongly disagree" (1). This section therefore presents findings relating to this aspect of the study. Hence, five questions which help to gather information about the dependency care policy practiced by OCB are distributed to employees of the bank.

The findings of the study revealed that medium-level perception of respondents' responses to the item Providing an information and referral service to assist with care of dependent children with a mean score of 3.55, and providing care for children during school holidays with a mean of (m=3.49% and std. deviation of 1.622 with the statement.

However, the respondents' responses to the questions on providing child care facilities, offering care on short notice for a child or other dependents, and providing assistance with child care costs, with a mean score of 3.36, 3.17, and 3.40 respectively, show low level perception of the respondents' responses. However, the average mean value of all dependency care policy questions shows low level perception respondent responses within the mean score is 3.39.

4.7.5 Work Load

According to Rubio et al., (2004), workload is understood as the perceived connection between the quantity of mental processing capacity or resources an individual has and what is needed to accomplish the task. The International Labor Organization characterizes “Work Pressure as the

detrimental physical and psychological reaction that arises from an inadequate equilibrium between the perceived demands placed on individuals and their perceived resources and skills to manage those demands" (ILO, 2016).

Table 4.13 Frequency Distribution-Respondents' Response about Work Load

No	Item	Distribution	Response categories					Mean	Std. Dev.
			SD	D	N	A	SA	Stat.	Stat.
1	The workload is shared fairly	Freq.	129	80	20	30	52	2.34	1.503
		Percent	41.4	25.8	6.5	9.7	16.7		
2	Staffing levels are adequate for the workload	Freq.	132	89	8	23	59	2.32	1.536
		Percent	42.5	28.5	2.7	7.5	18.8		
3	The work load remained me away from my family too much	Freq.	135	107	2	22	45	2.15	1.420
		Percent	43.5	34.4	0.5	7.0	14.5		
4	I feel I have more to do than I can handle comfortably	Freq.	134	92	8	22	55	2.27	1.508
		Percent	43.0	29.6	2.7	7.0	17.7		
5	My responsibility at work increases my workload	Freq.	124	82	13	8	84	2.51	1.651
		Percent	39.8	26.3	4.3	2.7	26.9		
6	I would like to reduce my working hours and stress levels, but I have no control over the current situation	Freq.	132	79	15	40	45	2.32	1.486
		Percent	42.5	25.3	4.8	12.9	14.5		
Grand (total) mean and Std.dev.								2.32	1.517

Source: Researcher survey data SPSS output (2024)

As shown in the above table item-1, employees of the bank feel that the work load is shared fairly. This numerically indicates (n = 129) (valid percent = 41.4%) and (n = 80) (valid percent = 25.8%) of the respondents strongly disagree and disagree, respectively. On the other hand, (n = 30) (valid percent = 9.7%) and (n = 52) (16.7%) of the respondents agreed and strongly agreed respectively. Whereas 6.5% of the respondents replied that they were neutral on whether the work load is shared fairly. This indicates there is a problem regarding workload shares.

Item-2 of the table (n = 132) (valid percent = 42.5%) and (n = 89) (valid percent = 28.5%) of the respondents strongly disagree and disagree, respectively, that staffing levels are adequate for the workload. However, (n = 23) (valid percent = 7.5%) and (n = 59) (valid percent = 18.8%) of the respondents agreed and strongly agreed, respectively. While 2.7% of the respondents were neutral on whether staffing level were adequate for the workload. This implies that staffing level adequacy is not better for the workload.

As displayed in item-3 of the table for the item entitled "the work load remained me away from my family too much" (n =135) (valid percent =43.5%) and (n =107) (valid percent=34.4%) of the respondents strongly disagreed and disagreed, respectively. On the other hand, (n = 22) (valid percent = 7.0%) and (n = 45) (valid percent = 14.5%) of the respondents agreed or strongly agreed. whereas the remaining 0.5% of the respondents do not support disagreement.

Item-4 of the table on I feel I have more to do than I can handle comfortably, (n =134) (valid percent = 43.0%) and (n =92) (valid percent = 29.6%) of the respondents strongly disagreed and disagreed, respectively. However, (n = 22) (valid percent = 7.0%) and (n = 55) (valid percent = 17.7%) of the respondents agreed or strongly agreed. While 2.7% of the respondents were neutral the issue. This indicates that bank employees can do their work comfortably.

Regarding item-5, entitled "my responsibility at work increases my workload," (n = 124) (valid percent = 39.8%) and (n = 82) (valid percent = 26.3%) of the respondents strongly disagreed and disagreed, respectively. But (n = 8) (valid percent = 2.7%) and (n = 84) (valid percent = 26.9%) of the respondents agreed or strongly agreed. whereas the remaining 4.3% of the respondents do not support disagreement or agreement.

The last items 6 of the table (n = 132) (valid percent = 42.5%) and (n = 79) (valid percent = 25.3%) of the respondents were strongly disagree and disagree. I would like to reduce my working hours and stress levels, but I have no control over the current situation. However, (n = 40) (valid percent = 12.9%) and (n = 45) (valid percent = 14.5%) of the respondents agreed and strongly agreed, respectively. While 4.8% of the respondents were neutral on the issue,

In other words, the study sought to analyze the workload practiced by OCB. The respondents were asked a series of six questions which helped to gather information about the work-life balance (WLB) practiced by Organizational Citizenship Behavior (OCB) and distributed to the employees of the bank.

The result on the work load indicated that the workload is shared fairly, Staffing levels are adequate for the workload, The work load remained me away from my family too much, I feel I have more to do than I can handle comfortably, My responsibility at work increases my workload, and I would like to reduce my working hours and stress levels, but I have no control over the current situation. The result shows low level perception of respondent responses with a mean score of 2.34, 2.32, 2.15, 2.27, 2.51, and 2.32, respectively. And the average mean value of all work load questions shows low level perception respondent responses within the mean score is 2.32.

4.8 Mean and standard deviation of WLB

The aggregate mean for work life balance initiatives was **3.07** and the standard deviation was **.997**. This indicates that WLB initiatives were not implemented well in the bank. Therefore, the bank should give enough attention to correct this. Work-life balance policies have the potential to improve employee morale, job satisfaction, performance level, and reduce absenteeism. Problems have to be tackled at their root level by families as well as organizations, and policies have to be implemented in multiple ways. In today's business world, companies should champion work-life balance programs. Be it married employees trying to make a place in the working arena, single mothers who are trying to raise their children and make a living, couples struggling to manage dual-career marriages, or companies losing employees to other opportunities, work-life balance initiatives offer win-win solutions for employers as well as employees (Venkata,et al , 2018).

4.9. Inferential Statistical Analysis of the Study

In this section, correlation analysis analyzing the relationship between independent variables and dependent variable objective, regression analysis for the effect of independent variables on dependent variable objective, assumptions for testing regression analysis, and multiple linear regression coefficients would be reported and interpreted by using SPSS version-25.

4.9.1 Correlation Analysis

Here, the relation between work-life balance (WLB) and organizational citizenship behavior (OCB) has been tested using Pearson correlation. The Pearson correlation test was chosen because the variable under study was scaled in numbers. The Pearson correlation coefficient (Pearson correlation value) and sig level are standardized measures of the strength and direction

of a relationship between two variables. A set of Pearson correlations were computed to determine if there were any significant relationships between the variables. The main focus of this section being on the overall relationship between the dependent variable (Organizational Citizenship Behavior) and independent variables (Flexible Work Arrangement, Working Hours, Work Leave program, Dependency Care Policy, and Work Load) in table 4.14 below, the correlation coefficient of Pearson was applied to study the relation between constructs.

		Flexible Work Arrangement	Working Hours	Work Leave Programs	Dependency Care Policy	Work Load	Organizational Citizenship Behavior
Flexible Work Arrangement	PearsonCorrelation	1	.629**	.601**	.555**	.488**	.636**
	Sig.(2-tailed)		.000	.000	.000	.000	.000
	N	311	311	311	311	311	311
Working Hours	PearsonCorrelation	.629**	1	.517**	.794**	.799**	-.531**
	Sig.(2-tailed)	.000		.000	.000	.000	.000
	N	311	311	311	311	311	311
Work Leave Programs	PearsonCorrelation	.601**	.517**	1	.452**	.443**	.485**
	Sig.(2-tailed)	.000	.000		.000	.000	.000
	N	311	311	311	311	311	311
Dependency Care Policy	PearsonCorrelation	.555**	.794**	.452**	1	.876**	.616**
	Sig.(2-tailed)	.000	.000	.000		.000	.000
	N	311	311	311	311	311	311

Work Load	PearsonCorrelation	.488**	.799**	.443**	.876**	1	-.456**
	Sig.(2-tailed)	.000	.000	.000	.000		.000
	N	311	311	311	311	311	311
Organizational Citizenship Behavior	PearsonCorrelation	.636**	.518**	.616**	.867**	.485**	1
	Sig.(2-tailed)	.000	.000	.000	.000	.000	
	N	311	311	311	311	311	311

Table 4.14: Correlation Analysis among WLB and OCB, N=311

**.Correlationissignificantatthe0.01 level (2-tailed).*Table 4.14.correlationtable (SPSS output) 2024*

Table 4.15: Correlation Matrix among WLB and OCB

Range of value for Pearson's coefficient (r) Level of Association/relationship	
r = 0.10 to 0.29 or r = -0.10 to -0.29	Small
r = 0.30 to 0.49 or r = -0.30 to -0.49	Medium
r = 0.50 to 1.00 or r = -0.50 to -1.00	Large
*Source: Adopted fromPallant, (2003)	

Source: Researcher survey data SPSS output (2024)

The Pearson Product Moment correlation coefficients were computed using IBM SPSS version 25 to evaluate the strength of the relationships among the chosen independent and dependent variables, as well as to determine whether these relationships are positive or negative in regard to the dependent variable.

Table 4.14 presents the correlation coefficients for the primary variables of the study. The analysis reveals that the correlation between flexible work arrangements (FWA) and

organizational citizenship behavior (OCB) is (r=.636, p<.01), indicating a strong positive correlation between these two variables.

Additionally, the work leave program (WLP) shows a correlation of (.485, p<.01), suggesting a moderate positive relationship with organizational citizenship behavior. The dependency care policy (DCP) reflects a correlation of (.616, p<0.01), signifying a strong positive association with organizational citizenship behavior.

Conversely, the working hours (WH) show a correlation of (-.531, p<.01), indicating a strong negative correlation with OCB. The workload (WL) has a correlation of (-.456, p<.01), implying a moderate negative association between workload and OCB. Overall, it can be inferred that the implementation of work-life balance initiatives has a significant impact on altering employees' levels of discretionary behavior (OCB).

4.9.2. Regression Analysis

Regression is a technique used to predict the value of a dependent variable using one or more independent variables (Albaum,G.,1997). Regression analysis is a statistical tool for investigation of relationships between variables. Usually, the investigator seeks to ascertain the causal effect of one variable upon another. To explore such issues, the investigator assembles data on the underlying variables of interest and employs regression to estimate the quantitative effect of the causal variables upon the variable that researched. The investigator also typically assesses the 'statistical significance' of the estimated relationships, that is, the degree of confidence that the true relationship is close to the estimated relationship (Malhotra, 2007). Thus, the Pearson Correlation coefficient of determinations (R^2) was used to explore how the OCB explained by variables WLB. It used to measures the degree of the relationship between predictors and outcome variable. In this study, the researcher tried to test the assumptions before running the regression analysis.

4.9.2.1 Multiple Regression Analysis

Linear regression estimates the coefficients of the linear equation, involving one or more independent variables that best predict the value of the dependent variable (Field, 2005). Multiple linear regressions were conducted in order to determine the explanatory power of the independent variables (Flexible Work Arrangement, Working Hours, Work Leave program, Dependency Care Policy, and Work Load) to identify the relationship and to determine the most

dominant variables that influenced the OCB simultaneously. A significance level of 0.05 with a 95% confidence interval was used. The reason for using multiple regression analysis was to investigate the effect of work-life balance on organizational citizenship behavior.

4.9.2.2. The Assumptions for Testing Multiple Regression Analysis

The test of assumptions should be done because the violations of the assumptions affect consequent use of multivariate statistical methods (Hair,et al.2006). Therefore, Hair et al., (2006) suggested that several assumptions regarding the utilization of multivariate statistical tools, namely normality with kurtosis and Skewness value, linearity, and multi-Collinearity should be applied before performing any multiple linear regression analysis. Accordingly, the researcher has tried to confirm that the obtained data truly represented the sample and obtained the best results.

1. Linearity

The relationship between the two variables should be linear. This means that at a scatter plot of scores should be a straight line (roughly), not a curve (Pallant, 2010). The scatter plots of this study show that there is almost linear relationship between the variables. The plots do not show any evidence of non-linearity; therefore, the assumption of linearity is satisfied. The linearity assumption can easily be checked using scatter plots or residual plots: plots of the residuals vs. either the predicted values of the dependent variable or against (one of) the independent variable/s (Hoekstra et.al., 2014). In general, the straight diagonal line, and the plotted residuals are compared with the diagonal. Therefore, as indicated in the figure 4.1 a P–P plot (probability–probability plot) below, the data were linear which were indicated as follows;

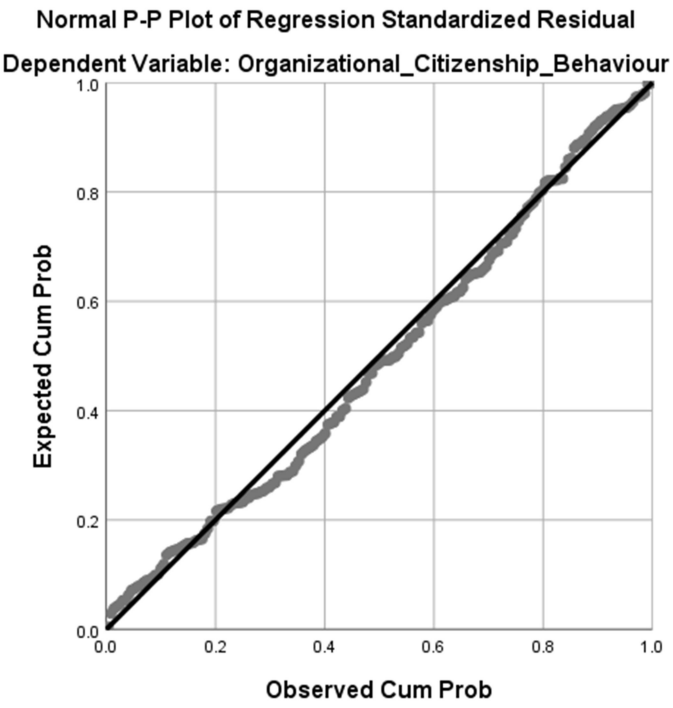

Figure 4.1 Normal P-P plots

Source: Researcher survey data SPSS output (2024)

2. Test of Normality

The study used two methods of assessing normality; graphically (Normal Probability Plot) and numerically (Skewness and Kurtosis). Hair et.al, (2006) noted that normality relates to the shape of the data distribution for an individual metric variable and its relationship to the normal distribution. Assessment of the variables levels of Skewness and kurtosis is one of the method will determine normality. In fact, Skewness provides an indication of the symmetry of the distribution. Kurtosis turns to peakedness of distribution to normal distribution.

Accordingly, the normal distribution is detected based on Skewness and kurtosis statistics. As proposed by Fredland, & Morris, (2013) the acceptable range for normality for both statistics is between -1.96 and +1.96. Therefore, as depicted in table 4.16 below, all variables values of kurtosis and Skewness are almost within the acceptable range for normality. So, this implies that

all items show close to normal distribution considering the criteria of Skewness and kurtosis values between –1.96 and +1.96. Therefore, the data used in this study was normally distributed.

Table 4.16: Normality of Distribution Using Descriptive Statistics (Skewness and Kurtosis)

Descriptive Statistics					
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Flexible Work Arrangement	311	.210	.178	-.809	.355
Working Hours	311	-.430	.178	-.915	.355
Work Leave Programs	311	.305	.178	-.490	.355
Dependency Care Policy	311	-.350	.178	-.786	.355
Work Load	311	.893	.178	-.247	.355
OCB	311	-.547	.178	-.403	.355

Source: Researcher survey data SPSS output (2024)

In addition to the above test for normality, Hair,et al. (2006) also suggest that histogram is another method to use for comparing the observed data values with a distribution approximating the normal of distribution. The researcher used histogram to identify normal distribution of residuals and the result indicates that standard residuals are a little bit far away from the curve, many of the residuals are fairly close more to the curve and the histogram is bell shaped. This implies that the majority of scores lie around the center of the distribution (so the largest bars on the histogram are all around the central value. Therefore, this indicates that the residuals are normally distributed. The histogram tests of normality of the result study are shown in figure 4.2 of histogram below**;**

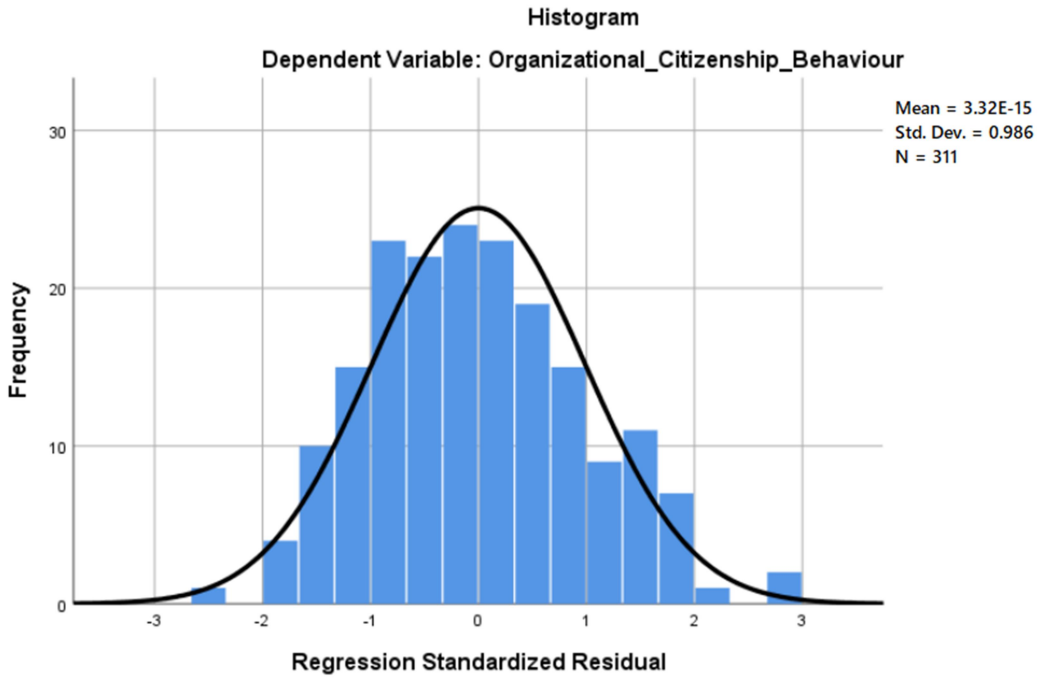

Figure 4.2 Normality

Source: Researcher survey data SPSS output (2024)

3. Multi-Collinearity

Multi-Collinearity refers to the situation where independent variables exhibit a correlation with one another. When two or more predictor variables are highly correlated, it can lead to complications in determining the individual impact of each predictor variable on the model's effectiveness (Pallant, 2010). In this research, Multi-Collinearity was assessed through the examination of the Variance Inflation Factor (VIF) and tolerance values. A tolerance value close to 1 along with a VIF value near 1, and not exceeding 10, indicates an absence of Multi-Collinearity among the independent variables in the regression model (Pallant, 2010). The findings of the research indicated that the tolerance values for every variable were above 0.10, and the VIF values were below 10 as noted in table 4.16. Specifically, the VIF values ranged from 1.265 to 1.379, while the Tolerance values varied from 0.725 to 0.783. Consequently, no issues related to multi-Collinearity were detected.

Table 4.17: Collinearity Statistics

Model	Collinearity Statistics	
	Tolerance	VIF

	Flexible work arrangement	.725	1.379
	Working hours	.726	1.376
	Work leave programs	.791	1.265
	Dependency care policy	.770	1.299
	Workload	.783	1.277

Source: Researcher survey data SPSS output (2024)

Therefore, the three assumptions of multiple regressions were tested, and the test result indicated that the data had passed all the assumptions, and thus, the researcher can proceed with the evaluation of multiple regression analysis results. Accordingly, by using the IBM SPSS Regression outputs, the researcher evaluated the multiple regression models in the next sections.

4.10 Multiple Regression Analysis for the Effect of Work Life Balance on OCB

Regression analysis encompasses a range of statistical methods aimed at assessing associations among different variables. This approach enables the examination of how variables relate to one another. Additionally, it incorporates various methods for modeling and examining multiple variables, particularly concerning the interaction between a dependent variable and one or more independent variables. More precisely, regression analysis aids in comprehending how the average value of the dependent variable shifts when there is a variation in any single independent variable, while keeping the other independent variables unchanged.

Table 4.18: Model Summary of Regression Analysis

Model Summary[b]									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.825[a]	.680	.671	.46441	.680	76.529	5	180	.000

a. Predictors: (Constant), WL, WLP, FWA, DCP, WH

b. Dependent Variable: OCB

Source: Researcher survey data SPSS output (2024)

Based on the SPSS generated intable4.18 above, R=0.825 indicates that the sum of WLB Practice (which are FWA, WH, WLP, DCP and WL) and OCB have a linear relationship with Bank's performance. And, R^2 (also called the coefficient of multiple determinations) is indicates how much of the total variation in the dependent variable, (OCB), can be explained by the independent variable, (WLB Practices). In this case, 68.0% (0.680) can be explained, which is very large.

As table 4.18 shows, the adjusted R^2 (coefficient of determination) explain 67.1 %(0.671) of the factor affecting OCB as presented by the five independent variables that were studied. This implies that 67.1% variation OCB of Bank is affected by WLB practices. Therefore; a further research should be conducted to investigate the other factors (67.1%) that affect OCB in Bank.

Therefore, the R^2 is the percentage of the variance in the dependent variable explained uniquely or jointly by the independent variables and is 68.0%. This means that 68.0%of the changes in the factory's OCB are explained by the changes in the independent variables (FWA, WH, WLP, DCP and WL) in the model. The remaining 32.0% of the changes in the dependent variables is explained by other factors not in the model.

4.11ANOVA

Table 4.19: ANOVA TEST

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	82.528	5	16.506	76.529	.000[b]
	Residual	38.822	180	.216		
	Total	121.349	185			
a. Dependent Variable: Organizational Citizenship Behavior						
b. Predictors: (Constant), Work Load, Work Leave Programs, Flexible Work Arrangement, Dependency Care Policy, Working Hours						

Source: Researcher survey data SPSS output (2024)

The table 4.19 above shows the results of the F ratio is 76.529 with 0.000 significance. The sum of squares gives the model fit. It explains that the data set fits into the regression model. In other words, this analysis is used to identify the effect of WLB on OCB, which is the general objective of the study. In addition, this analysis is used to identify the appropriateness of the model in estimating the effect of WLB practices on OCB. The researcher used the multilinear regression method to run the regression analysis. The F-statistic value of the model is 76.529 and it is significant at 0.01, indicating that the model used is appropriate to explain the effect of work-life balance (WLB) on organizational citizenship behavior (OCB). This implies that WLB significantly affects OCB of the bank. These variables predicted F = 76.529, p =0.000, and R2 =.0.680 statistically significantly.p.05. All five variables contributed statistically significantly to the prediction.

Table 4.20 Multiple Regression coefficients for the effect of WLB on OCB

COFFICIENTS					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.250	.293		7.681	.000
FWA	.286	.042	.334	6.749	.000
WH	-.197	.044	-.221	-4.468	.000
WLP	.141	.041	.164	3.460	.001
DCP	.283	.038	.360	7.483	.000
WL	-.076	.033	-.108	-2.264	.025

Source: Researcher survey data SPSS output (2024)

The coefficients presented in table 4.20 outline the specific beta values for every independent variable. A coefficient that is positive suggests a favorable connection between the predictor and the result, while a negative coefficient indicates an unfavorable association. In this examination, the three predictors: flexible work arrangement, work leave program, and dependency care policy exhibit positive β-values, which suggest positive associations. Conversely, working hours and work pressure/load display negative relationships. Additionally, it shows the extent to which each predictor influences the outcome. The regression model is formulated as follows:

$Y = \beta o + \beta 1FWA + \beta 2WH + \beta 3WLP + \beta 4DCP + \beta 5WL + \varepsilon$

Y= 2.250+.286 FWA -.197 WH +.141 WLP +.283 DCP -.076 WL

Where: Y = organizational citizenship behavior,

FWA = flexible work arrangement DCP = dependency care policy

WH = working hour WL = Work load

WLP = work leave program

The coefficients reflect how the independent variables vary within the dependent variables. A larger coefficient implies that a single unit change in an independent variable significantly impacts the dependent variable. Specifically, in this research, the regression coefficients illustrate that organizational citizenship behavior correlates with flexible work arrangements, showing (β=.286, $p<.05$). This means that a one-unit increase in flexible work arrangements leads to an increase of 0.286 in employees' extra discretionary behavior. Thus, if organizations are willing to enhance flexibility in work arrangements, this is expected to positively influence the level of organizational citizenship behavior among employees. This aligns with the observations made by Nuesch, (2017) regarding the crucial role of flexible work arrangements in fostering suitable workplace attitudes that contribute to organizational strategic goals, especially in competitive business settings.

The influence of the work leave program on employees' organizational citizenship behavior shows a path coefficient of (β=.141, $p<.05$). Consequently, when there is a unit increase in the work leave program, it leads to a 14.1% rise in employees' extra role behavior. This suggests that when employees benefit from an efficient and high-quality work leave program, it is likely to impact their extra role behavior positively.

The regression weight for the dependency care initiative regarding the prediction of employees' extra role behavior is (β=.283, $p<.05$). This indicates that an increase of one unit in the dependency care initiative will result in a 28.3% enhancement in extra role behavior. This suggests that when employees perceive there to be adequate dependent care available, they are inclined to exert more effort than what is strictly required. This finding supports the conclusions of Soni, (2015) and Osibanjo, et al, (2016), who emphasized that dependency care initiatives and managing work-life stress are vital in creating a nurturing culture that embraces work-life

balance initiatives. The implication is that when employees recognize that organizational policies and practices provide for dependent care, they are likely to be more motivated to go beyond their expected responsibilities.

The beta coefficient for WH is (β= -0.197, $p< .05$), indicating that an increment of one unit in working hours will lead to a 19.7% decrease in organizational citizenship behavior, assuming other variables remain unchanged. Additionally, this effect is statistically meaningful for service sectors like banking, aligning with earlier studies regarding work hours, such as findings that long hours contribute to work-family conflicts, adversely impacting employees, especially women (Ohkubo, 2010). Extended working hours are linked to conflicts between work and personal life. Researchers have indicated that improving employees' work-life balance is a significant factor in boosting their organizational citizenship behaviors (Pradhan, et al, 2016).

For WL, the beta value is (β = -.076, $p < 0.05$), which is also significant, suggesting that a one-unit alteration in WL results in a 7.6% decrease in employees' exceptional behaviors, provided that other factors stay constant. Jalal & Zaheer (2017) reported similar findings in their examination of workload. To summarize the aforementioned work-life balance programs, the model's overall significance is statistically relevant for a 95% confidence interval, and this outcome is corroborated by various authors. Research indicates that workload negatively influences Organizational Citizenship Behavior (OCB), as highlighted by Jumadi (2019), Kumar et al. (2019), and Dwomoh et al. (2019), with their studies demonstrating a negative correlation between workload and OCB.

In conclusion, the outcomes of this research align with previous studies conducted by Prasetio et al. (2017) and Poohongthong et al. (2014), which reveal a direct and robust relationship between work-life balance initiatives and OCB. However, these findings contrast with those of Shakir (2018), Asmony et al. (2018), and Durahman (2016), who claimed that work-life balance initiatives do not directly impact organizational citizenship behavior. Arif P. et al. (2017) contended that WLB does not influence OCB, arguing that whether employees perceive WLB or not does not alter OCB. This conclusion contradicts previous results concerning work-life conflict. The results highlight the complex relationship between work-life conflict and WLB programs. On one hand, organizations should implement programs aimed at reducing work-life conflicts to potentially enhance OCB; on the other hand, such initiatives intended to improve

work-life balance do not necessarily influence Organizational Citizenship Behavior. Luckily, WLB programs still positively affect organizational citizenship behavior, indicating that WLB has a significant and beneficial correlation capable of markedly increasing Organizational Citizenship Behavior.

4.12 Discussion

The initial point to discuss is different types of statistical result confirmed facts, like the ANOVA test that produce daP-value of alpha level of 0.05.

Which implies overall independent variables have a variables have statistically significant relationship with that of the dependent variable (Organizational Citizenship Behavior). Additionally the value of R-square (.680) shows the independent or predictor variables (flexible work arrangement, working hour, work leave program, dependent care policy and work load).

The regression model developed via this research explains individual effect of the independent variables through beta coefficients as shown as table 4.20.

The table shows that all the independent variables except working hour and work load have significant relationship with dependent variable considering the standardized beta coefficient's the strongest predictor of the dependent variables, that means, keeping the other factor constant a one increase in flexible work arrangement caused 0.286 increase in employee performance which explains a significant and remarkable results and decrease over commitment and reduce work overload in turn enhance productivity ,which also could be supported by Muangietal (2017) ,it can benefit employers as well by improving staff performance, increasing productivity and combining a wider range of skills and experience in a single job."

The second variable working hour which have a significant negative impact with dependent variable, one unit increase in reasonable working hour caused a -.197unit increase in employee performance the finding also well blended with John Maccines (2009) reveals that work life ilance are usually assumed to be the causes of the debate (longer hours and greater stress at work, along with the collapse performance at work.)

The third variable was work leave program which according to the regression result have positive significant impact with the dependent variable, one unit increase on this factor results 0.141 unit increase in organizational citizenship behavior.

It is obvious that work leave program has a high weight to increase performance as well as productivity and also boost energy and clumped up muscle, further supported by" Ngozi, 2015 It also gives the capacity for employees to liberate themselves from work stress and build a balance between work and their family activities".

The fourth variable was dependency care program which has a positive significant impact with dependent variable, one unit increase on this factor results .283 unit increase in organizational citizenship behavior.. Hein and cassirer, (2010), opined that the dependent care initiatives help employees to balance work and their own personal needs. Consequently, dependent care policies are important as they have been found to be a critical factor in the retention of employees.

The fifth variable workloads which have a significant negative impact on organizational citizenship behavior with one unit increase in job stress caused -0.076 unit decreases in the dependent variable.

When employee are so stressed about their job their performance will dramatically decrease because not so many people can operate in stressful conditions a study by Barbara Hawksley (2006) state that, the work related stress adversely affects personal performance and organizational efficiency.

CHAPTER FIVE

SUMMARY OF MAJOR FINDING, CONCLUSIONS AND RECOMMENDATIONS

5.1. Overview

This section highlights a summary of the principal discoveries relevant to the research aims. It then presents conclusions and offers suggestions derived from the findings of the study. Finally, this section provides ideas for potential future research topics.

5.2 Overview of the key discoveries

This study was focused on understanding how Work Life Balance impacts Organizational Citizenship Behavior in a bank. This study concentrated on examining various issues related to work life balance including flexible work schedules, working hours, leave policies, dependent care policy, workload practices among others. The objective of the research involved conducting a detailed analysis of important concepts in relation to the focus of the research.

- Majority of the respondents are male as 58.2% of them are male in number.
- Majority of the participants belong to the age bracket of 20 years – 30 years with 29.0% belonging to the age bracket of 31years- 40 years. It indicates that many of the employees in the bank are under 41 and therefore young and competent.
- Majority of the participants have attained undergraduate qualifications as 87.1% of the respondents indicated that they had attained an undergraduate degree. This indicates that most of the jobs at the bank do not require any specialized skills and therefore the organization does not offer many educational opportunities to its employees.
- With regards to the length of time served in the organization, 140 (45.0%) have been working in the bank for 1 to 3 years while 90(29.0%) have been working in the organization for 4 to 6 years. Based on the findings, it can be seen that there is a positive relationship between job experience and organizational citizenship behavior.
- Among the marital status of the participants, 66.6% of them were married.
- Majority of the employees (85.5%) occupy non-managerial positions.

First of all, it is worth noting that the first target of the analysis was to describe organizational citizenship behavior in terms of its level within the organization under study, which was represented by a calculation of an overall mean score indicating the level of agreement (M = 3.4926, SD = 0.80990). Thus, organizational citizenship behavior can be characterized as moderate.

Another purpose of the analysis was to explore WLB in the organization under discussion. By means of descriptive statistics, it is possible to identify an overall mean for each independent variable. The analysis shows that working hours are the most widely used practice concerning work-life balance at the bank (M = 3.9387, SD = 0.91042). Dependent care (M = 3.3957, SD = 1.03055), flexible work (M = 2.9301, SD = 0.94501), work-life programs (M = 2.7921, SD = 1.94445), and workloads (M = 2.3163, SD = 1.15581) are also quite common. From the information provided above, it can be concluded that employees' perceptions concerning working hours are relatively positive, whereas those related to flexible work, workload, dependent care, and leaves are not quite positive.

Furthermore, one more goal set by researchers was to examine the relationship between work-life balance and organizational citizenship behavior in the banking industry. Inferential statistics were utilized to find this relationship. In the end, correlation coefficients were calculated to identify associations between the dependent variable (OCB) and the independent variable (WLB). Three dimensions of work-life balance (i.e., flexible work arrangements, work leave programs, and dependent care policies) have positively correlated with organizational citizenship behavior. As for other aspects, they have negatively correlated with OCB.

Additionally, the results of correlation analysis show that the following aspects positively correlate with organizational citizenship behavior: flexible work arrangements ($r = 0.636$, $p = 0.000$), dependent care ($r = 0.616$, $p = 0.000$), working hours ($r = -0.531$, $p = 0.000$), work leave programs ($r = 0.485$, $p = 0.000$), and workload ($r = -0.456$, $p = 0.000$). It means that all the correlations described above are significant at 0.000 levels and thus can be linked to OCB with a p-value less than 5%. Consequently, all the variables studied have a significant correlation with OCB.

It is necessary to state that Pearson's correlation coefficient was used in this research to determine the relationship between each independent factor and the dependent one based on Pallant's (2003) classification. Moreover, in order to examine whether or not independent variables have an effect on the dependent one, multiple regression analysis was applied to the data. The squared value obtained from regression analysis ($R2 = 0.680$) indicates that 68.0% of the total variance in organizational citizenship behavior is associated with work-life balance, which serves as an independent variable included in the model.

Finally, the findings of the ANOVA test have demonstrated that independent variables significantly and statistically predict the dependent one ($F = 76.529$, $p = 0.001$). Furthermore, the results of the regression analysis have revealed that predictors among the independent variables are statistically meaningful for predicting OCB since all their p-values are smaller than the alpha criterion of 0.05.

5.3 Conclusion

The main objective of this study is to examine the impact of work-life balance program on organizational citizenship behavior among selected branches of Awash Bank in the South Addis Ababa District. To this end, the data collected was analyzed by employing descriptive and inferential statistical tests.

Based on the analysis conducted in the context of demographics, a greater percentage of the employees of the bank were male. In addition to this, age groups were also taken into consideration in the study where the highest number of participants belonged to age groups ranging between 20-30 years old. Most of the participants were found to be married and many respondents had academic degrees. Speaking about professional experience, it was revealed that a majority of the employees have work experience within a period ranging from one to three years. As a result, the researchers found a direct relationship between higher work experience of the employees and organizational citizenship behavior. In regard to job position of the respondents, majority did not work as managers. Descriptive analysis showed that the employees had low levels of flexibility perceptions of work structures, workload and dependent care. On the other hand, they had moderate levels of perceptions on working hours.

Next, to establish the relationship between work-life balance and organizational citizenship behavior, inferential statistical analysis were conducted. Based on the results of correlation test, it can be said that flexible work structure, leave scheme and dependent care have significantly positive relations with organizational citizenship behavior. However, variables such as working hour and workload had significantly negative correlations with organizational citizenship behavior implying that increased variables led to decreased organizational citizenship behavior.

5.4 Recommendation

Given the conclusions made from the findings, a number of recommendations have been suggested. First, from the findings, it can be said that there exists a medium level of

organizational citizenship behavior amongst employees as opposed to work-life balance, which has been established to be quite low. As such, the following recommendations have been suggested:

First, the bank must ensure effective implementation of the work-life balance programs and create a working environment where there will be reduction in work-life conflicts, thereby resulting in higher levels of organizational citizenship behavior.

Secondly, the bank must increase its ability to execute its program through enabling the employees manage their schedule for purposes of addressing both their work and private commitments. This includes providing help in matters of caring duties, which involves subsidization of cost of childcare services. Also, responsibilities relating to educating the children as well as providing financial support, flexible work, emergency leave and sharing educational expenses must be taken into consideration as key factors in minimizing or eliminating work-life conflicts, which in turn lead to increased organizational citizenship behavior amongst the employees.

Finally, management of the bank needs to meet the needs of its employees. It is also important to note that the existing work-life balance programs may not fully cater to the needs of some of the employees. Hence, it is recommended that management think innovatively about how to fulfill these diverse needs since one approach will not suit everyone. Regular assessments of employee needs should be conducted by management, accompanied by the development of strategies to tackle these concerns. This is crucial as it fosters a sense of belonging among employees, which can encourage them to engage in behaviors that positively impact their performance. The beta value suggests that both flexible work arrangements and care policies for dependents significantly influence organizational citizenship behavior. Therefore, incorporating these elements into the organization is advisable.

Employees are putting in more than eight hours of work without receiving additional compensation for overtime. Consequently, the bank suggests providing overtime pay for the extra hours worked. Research findings indicate that extended working hours coupled with a moderate workload leads to job dissatisfaction. Thus, to alleviate this problem, it would be prudent for the bank to minimize both workload and working hours whenever possible.

In summary, well-designed work-life balance programs for employees can provide a meaningful benefit since they will enhance organizational citizenship behavior. Moreover, it is advisable to implement appropriate work-life balance strategies and initiatives to ensure ongoing satisfaction and to maintain a dedicated workforce that is willing to contribute fully to the organization.

5.4.1 Implications for Future Research

From this research study, there is a need for researchers who will conduct similar studies in the future to begin with a quantitative method and then go on to explore the issue with a qualitative technique so as to better understand the views of the professionals about the discretionality of work-life balance. In addition, this particular study focused on a small population consisting of 311 participants who worked in selected branches of Awash Bank in South Addis Ababa District. Thus, more research needs to be done among wider populations, including those involved in manufacturing and services industries.

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APPENDIX

ADDIS ABABA UNIVERSITY

SCHOOL OF GRADUATE STUDIES

Thesis Title: The Effect of Work Life Balance On Organizational Citizenship Behavior: The Case of Awash Bank South Addis Ababa District.

Dear respondent

You are kindly requested to respond to the statements in the following questionnaire; Your responses have a great importance to me and for the work, which entitled, **The Effect of Work Life Balance On Organizational Citizenship Behavior: The Case of Some Selected Branches of Awash Bank South Addis Ababa District**, for the partial fulfillment requirement for award of Master's degree in Management. I would like to thank you in advance for your cooperation and for scarifying your valuable time. There is no right or wrong answer to any question. I only interested in your personal opinions. The "right" answer to any question is your frank and truthful response. Your answers will be treated with absolute confidentiality, and will only be used for research purposes**.**

Contact Address

If you have any inquiry, I am available as per your convenience at (telephone No: **+251975694641** or e-mail address: **mahiletmolla77@gmail.com**

Thank in advance.

Demographic data (please put (√) sign in the box)

1. Sex

Male ☐ Female ☐

2. Age

20 -30 years ☐ 31 -40 years ☐ 41- 50 years ☐

3. Educational background of the respondent;

Diploma ☐ First Degree ☐ Master's and above ☐

4. Marital status:-

Single ☐ Married ☐ Widowed ☐ Divorced ☐

5. Work experience

1-3 years ☐ 4-6 years ☐

7-10 years ☐ Above 10 Years ☐

6. Which of the following describes your position?

Non managerial ☐ Managerial ☐

With regard to OCB and WLB of your Banks, please (√) the appropriate number to indicate the extent to which you agree or disagree with each statement.

Where1=**strongly disagree**, means you strongly disagree with the idea requested

2=**Disagree**, means you disagree with idea requested

3=**Neutral**, means you are in indifferent which means neither agree nor disagree

4=**Agree**, means you agree with idea requested

5=**strongly agree**, means you strongly agree with the idea requested

Part two: Respondents regarding to Organizational Citizenship Behavior of the Banks

No	**Description**	**Please (√) your answer**				
	Organizational Citizenship Behavior	**1**	**2**	**3**	**4**	**5**
1	I am willing to take time out of my Busy schedule to help with orientation or training new employees					
2	I willingly give of my time to help others out whom have work related problems					
3	I help others who have heavy workloads					
4	I help others who have been absent					
5	I am always ready to lend a helping hand to those around me					
6	I believe giving an honest day's work for an honest day's pay					
7	I don't take extra breaks					

8	I am one of the most reliable employees					

Part three: Respondents regarding to WLB of the Banks

No		Please (√) your answer				
	Flexible work arrangement	1	2	3	4	5
1.	The organization allow for flexible work hours.					
2.	The organization offers temporary part time work options during a family crisis.					
3.	Increasing flexibility in work location.					
4.	Offering part time work options.					
5.	Allow job sharing where one job is split between 2 people for working fewer hours					
	Work leave programs					
1	The organization allow for special family leave					
2	Ensuring people take their annual leave regularly					
3	Offering extended parental leave.					
4	Ensuring people take their annual leave regularly					
5	My organization provides medical insurance to me and my family					
6	Wedding break or marriage leave is given to employees					
	Working Hours					
1	I am working more than 8 working hours per day without additional payment					
2	Attendance and punctuality is strict					
3	It is often difficult to tell where my work life ends and my family life begin.					
4	The time I spend in my job is resisted my social responsibilities, e.g., visiting relatives and friends					

5	My job is enabling me to spare a suitable time for my family					
	Dependency care policy					
1	Providing an information and referral service to assist with care of dependent children					
2	Providing care for children during school holidays					
3	Providing child care facilities					
4	Offering care on short notice for a child or other dependents					
5	Providing assistance with child care costs					
	Work Pressure / Work Load					
1	The workload is shared fairly					
2	Staffing levels are adequate for the workload					
3	The work load remained me away from my family too much					
4	I feel I have more to do than I can handle comfortably					
5	My responsibility at work increases my workload					
6	I would like to reduce my working hours and stress levels, but I have no control over the current situation					