

***The effect of work life balance on organizational citizenship behavior:
A study on commercial bank branches in werabe town.***

*A Thesis Submitted to the School of Graduate Studies of Jimma University in
Partial Fulfillment of the Requirements for the Award of the Degree of
Master of Business Administration (MBA)*

BY:

ABDILKERIM ASRAR SEMAN



JIMMA UNIVERSITY

COLLEGE OF BUSINESS & ECONOMICS

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SEPTEMBER 8, 2021

JIMMA, ETHIOPIA

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Under the Guidance of

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CERTIFICATE

This is to certify that the thesis entitles “The effect of work life balance on organizational citizenship behavior commercial bank branches in Werabe town”, submitted to Jimma University for the award of the Degree of Master of Business Administration (MBA) and is a record of bonafide research work carried out by Mr. Abdilkerim Asrar Seman, under our guidance and supervision.

Therefore, we hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

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DECLARATION

I hereby declare that this thesis entitled “The effect of work life balance on organizational citizenship behavior in commercial bank branches in Werabe town” has been carried out by me under the guidance and supervision of Dr. Zinashbizu Lemma and Ato Mohammed Yassin.

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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Abstract

The general objective of this study is to examine the effect of work life balance initiatives on Organizational citizenship behavior in case of commercial banks branch found in Werabe town by taking the whole 150 employees, so that the survey type is census. The data collected through standardized Likert-scale questionnaire and analyzed using both descriptive (frequency, percentage, mean and standard deviation) as well as inferential statistics (ANOVA, correlation, regression and independent sample t-test). The study was employed through descriptive and explanatory study design. The study found that, majority of employee's perceptions was low for all major work life balance initiative variable included on this study; also, medium in perceiving of organizational citizenship behavior. Among the independent variable under study: three of them namely (flexible work arrangement, work leave program and dependent care initiative) have positive and significant relationship with organizational citizenship behavior and the rest two (working hour and work load) have negative and significant effect on organizational citizenship behavior. The beta coefficients of this study indicated that flexible work arrangement have a large effect on OCB followed by work leave programs. Among other things the study recommended that, well- structured WLB initiatives will offer viable advantage for employees, specifically increase employee organizational citizenship behavior the banks should increase flexibility, work leave program and other WLBI to improve employees work life balance by considering the positive effect of work life balance spillover effect on the improvement of organizational citizenship behavior.

Key Words: Work life balance, organizational citizenship behavior, flexible work arrangement, dependent care policy, work leave program.

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List of Abbreviations /Acronyms

WLB = Work Life Balance
WLBI = work life balance initiative
WFB = Work Family Balance
WLBP=Work Life Balance Program
WL= Work Load
WLC = Work Life Conflict
WH= Working Hour
OCB=Organizational Citizenship behavior
WLP= Work Leave Program
DCP=Dependent Care Policy
FWA=Flexible Work Arrangement
SPSS= Statistical Package for Social Science

CHAPTER ONE

1.1. Introduction

This chapter deals with back ground of the study, statement of the problem, research questions, research hypothesis, objectives of the study, scope of the study, significance and organization of the study.

1.2. Background of the Study

In the recent business environment organizations in all industries are facing so many difficulties, among that the major one is rapid change, high competition, and globalization; these are accelerating at enormous speed. So as to be competent and successful in this highly competitive and global environment, organizations should work hard especially on the human resource side (Khan, 1997). Finck, et al, (1998) also stated that organizations must recognize that the human factor is much more important for organizational continuity and business success when employees are happy and feeling wellness in whole of their life.

Organizations cannot continue without members behaving as good citizens by engaging themselves in all kinds of positive behaviors.

Work life balance defined as: the extent to which a workers engaged in –and equally satisfied with –work and family role and it consists three components of work family-balance, time balance, involvement balance, and satisfaction balance’(Collins & Shaw2003).

According to Raisinghani,& Goswami, (2014) Work life balance is the difference between work and personal life of an employee in the organization, it is the border between professional and personal life of an employees , it also includes, the job life of the person, relationship with family, personal growth, fitness and health, community relations and companionship. Finding shown that, the balancing of these all have always challenged for working people.

Work life balance is the occurrence or the existence of an ideal balance between the person’s individuals and him/heir’s personal life with their entire individual links. “Work-life balance is satisfaction and good functioning at work and at home with the least of role conflict” (Clark, 2000).

Baral and Bhargava, (2008), argue that work-life balance has an implication on employees' good attitudes and behaviours that are critical to an organization's effectiveness. It can be understood as when an employee has an opportunity to balance his or her work life and personal life, they will feel that he or she is treated fairly by the company, and this leads to increased perceived organizational support and trust in the company. This certainly energizes the employee to contribute to the company by doing it a voluntary favor in the form of willingness to perform extra work, help co-workers, disclose important information to the company, give feedback, and take other actions that may benefit the company.

Whereas OCB refers to a "behavior that benefits the organization, but this behavior is discretionary it and goes beyond existing role expectations(Dyne, et al 1994).Organizational Citizenship Behaviors are extra behaviors performed by an employee, but that behavior are beyond the regular or normal scope of the employees assigned job(Podsakoff,et al., 1990). Further, some researchers argued that, going above and beyond more than what is expected in the workplace is referred to as OCBs; these behaviors often lead to valuable contributions to the organization (Somech, & Zahavy, 2004; Turnipseed & Rassuli, 2005).

Baral and Bhargava.(2008) approved the effect of work-life balance on organizational citizenship behavior. The balance between one's role at work and his or her role in family will have an implication on his or her behaviors. One of essential behaviors in improving employees' performance is organizational citizenship behavior. When employees feel comfortable in their work environment, and when there is no conflict between interests of both on family and organization, commitment to the company and extra-role behavior will arise in them that's called OCB.

Generally, as it has seen above the issues relating to maintaining and obtaining a work life balance have received substantial attention over recent years, but little is known about work life balance and associated factors in Ethiopian workforce context in general and in case of study area in particular. Therefore, this study would be initiates to provide information regarding work-life balance and its effect with organizational citizenship behavior in case of commercial bank branches in werabe town.

1.3. Statement of the Problem

In the today's changing business environment there is pressures on employees in terms of increasing their workloads and a need to develop new skills, there is also a need for a better and healthy work and life relationship, (Glynn,et al, 2002). Lack of work life balance has made it difficult to hold on skilled individuals and leaving those organizations that are making excessive demands for little return (Haar, 2004). Consequently managers in today's business environment should have to implement effective management practices in building a balanced work life relationship (Cieri,& Dowling, 2006).

Now a day working people are facing more significant challenges in balancing their work and family responsibilities. Recently the banking sector has evolved severely; it becoming very competitive and coming up with measures geared towards attracting new customers and retaining the existing ones in order to have a larger market share, they try to bring in more profits by being customer focused. In order to attain this, they increased their opening hours, introduced more services, opened up more branches and have adopted the latest IT infrastructures. This has led to their employees, having a greater and more complex workload (Kalliath & Brough, 2008).

Experiencing a lot of work pressure and the existing culture of poor work-life balance leads their employees to highly dissatisfy with their jobs and in return their extra role behavior also diminishes. So, now work life balance is an issue among employees in the banking sector (Bosworth and Hogarth, 2009). In line to this, the Ethiopian banking sector in general and the banks found in Werabe town in particular are not exceptional. As per the preliminary survey of the researcher some of employees of the banks reported as they are facing with various work-family conflicts due to lack of free time, high workloads, and many working days (starting from Monday to Saturday especially at junior bank clerk and Customer service officer positions, they are performing very routine and redundant tasks which leads them to feel stressed and frustrated. This maybe reduces initiatives and motivation of employees to play extra role for their organization.

Based on social exchange theory Blau, (1964), those employees who are treated well by their organization respond well by engaging in citizenship behavior. Chiaburu& Harrison, (2008) in their research have shown that if a co-worker is supportive of another employee, there will be

a kind of equivalent effect on the other employee for getting engaged in organizational citizenship behavior.

The findings of previous studies such as, Prasetio, (2016), Poohongthong,et al ,(2014), shows direct association between WLB and OCB. But some of the authors like, Shakir, (2018), Asmony et al.,(2018), and Durahman, (2016) argued that work life balance has no direct effect on organizational citizenship behavior, whether employees perceived WLB or not, does not change OCB. This finding is the opposite of the previous finding regarding Work life conflict. The above findings indicate that, there is contradicting findings concerning to the concept between WLB and OCB, therefore to fill this knowledge gap there is a need to conduct empirical study.

According to the finding of Tabassum, (2015), from comparative based research among private and public owned bank employees there is a significant difference between the two types of employees" regarding the work life balance provided by their banks. A slightly greater median value of government employees than that of the private bank employees, the research indicated that more satisfaction about the work life balance. Among work life balance initiative basically there is a significant difference between the private and public bank employees" perception regarding to the flexible work schedule and assignment of the employees in Bangladesh. The other researchers such as, Venkata,et al,(2018) study on work life balance concept in India by taking variables like working hours of employee, time spent with children and the time schedule that the organizations have, the finding indicated that there were significant difference among private and public owned banks, the statistics shows that private owned bank employees are less happy than public owned with reference to the above variables. Therefore, in Ethiopia also there are private and state- owned banks the researcher would have interest to examine and compare their work life balance initiative level.

Thus, there is a clear need for this research to fill the identified gaps in light of the above problems in case of, commercial bank branches in werabe town.

1.4. Basic Research questions

1. What is the level of work life balance initiatives implementation on organizational citizenship?
2. What is the effect of work life balance initiatives on organizational citizenship behavior?
3. What is the difference in work life balance initiative between private and public owned banks?

1.5. Objectives of the study

1.5.1. General objectives of the study

The general objective of this study is to examine the effect of work life balance initiatives on organizational citizenship behavior in case of commercial bank branches in werabe town.

1.5.2. Specific objectives of the study

1. To point out the level of work life balance initiatives on organizational citizenship behavior implementation.
2. To examine the effect of work life balance initiatives on organizational citizenship behavior.
3. To examine the difference in work life balance initiative between private and public owned banks.

1.6. Scope of the study

As work life balance has multi-dimensional impact on an organization and employees, but the study would not attempt to verify the potential effect of work life balance on all aspects or directions of both on an employee and organizations. But it would focus on the effects of work life balance initiatives on organizational citizenship behavior among employees of banking sectors in werabe town. In this connection, the study would delimitation in the sampling frame which only considered commercial banks branches employee in werabe town.

1.7. Significance of the study

In addition to fulfilling the academic requirement of the researcher, this research will might have the following significance to the specified organization, policy makers, other researchers and the rest of any concerned bodies.

- To the case organizations, the study will try to bring out various work life balance support practices which banks might undertake to formulate work life balance strategies and implement for enhancing its employees to contribute their efforts willingly beyond the minimum requirement. Besides this by enhancing awareness about WLB practices, HRM of the banks can increase retention rate through increasing the commitment of employees, paves the way to create good image to the bank by many aspects
- The study might have contribution to policy makers; such as the output of the study might be a base for policy makers to undertake policy revisions on areas of work life balance. It might also create awareness to identify areas of weaknesses and strengths with regard to work life balance functioning.
- The other is researcher believes that this research will draws the attention of other researchers to understand the need for a comprehensive study regarding the work-life balance practices and to conduct a study in this area in depth.

1.8. Organization of the thesis

This study would be organized by five chapters. The first chapter deals with background of the study, statement of the problem, objective of the study, research questions, significant of the study, scope and organization of the thesis. The second chapter will deal with review of literatures. The third chapter will present research methodology. The fourth chapter will discuss data presentation, analysis and interpretations. The last chapter will presents summary, conclusions, recommendations and limitation followed by references and appendices.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

In this chapter the student researcher provides relevant literature review on the concepts of work life balance initiatives, theories of work life balance, organizational citizenship behavior, Core dimension of organizational citizenship behavior and other important and related information's with work life balance and organizational citizenship behaviors were discussed coherently.

2.2. The concept of work-life balance

The concept of work-life balance is based on the view that paid work and personal life should be seen less as competing priorities than as balancing elements of a full life. It is important for employers to support work-life balance to comply with legal requirements that give employees the right to request to work flexibly, to enhance equality of opportunities by assuring that staffs with caring responsibilities are not face difficulties in the workplace, and to broaden access to paid work and career opportunities (Yahya and Ying,2015). Different scholars define the term work life balance differently. According to Sharma, (2013), work life balance refers to the effective management and harmonization between paid work and the other roles and responsibilities that are significant to people as an 'individual' human being and as a part of the society. He also states a balanced life is one when we spread our energy and effort (emotional, intellectual, imaginative, spiritual and physical) efforts between key areas of importance. It is a balancing act between what they play in their work and in their family.

Resourcing, (2005), claims that WLB is a fit between multiple roles that we do in our life. This view feeds into role theory which concludes that multiple life roles lead to role conflict and strain in the end. Clark (2001) defines a balanced life as 'satisfaction and good functioning at work and home with a minimum of role stress. Work-life balance defined as the capability of an employees to manage effectively both paid work and social life adequately (Guest, 2002). According to Carlson, & Grzywacz, (2007),work/life balance is the management of role-related expectations that are negotiated and shared between an individual and his/her role related partner

in the work and family domains effectively. Work-life balance is generally defined as a satisfactory level devotion of the amount of time and effort to work and personal activities, in order to maintain an overall sense of harmony in life. A work-life balance is how one is able to balance work demands with personal and family needs. Schermerhorn, et al, (2005), Singh & Khanna, (2011) describes that work life balance as a broad concept that involves setting the right priorities between two domains i.e. "work" (career and ambition) on one side and "life" (happiness, leisure, family, and spiritual development), on the other.

2.3 Theoretical framework

Theorist has been studied to offer several theories, so as to explain the work and family association and the different aspects of the relationship between work and, family life. Theories that have been built on the foundation laid for the emerging concept of work life balances are briefly described as follow.

2.3.1 Segmentation theory

According to Taiwo, et al, (2016) who were recent facilitator of segmentation theory, applied this concept mostly to blue collar workers. In segmentation theory concept, a person's work and family life operates as different things; in short, the theory describes that, there is no linkage between the work life and the family life.

Moreover, Young, and Kleiner, (1992), specified that, segmentation theory work and family are separate things, Also, an experience in one domain, does not have an effect on the other one. They also stated that work has no effect on the personal life, nor personal life has any influence on work life. Instead, workers need to deal with work related stress through separating their work and personal life.

2.3.2 Spillover theory

Spillover theories can be identified by their holistic character, covering various interactions between work and family life, or spillover means much more than a simple cause it influence from one sphere to the other, but rather the phenomenon in one role can benefit or harm an individual's activity in the other role (Tammelin, 2009).

According to Edwards and Rothbard (2000), there is strong relationship between work life and family life, when the persons is in negative moods emotions, like fatigue, it can be simply leading to work-family conflict, and the inverse is true, which means positive spillover refers to fact that satisfaction in one domain brings similar emotion or satisfaction and achievement in another domain. Negative spillover described, difficulties, depression or bad moods in one domain bring dissatisfaction or work life conflict in another domain.

2.3.3 Compensation theory

According to compensation theory, personal life and work life are counted as a part of the same environment. Consequently, these two have a compensating effect on each other. The One can usually supporter for what is missing to the other. If one feels dissatisfaction at work, this negative experience could be compensated by a more positive experience at home (Young and Kleiner,1992).

Compensation theory of work life balance describes the efforts intended at compensate negative experiences in one domain through increased efforts for positive experiences in another domain. Compensation as a negative relationship between work and family, the term negative refers to the fact that negative work experiences would be associated with positive family experiences and the invers is true (Christensen, 1990).

In a simple language, the theory tries to state; employees are normally attempts to compensate their dissatisfaction in one domain, either work of personal life by finding further satisfaction from the other domain, so as to compensate the negative felling of the prior. Lambert, (1990), Piotrkowski, & Crits-Christoph, (1981), concluded that “ every individual look to their homes as havens, and their families as sources of satisfaction lacking in the occupational sphere”.

2.3.4 Resource drain theory

The resource drain theory specified that, the relationship between personal life and work domains not balanced. In this regard, since resources are assumed to be scarce, any personal resource that expended on one domain reduces the amount of resources available to the other one (Frone, et al, 2002: Bakker, et al., 2009) .

According to Moris and Madsen, (2007) resource drain theory is about allocation of resources, from one domain to another. When resources allocated to one domain, the remaining resources become insufficient, and it increases the potentials of being stressed and role conflict (Edward, Rothbard, 2000; Frone, 2003). Generally, as per resource drain theory individuals allocate the limited resources that available for them, in order to create balance between work life and personal life, from one domain to a different, to use the scarce resource optimally. Resources can be even shifted to other domains apart from work and family related, like community or personal pursuits, (Edwards & Rothbard, 2000).

2.3.5 Border theory

The border theory is a new approach to WLB issues developed by (Clark, 2000) and according to this theory, each of individuals 'roles takes place within a specific domain of life and these domains are parted by borders that might be physical, temporal, or psychological. The theory addresses the issue of "crossing borders" between two spheres. The flexibility and permeability of the boundaries between people's domains will affect the level of integration, the ease of transitions and the level of conflict between these domains. Boundaries that are flexible facilitate integration between two domains. Some time when the domains are relatively integrated, mutual transition is easier, but that may lead to work family conflict. Conversely, when these domains are segmented, transition is more effortful, but work family conflict is less likely to happen (Bellavia & Frone, 2005) This theory can give us a theoretical framework that is missing from most research on WLB by recognizing both why conflict exists and providing a framework for persons and organizations to encourage better balance between work and families. This can be done by organizations as well as the workers. According to the theory, a more flexible workplace should be more like employees' homes in terms of values and its purpose (Clark, 2000).

2.3.6 Ladder theory

This theory initiated by Bird, (2006), and then become the most realistic solution and practical approach among all the theories of WLB. The theory stated that for each story, there are two sides and the same goes for WLB as well and For a WLB ladder, among the legs, the left leg of the ladder deals with the issues associated with the purpose of organization or what the organization does for its staff or what the responsibility have the company for the employees, the opposite leg of the ladder consider about individual's responsibilities or what a an employee's

play roles for the organization. So, both legs are necessary for work life balance to have a balanced relationship between two roles which are personal life role and work roles of the employees.

2.4 Work life balance initiatives

Work-life balance initiatives can be defined as strategies, policies, programs and practices that initiated and maintained in the workplaces to address flexibility, quality of work and life, and work-family conflict (Arthur and Cook, 2003; Bardoel et al. 2008). Work-life balance initiatives are benefits and practices provided by an organization to its member's in order to assist them to effectively meet their obligations in both spheres/domains. Work-life balance practices are deliberate organizational changes in programs or organizational culture that benefits to enhance work-life balance and it can to enable employees to be more effective at family and work roles.

Work-life balance initiatives provide employees with the ability to make choices influencing when, where and for how long they engage in work related tasks enabling employees to control their work and life roles, diminish conflict between work and home and as a result improve works satisfaction and engagement (Hill, et al, 2001). The initiatives include flexible work arrangement, and leaving options such as flexible hours, Tele-working, leave arrangements, dependent care initiative part time, job-sharing, employees assistance programs as well as childcare and eldercare facilities, information or financial support relating to the non-work sphere of life, and various onsite services, such practices also termed as family-friendly policies (FFPs) or work-life benefits and policies (Dex, 2002).

Flexible work arrangement Sometimes known as flextime as refers to the flexibility granted for employees in choosing their work starting and finishing times generally around a band of core hours where each employee must be present to his /her wok (Anderson, et al, 2002; Hill, 2008). Under this type of time policy, there is the flextime which is an arrangement that permits workers, on individual or collective basis to have some flexibility at the beginning and end of the day according to programmed schedule for the sake of optimizing resources effectively for their family role. The flextime is the commonly used type of flexible work arrangement, some of which include; telecommuting, compressed work schedules and part time work arrangements. Frank and Lowe, (2003) use the term 'alternative work arrangements' to define working patterns which permits temporal or spatial flexibility, including full time hours worked at times to suit the

individual, compressed work weeks, and part-time, seasonal work and working at home. Oludayo, et al, (2015) view parental leave as an official permission granted employees burdened with dependent caregiving responsibilities. Another aspect of the work leave program is that of maternity leave which is usually more beneficial to female employees where nursing mothers are permitted to stay away from work for 3-months. On health grounds, there is provision for paid family and medical leave which allows absence from work in order to attend to dependent care challenges or personal health concerns of the employee. Benefits of work life balance programs for employees include increased employee control over time and place of work (Thomas and Ganster, 1995) and increased work-family balance Kossek and Ozeki, (1998), stated that these types of practices are seen as a basic requirement for any employee so they can reduce stress that occurs in the working environment.

On the other hand, benefits of Work life balance for organizations include diminish absenteeism (Dex&Scheibl, 1999), increased productivity (Sands &Harper, 2007) and improved employee intention to stay (Borman, et al, 2001). There is also evidence which advocates that organizations who implement work life balance programs and offer flexible working arrangements are likely to have a competitive priority (Morgan, 2009).

2.5 The concept of organizational citizenship behavior

The concept of OCB has been laid to provide a clear cut understanding of the construct stating it as ‘extra-role behavior’ that intended to benefit the organization, which is discretionary and goes beyond existing role expectations’(Dyne, et al, 1994),first introduced by Organ in the (1980s) and he defined the concept of organizational citizenship behavior “as an additional behaviors of employees beyond their job description, but that promotes the effective functioning of the organization(Organ, 1988) . Chien (2010), proposed a broader construct of “extra-role behavior” which defined as “behaviors which aids the organization and/or is intended to benefit the organization”. Organizational citizenship behavior can also be defined “extra-role behaviors not directly related to a specific task or job description, lead to advance customer and peer relationships, improved teamwork, operational flexibility and competitive priority” (Peelle, 2001).

According to Organ, (1988) OCB refers to the extra behaviors that employees display such as care, support, help, discretionary and behavior outside of formal duties. Williams, et al., (2009), come up with a two dimensions of organizational citizenship behavior consisting of organizational citizenship behavior individual (OCBI) and organizational citizenship behavior organization (OCBO). They defined OCBI as behaviors by employees that directly benefits specific peers and coworkers contribute indirectly to the organization. OCBO was defined as behaviors by workers that benefit the organization in general. These are factors like punctuality, positive attitude, and making suggestions about how the organization can be enhanced in terms of its general function.

2.6 Core dimensions of organizational citizenship

Organ et al. (2010) listed five core dimensions of organizational citizenship behavior and they were as follows: altruism, courtesy, conscientiousness, sportsmanship and civic virtue. And these dimensions are well known to describing the OCB.

2.6.1. Altruism

According to Organ, (1997) Altruism referred to as merely serving or helpfulness that is just because of the need to assist another individual, with no expectation of reward or compensation for that help. It may be explained as voluntarily serving to others with explicit work-related tasks, as an example aiding a colleague when the work load is high. Altruism consists of voluntarily actions that mainly help others organizational relevant task, like voluntarily giving orientation of fresh worker, sharing sales methods, teaching employee's helpful skills, showing staff the way to achieve/perform tough tasks (Borman et al., 2001).

2.6.2 Conscientiousness

It is an extra role behavior that goes well beyond requirement level of the organization, such as following rules and regulations, not taking extra breaks, working extra-long days more than the organizations work day (MacKenzie, et al., 1993). More conscientiousness for an employee means performing more responsibility and less supervision by the management (Podsakoff&MacKenzie, 1997). Conscientiousness can be explained as exceeding the minimum role obligation of the organization (Law, et al, 2005). It consists of punctuality, adherence to

rules, regulations and procedures of the company .When no one is watching the person, for example, switch off the light whenever leaving the office. Borman et al., (2001) stated that altruism and conscientiousness are the two major dimension of OCB.

2.6.3. Sportsmanship

This behavior simply about does not showing of negative behavior when something goes unplanned or when something is being perceived as wrong, difficult, and even frustrating in the organization. It can be more expressed as readiness of the employees to accept unplanned and wrong organizational situations without complaining and losing own personal interest Organ (1990). It is willingness to accept minor and temporary personnel inconveniences and impositions of work without complaints, appeals, accusations, or protest, thus preserving organizational energies for task accomplishment and reducing the loads of managers (Organ & Ryan, 1995).

2.6.4. Courtesy

It is an employee's behaviors that demonstrate the interest of avoiding creations of problems for other colleges in the organization (Organ, 1997). A courteous employee avoids creating of problems for co-workers and that decreases conflict in the work area, so managers do not fall into the issue of crisis management (Podsakoff&MacKenzie, 1997). This behavior simply defined as behavior which is polite and kind for other, aim at minimizing work related problems in the work area.

2.6.5. Civic virtue

Civic virtue is a kind of behavior that indicates employee responsibly participates, involved and concerned about the life of the company (Podsakoff et al, 1990).This behavior consists of willingness to participate actively in managerial events, so as to monitor organization's internal and external environment, to look out for organization's best interest. These behaviors show an employee's appreciation of being a part of the organization (Podsakoff et al, 2000).

2.7 Empirical Review

According to prior investigation on the concepts the relationship between Work life balance initiatives and OCB, Some scholars stated that inspiring work-life balance of employees have significant contribution to increase discretionary behavior of employees in the organization (Pradhan, et al, 2016:Lambert, 2000:Lambert, et al, 2013). Based on social exchange theory Blau, (1964), study has showed that those employees who are treated favorably by their organization responds well by engaging in organizational citizenship behavior.

The other researchers are Chiaburu & Harrison, (2008) in their research have shown that if a co-worker is supportive and kind of another employee, there will be a kind of similar effect on the other employee for getting engaged in organizational citizenship behavior individual (OCBI). This kind of attitude aligns with social exchange theory Blau,(1964), describes 'where one Employee does something for other Employee, the second employee will feel like or needs to do something for the first employee. It is believed that sharing of responsibilities may create an ideal WLB for both employees. In a connected world of work, job-sharing colleagues can play a significant role to help each other for balancing life between work and personal time of employees. Due to this kind of discretionary effort, co-workers can spread emotional support to one another and may address their WLB issues. At the same time, research findings have suggested that the absence of social relationship between individual and with the organization could be the reason for higher turnover, lower intention to stay in the organization and lower citizenship behavior (Shore &Liden, 1997).

In a study on presence of conflict between multiple roles particularly work and personal life roles , Bragger, et al., (2005) have found a negative impact on going extra behavior stating that 'the more role conflict an employee is feeling, the less likely he or she will involve in OCBs'. Therefore, many organizations of twenty-first century are passionately promoting their HR policies to address the WLB need as a part of social exchange relationship with their employed professionals. The policies devised by a handful of multinational corporations (MNCs) are primarily helping employees to cope with time pressures with the objective to improve the autonomy through organizing and integrating work and non-work aspect of one's lives (Cieri, et al., 2005).

2.7.1 Flexible work arrangement

It referred to as smarter working by (Dunne, 2007), includes flexible work hours (flextime) or schedule flexibility, which allows employees to work a certain number of hours varying their start and finish time to their convenience. There are different studies which concur with this result: such as, Hill, et al., (2001), states that work schedule flexibility has been found to be positively associated with work life balance and negatively with work family conflict, higher the works load, higher the imbalance between the work and family life. And employees with job inflexibility lead to work life conflict. Researchers stated that uplifting work-life balance of employees significantly contribute to enhance the OCBs of employees within the organization (Pradhan, Jt., 2016). Hence based on the above points, the first hypothesis is proposed as follows:-

H1: flexible work arrangement has significant positive effect on employee's organizational citizenship.

2.7.2 Working hour

Working hours is the amount of time someone spends at work during a day. The amount of time we spend on our work has an Effect on balancing Work and life. Working hour Defined as the regulation or the rule that indicate how much hours put away the in work. In Ethiopia context working hours for the workers is eight hours per day and 48 hours per a week. As per the labor law of Ethiopia any employee who is working more than eight hour is eligible without overtime payments. Extended hours are thought that individuals are working longer hours because of increasing workloads and job demands, job insecurity and performance standards and pressures (Sparks, et al, 2011)

Researchers conclude that long hour workers tend to feel that they are not happy with the amount of time they devote to work and how it Effects on their family and home life. This indicates that spending too much time on jobs leads to job dissatisfaction. Long working hours leads to employee's serious risk factor for depression/depressive symptoms, Banna,& Tamakoshi,(2014). Argued that working long hours is linked with depressive state, anxiety, sleep condition, and coronary heart disease Therefore if an employee is becoming ill he/ she will not do his/her

job accordingly and dissatisfaction absenteeism may occurred and symptoms for work life imbalance.

According to research's on work life balance, reports on work-family conflict is caused by the long hours worked by employees, which has a significantly affect them, particularly for women. (Ohkubo, 2010). Longer working hours lead to work life conflict issues. Researchers stated that uplifting work-life balance of employees significantly contribute to enhance the OCBs of employees within the organization. (Pradhan, et al.,2016)

Therefore, based on the above theoretical concepts Hypothesis 2 is developed.

H2: working hours have significant negative effect and employees' organizational citizenship.

2.7.3 Work Load/work pressure

Rubio *et al.*, (2004), states that workload as the perceived relationship between the amount of mental processing capability or resources and the amount required by the task. "International Labor Organization defines "Work Pressure as the harmful physical and emotional response caused by the poor balance between the perceived demands and the perceived resources and abilities of individuals to cope with those demands" (ILO, 2016).

Work-related pressure or work load is determined by the work organization, work design labor relations and occurs when the demands of the job do not match or exceed the capabilities, resources, needs of the worker, or when the knowledge or capabilities of the persons or group to are not matched with the expectations of the organizations culture of work or work load amount. Work Pressure also defined as the adverse reaction persons towards their job/work. Therefore, for in this research researcher use interchangeably Work load with work pressure. According to research on the past Workload has a negative effect on Organizational Citizenship Behavior (OCB), referring to the research of (Jumadi, 2019: Kumar et al., 2019: Dwomoh, et al., 2019). Hence the results of the workload research having a negative effect on OCB. Consequently, researcher developed hypothesis based on the above findings.

H3: work load have significant negative effect on citizenship behavior.

2.7.4 Work leave program

Eseme and Ojo, (2015) stated work leave as an official permission granted employees saddled with child care giving responsibilities, medical leave which permits absence from work, in order to attend to dependent care challenges, personal health concerns of the employee maternity leave which is usually more beneficial to female employees where nursing mothers are permitted to stay away from work for 3-months and it also include employees' holidays, vacations, sick leave and personal leave. Consequently, work leave programs promotes and enhance workforce participation and their organizational citizenship behaviour. In this, they viewed paid leave to be one that assists new parents in keeping their families in order to deliver program for them organization incur additional expenses (Mathur, 2017).

The other one of among work leave program that gives for mother employees that paid leave policies also affect a family's finances after childbirth, through the direct payment of leave and increased likelihood of mothers remaining in the work force. Sheppard, (2016) opines that California's paid leave program highly minimize a mother's risk of poverty following the birth, child. There is no conducted research before with the variable work leave program on organizational citizenship behavior even if it is counted as one of work life balance initiative there for researcher interested to test the relationship between these variables, work leave program and OCB.

H4; work leave program have an effect on OCB.

2.7.5 Dependent care initiative

Dependent is someone who is sustained by another person, for instance a child supported by his or her parents, sick people can also be dependent since when they do not have the capacity to do things by themselves and requiring the help of another. The old/aged can also be considered dependent as well as non-working spouse, parent, siblings or relatives.(Preamble, 2004).The other researchers are 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. Authors such as, Soni,(2015); Oludayo *et al.*,(2018) stated that the dependent care initiative and work life stress management reflects the importance of nurturing supportive culture in terms

of embracing the work-life balance initiatives. The implication of this is that, ones the employees perceive that there is provision for dependent care in the organizational policy and practice; it will make employees to be more interested to do beyond their requirement in that organization that's called organizational citizenship behavior. Therefore, based on these theoretical concepts Hypothesis 5 is developed.

H5: There is significant positive effect between dependent care initiatives and organizational citizenship behavior.

2.8 Conceptual frame work

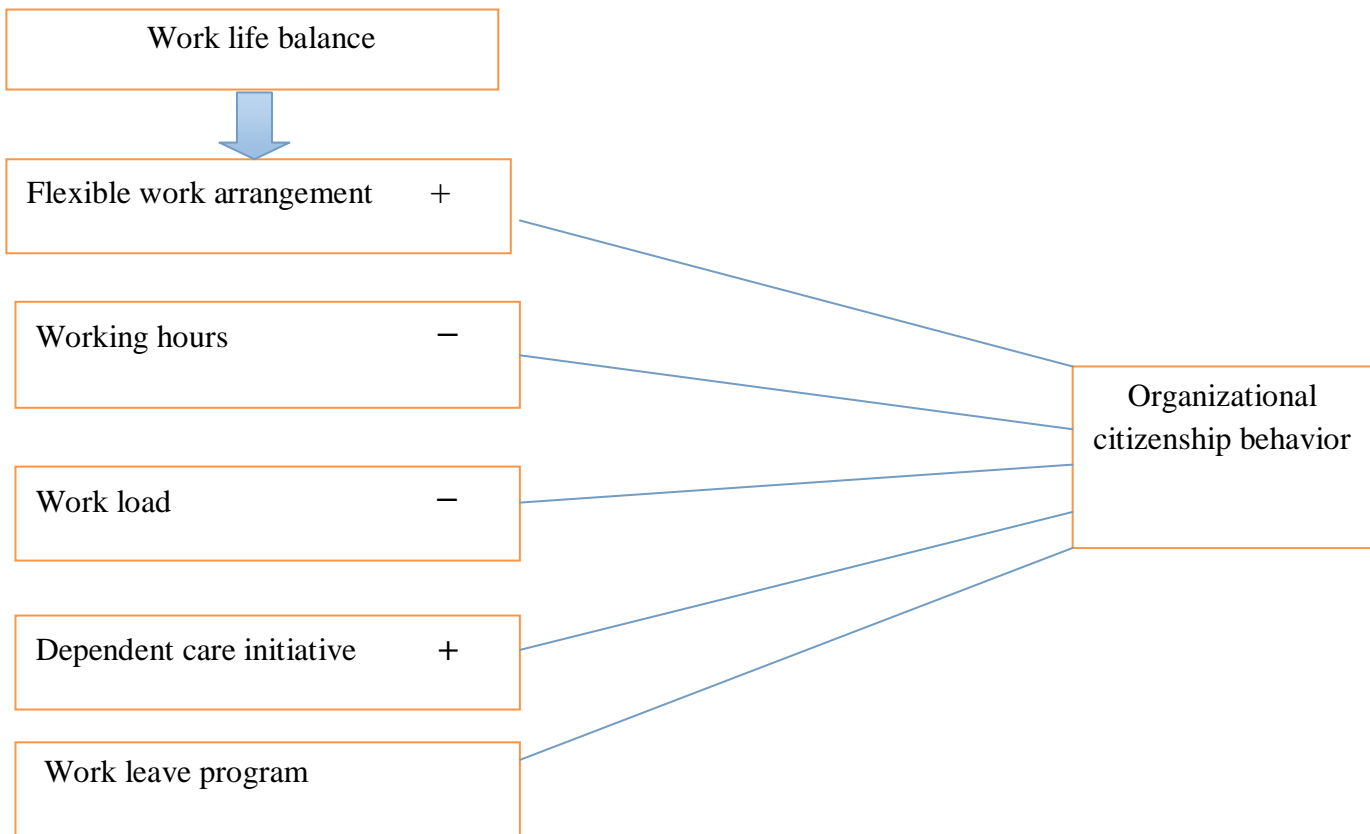


Figure 2.1. Conceptual frame work

Source: Developed by researcher based on research question and literature review.

CHAPTER THREE

3. RESEARCH DESIGN & METHODOLOGY

3.1. Introduction

In this chapter student researcher describes about design and methodologies of the overall work, which are research methodologies, study population, sampling method, method of data collection and analysis model specification and ethical consideration are expressed in detail.

3.2. Research design

The main purpose of this study was to explain the effect of work life balance on organizational citizenship behavior in case of commercial bank branches in werabe town. To conduct this study, researcher employed both descriptive and explanatory type of research design, the researcher used descriptive research design to assess whether the banks implement work life balance initiatives and support for its employees and in turn employees exhibit an extra role behavior or not. The study was also employed explanatory research type along with the descriptive. Because of the research explained employees work life balance and its relationship between dependent and independent variables and would measure the causal relationship that to what extent the dependent variable affected by independent variables that concern with organizational citizenship.

3.3. Study population

The study would be conducted only on the employee of commercial bank branches in werabe town , there are 9 (nine) branches in werabe town in which two were government owned bank (commercial bank of Ethiopia) the remaining sevens are private banks. The target respondents for this study were all employees of banks operating at the town. Therefore, the studies total population includes all employees of the banking sector in the town. 150 total work forces (government bank with a workforce of 50 and private bank with a workforce of 100 populations). The researcher would use census method for determining participants of the study. Under census survey, every unit within the population participates as a sample. The reason why the researcher used census method is it is the most commonly

associated with survey-based research strategies and the population is too small. Individual data are prepared in the following table.

Table 3.1 Individual data for the banks' employee

| No | Types of banks | Sectors | No of employee |
|----|--|------------|----------------|
| 1 | South global bank | private | 8 |
| 2 | Awash bank | private | 28 |
| 3 | Dashen bank | private | 20 |
| 4 | Union bank | private | 12 |
| 5 | Abyssinia bank | private | 15 |
| 6 | Oromia international bank | private | 10 |
| 7 | Nib International bank | private | 7 |
| 8 | Commercial bank of Ethiopia, Werabe branch | government | 28 |
| 9 | Commercial bank of Ethiopia, Dunna branch | government | 22 |
| | Total of private and government | | 150 |

Source; Survey, 2021

3.4. Source of data and method of data collection

This study was used primary data and the sources of data are the employees of the sample banks. The study was used questionnaires, in order to gather required information from target respondents. The questioners distributed for the professional employees of commercial bank employees at the branch level in werabe town. The questionnaires were structured in close-ended questions by which the respondents would choose one of the alternatives from Likert five scale questions, and the questionnaire were include questions related to demographic status of the respondents and questions determine the respondent's response about the selected dependent and independent variables as well.

3.5. Method of data analysis

The data collected through questionnaires were analyzed using SPSS. To summarize demographic data of respondents summarized using tables and charts used. The descriptive data analyzed using descriptive statistics like frequency percentages, mean and standard deviation. Inferential statistics like (ANOVA, independent sample t-test, correlation, and multiple regressions also used.

3.6. Model Specification

Multiple Linear regressions has been employed to examine the effect that work life balance initiatives have on organizational citizenship behavior. The reason behind using multiple regressions is mainly due to the nature of the dependent variable that is continuous which measured using Likert scale questions. The multiple linear regression models took the form of:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \Sigma$$

Where;-

- Y= organizational citizenship behavior
- X1= flexible work arrangement
- X2= work load
- X3= dependent care policy
- X4= Working hour
- X5=work leave program
- β_0 = constant
- β_1, β_5 = coefficient of independent variable
- Σ = error term

3.7. Ethical Consideration

To assure respondent's security, their name and other private information's which describe about the respondents' identify were not conduct, and the data obtained from the respondents confidential. Once the study will accomplish the data will never over handed for anybody else. The obtained data will only use for this academic purpose. The privacy and morality of the respondents will preserve in a good manner.

3.8 Reliability and Validity of the Instruments

Reliability and validity are two of the most vital factors that may be potentially considered in the process of evaluating or formulating a specific instrument (Ihantola and Kihn, 2011). Reliability is the extent to which a particular instrument is capable of measuring a set topic or Reference phenomenon through population groups and time in a consistent manner (Drost, 2011) Reliability is "concerned with the consistency of measures" thus; the level of an Instrument's reliability is dependent on its ability to produce the same score when used repeatedly. In this study as mentioned above the instrument was taken from previous scholars so it was pre tested for reliability. To do this the researcher distributes questionnaires and Finally, computes the data to see the alpha value and the value for all of the Measurement is more than the minimum threshold which is ≥ 0.7 while reliability is necessary, it alone is not sufficient. For a test to be reliable, it also needs to be valid. Validity on the other hand refers to whether an instrument actually measures what it is supposed to measure, given the context in which it is applied (Babbie, and Mouton, 1998). For this study the instruments were the most frequently used measures which were developed by prominent scholars, though it was assumed to be valid. Actually, there is no statistical tool to measure the validity of instruments rather it is based on experts.

The followings are the result of reliability test for each of the variable;-

Table 3.2 the result of reliability test for each of the variable

| NO | Variable | No_ items | Cronbach's Alpha |
|----|---------------------------|-----------|------------------|
| 1 | Flexible work arrangement | 5 | .816 |
| 2 | Work leave program | 3 | .739 |
| 3 | Working hour | 4 | .730 |
| 4 | Dependent care policy | 5 | .740 |
| 5 | Work load | 7 | .791 |
| 6 | Altruism | 5 | .803 |
| 7 | Conciseness | 5 | .742 |
| 8 | Civic virtue | 3 | .813 |
| 9 | Sportsmanship | 3 | .882 |
| 10 | Courtesy | 5 | .732 |

Source: own survey, 2021

CHAPTER FOUR

4. RESULTS AND DISCUSION

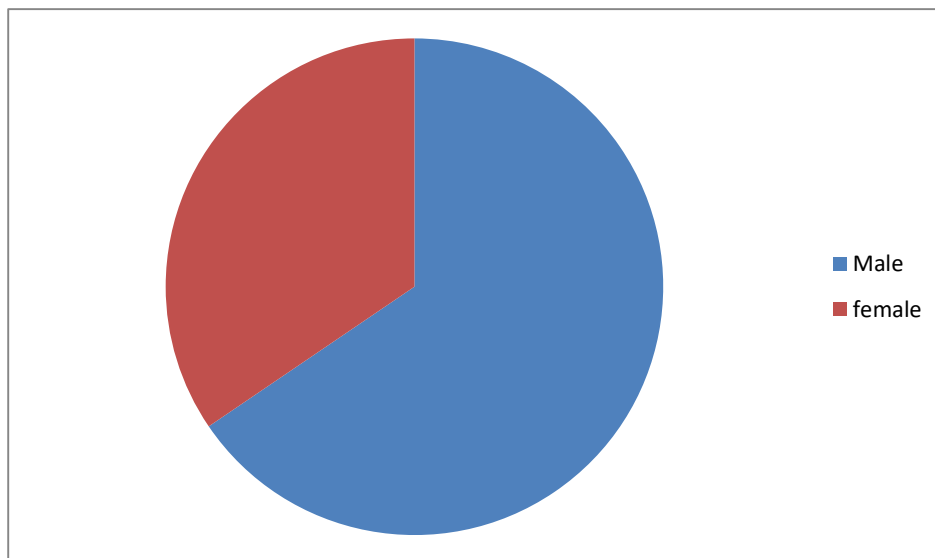
4.1. Introduction

The main aim of the study was to investigate the effect of work life balance initiatives on organizational citizenship behavior .To achieve this objective, the student researcher distributed 150 questionnaires for commercial bank employees in Werabe town, through census sampling technique. Out of the total distributed questionnaire of 150, 142 of them are valid for analysis with the response rate of 94.67%. Due to that the non-response rate doesn't have, a significant effect on the representativeness or on the finding of the study.

4.2 Demographic Characteristics of Respondents

In this part researcher describes about the respondent's gender, age, position, work experience, educational level. These social attributes are relevant to the study because they enabled the respondent to provide information that is valid, reliable and relevant to this study.

4.2.1 Sex of respondents



Source; own survey 2021

Figure 4.1 sexes of respondents

As it sees in the above figure 4.1, the respondent's sex, from 142 respondents 65.5% of them are male and the remaining 34.5% of the respondents are females. Therefore, majority of respondents are male, it implies that most workers in the banking sector of the town are males.

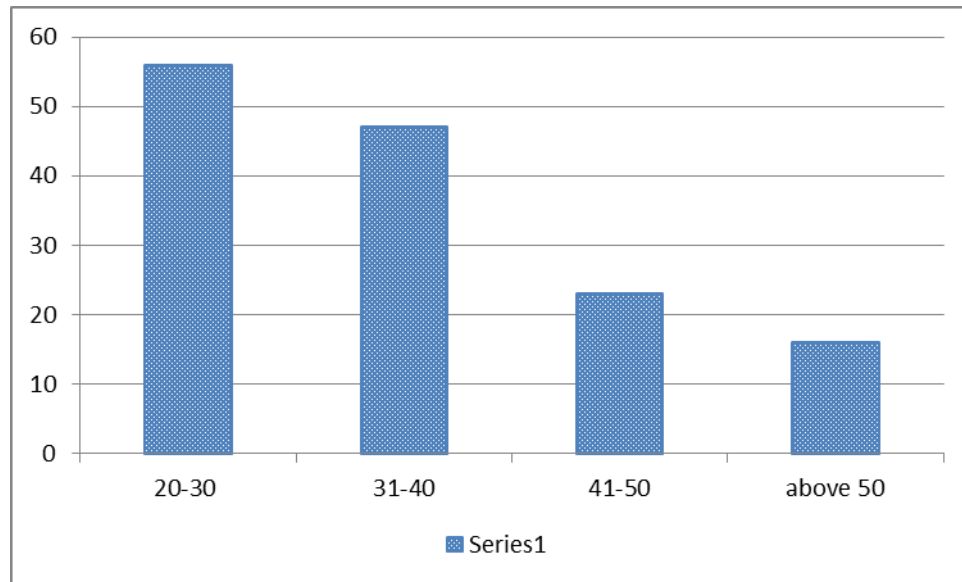
4.2 .2 Marital status of respondents

| Table 4.1 marital status of respondents | | | | |
|---|-----------|---------|---------------|--------------------|
| Marital Status | Frequency | Percent | Valid Percent | Cumulative Percent |
| Married | 75 | 52.8 | 52.8 | 52.8 |
| Single | 56 | 39.4 | 39.4 | 92.3 |
| Widowed | 3 | 2.1 | 2.1 | 94.4 |
| Divorced | 8 | 5.6 | 5.6 | 100.0 |
| Total | 142 | 100.0 | 100.0 | |

Source; own survey 2021

The above table 4.1 indicates respondent's percentage of marital status, 52.8% of the respondents are married, 39.4% of the respondent are single, 2.1% of the respondent widowed and the remaining 5.6 % of the respondents were divorced situation of marital status. Therefore, more than half of the respondents were married. It implies that, above half of the banking sector employees in the town are married hence, they have more personal responsibilities than that of single one and it contribute for low organizational citizenship behavior, this also important for the reliability of data.

4.2.3 Age of Respondents

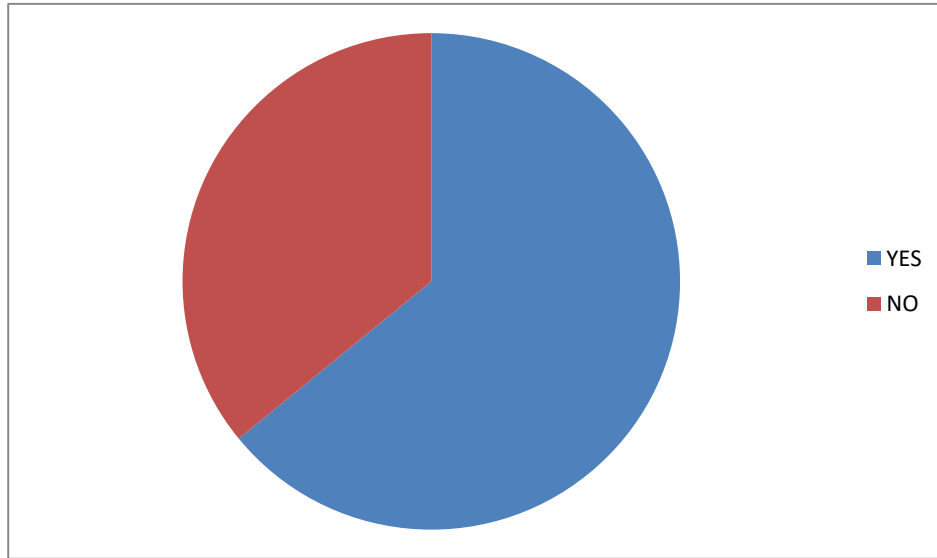


Source; own survey 2021

Figure 4.2 ages of respondents

As indicated in the figure 4.2, the age distributions, 39.4% of the respondents laid in between 20-30, 33.1% of the respondents are found between, 31-40, 16.2 % of the respondents are between 41-50, and only 11.3% of the respondents laid in above 50. Therefore, majority of respondent's ages were laid in 20-30. It indicated that, they are young group who mostly don't have dependent care responsibility and family burden; this also leads to high organizational citizenship behavior.

4.2.4 Dependents care responsibility of respondents



Source; own survey 2021

Figure 4.3 dependent care responsibilities of respondents

Regarding dependent care responsibility of respondent's, the figure 4.3 indicates that 64.1% of respondents have dependent care responsibility, but the remaining 35.9% of respondents have not dependent. From this researcher can conclude that majority of respondents have dependent care responsibility. It implies that, most employees' organizational citizenship behavior, can affected by the dependents that the employees' have and, the bank can facilitate these dependent care initiatives for these employees and that leads to increment in OCB.

4.2.5 Educational back ground of respondents

Table 4.2 Educational back ground of respondents

| Education | Frequency | Percent | Cumulative |
|-------------------|-----------|---------|------------|
| Diploma | 12 | 8.5 | 8.5 |
| first degree | 117 | 82.4 | 90.8 |
| Masters and above | 13 | 9.2 | 100.0 |
| Total | 142 | 100.0 | |

Source; own survey 2021

The above table 4.2 indicates, education level of respondents, majority (82.4%) of respondents are first degree holders, 8.5% of respondents are diploma holders and the remaining 9.2 % are master and above holders. From this researcher can conclude that majority of respondents are first degree holders. It indicated that mostly the banks works doesn't require high professional and the banks don't facilitate study options and programs for the workforce.

4.2.6 Work experiences of respondents

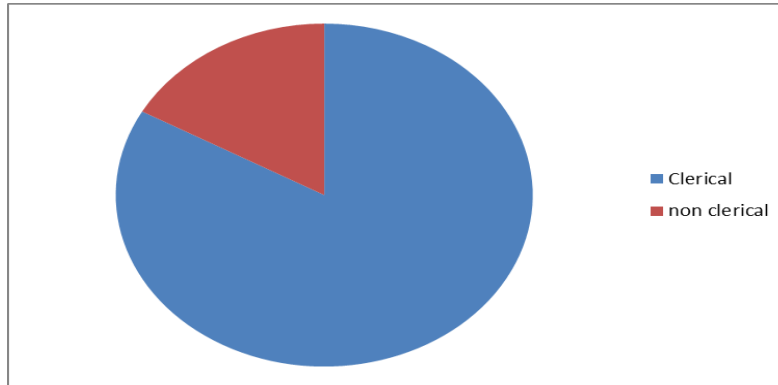
Table 4.3 work experience of respondents

| years | Frequency | Percent | Cumulative Percent |
|-------------|-----------|---------|--------------------|
| Less than 1 | 26 | 18.3 | 18.3 |
| 1-3 | 48 | 33.8 | 52.1 |
| 4-6 | 41 | 28.9 | 81.0 |
| 7-10 | 14 | 9.9 | 90.8 |
| Above 10 | 13 | 9.2 | 100.0 |
| Total | 142 | 100.0 | |

Source; own survey, 2021

According to table 4.3 concerning the number of years an employee has been serving their organization, 18.3 %respondents serve for less than one year, 33.8% of the respondents have 1 to 3 years work experience, 28.9% of the respondent served their organization 4 to 6 years while 9.9% of the respondent served their organization 7 to 10 years and the remaining 9.2% of the respondents have more than 10 years of service in their organization. It implies that most of the respondents are not experienced enough.

4.2.7 Respondents' current position

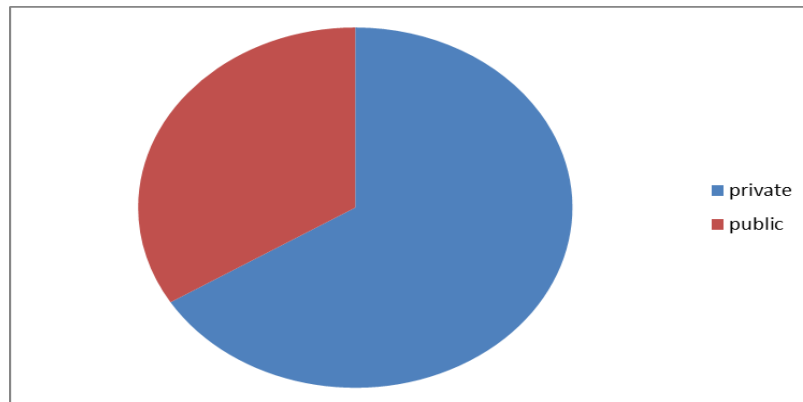


Source; own survey, 2021

Figure 4.4 respondents Current position

With regard to current position of respondents most, 83.1% of employees are clerical and the remaining 16.9 % are non-clerical employees. Hence, majority respondents were clerical. According to current position of workers majority of the banks' employees are works on non-managerial position.

4.2.8 Sectors of respondents



Source own survey, 2021

Figure 4.5 sectors of respondents

As figure 4.5 shown regarding respondents working organization 94(66.2%) were private banks employee whereas 48(33.8%) are public banks employee. Therefore, majority of the respondents were from private banks sector. It implies that majority of the banking sector employee that who works on the towns are private bank employees.

4.3 Descriptive statistics for WLB initiative variables

Descriptive statistics have been used to summarize the quantitative data, to formulate patterns and relationship which are not easy to see them in raw data. Similarly, percentage, mean, and standard deviations are the most frequently used to show the respondents level of agreement. In this part researcher describes the data in the form of percentages mean and standard deviation.

4.3.1 Flexible work arrangement

Table 4.4 Percentages for flexible work arrangement

| Flexible work arrangement | Strongly disagree | | Disagree | | Neutral | | Agree | | Strongly agree | |
|--|-------------------|----------|-----------|----------|-----------|----------|-----------|----------|----------------|----------|
| | Private % | Public % | Private % | Public % | Private % | Public % | Private % | Public % | Private % | Public % |
| The organization allow for flexible work hours. | 52.1 | 45.8 | 28.1 | 35.4 | 11.5 | 10.4 | 5.2 | 4.2 | 4.2 | 3.1 |
| The organization offers temporary part time work options during a family crisis | 20.8 | 18.8 | 38.5 | 47.9 | 18.8 | 16.7 | 19.8 | 9.4 | 2.1 | 7.2 |
| Increasing flexibility in work location. | 44.8 | 39.6 | 37.5 | 45.8 | 4.2 | 6.2 | 3.2 | 5.2 | 9.4 | 4.2 |
| Offering part time work options. | 28.1 | 27.1 | 45.8 | 35.4 | 22.9 | 29.2 | 2 | 6.2 | 1 | 2.1 |
| Allow job sharing where one job is split between 2 people for working fewer hours. | 36.5 | 33.3 | 40.6 | 45.8 | 17.1 | 12.5 | 2.1 | 6.2 | 3.1 | 2.2 |

Source; survey, 2021

According to table 4.4, the employee's perceptions on the implementation of flexible work arrangement based on percentages were 52.8% of private banks employee and 45.8% public bank employees strongly disagree for the first question which is , the organization allow for flexible work hours, and disagree on the statement 28.1%,35.4% and 11.5% ,10.4% have shown neutral ideas on it. The remaining 5.2%, 4.2% splits in to agree and strongly agree 4.2% and

3.1% respectively private and public banks employees. This implies that, both private and public banks do not allow for flexible work hours for their employees.

For the next question which is, the organization offers temporary part time work options during a family crisis, about 20.8% of private bank employees and 18.8 % of public respondents strongly disagree, 38.5% and 47.9% of them disagree 18.8% and 16.7% are neutral, the remaining 19.8%, 9.4% splits in to Agree and strongly agree 2.1% and 7.2% respectively to private and public bank employees. This implies that, temporary part time work options are not allowed during a family crisis, both in private and public banks.

For the third question which is ,increasing flexibility in work location majority of the respondent from private and public banks shows their disagreement, numerically about 44.8%,39.6% strongly disagree and 37.5 % ,45.8% are disagree, 4.2%,6.2% of them are neutral respectively to private and public banks, whereas the remaining 3.2%,5.2%are agree and 9.4% ,4.2% strongly agree of Increasing flexibility in work location. It implies that, flexibility is not increasing, both in the private and public banks.

For the question offering part time work options.28.1%, of private bankers and 27.1%of public respondents replied strongly disagree, 45.8%, 35.4% replied disagree from private and public banks employee respectively, 22.9%, 29.2% are neutral, the remaining 2%, 6.2% are agree and 1% and 2.1% of the respondent replied strongly agree. This implies that the banks are doesn't offering part time work options.

The last question on the concept of flexible work arrangement is about , allowing job sharing where one job is split between 2 people for working fewer hours, for this question 36.5%of private bank employees and 33.3 % of public respondents strongly disagree ,40.6%,45.8%are disagree 17.1,12.5% of respondents are neutral, the remaining 2.1%,6.2% are agree on the and 3.1% ,2.2%, of the respondents replied strongly agree from private and public banks respectively. Therefore, job sharing is not simply allowed in the banks when one job is split in to two for reducing working hours.

4.3.2 Work leave programs

Table 4.5 percentages for work leave programs

| Work leave program | Strongly dis agree | | Dis agree | | Neutral | | Agree | | Strongly agree | |
|---|--------------------|----------|-----------|----------|-----------|----------|-----------|----------|----------------|----------|
| | Private % | Public % | Private % | Public % | Private % | Public % | Private % | Public % | Private % | Public % |
| The organization allow for special family leave | 36.5 | 30.2 | 27.1 | 29.2 | 10.4 | 14.6 | 19.8 | 15.7 | 6.2 | 10.4 |
| Ensuring people take their annual leave regularly | 37.5 | 31.2 | 38.5 | 37.5 | 11.4 | 12.4 | 7.4 | 14.6 | 5.2 | 4.2 |
| Offering extended parental leave. | 35.4 | 8.3 | 40.6 | 22.9 | 12.5 | 18.8 | 9.4 | 36.4 | 2.1 | 13.6 |

Source; own survey, 2021

Leave policies in organizations cover paid and unpaid leaves for childbirth, the care of young and other matters of important leave programs requires much attention. Good access to paid parental leave, adequate leave duration and organizational support as major determinants of work-family balance, where limited or no access to paid parental leave resulting to adverse consequences and this adverse consequence minimizes employees organizational citizenship behavior (Brough and Driscoll, 2005).

According to table 4.5, the employee's perceptions on the implementation of work leave Policy, 36.5%, of private bankers and 30.2% of public respondents are strongly disagree for the question which entitled, the organization allow for special family leave and 27.1%, 29.2% disagree, 10.4%, 14.6% are neutral and the remaining 19.8%, 15.7% are agree on the question, 6.2%, 10.4% are strongly agree respectively to private and public banks. Consequently, more than half of the respondents lay on above disagreement level which indicated that the organization doesn't allow for special family leave.

For question that asks about, ensuring people to take their annual leave regularly, 37.5% of private bank employees and 31.2% of public banker are strongly disagree, 38.5%, 37.5% disagree and 11.4%, 12.4% of respondents are neutral, the remaining 7.4%, 14.6% are agree whereas 5.2%, 4.2% of respondents were strongly agree respectively from private and public

banks. This indicated that, both private and public bank employees don't take their annual leave regularly.

The last question on work leave programs is offering extended parental leave. For this 35.4%, private bank employees and 8.3% of public bankers were strongly disagree, 40.6%, 22.9% were disagree and 12.5%, 18.8% were neutral, the remaining 9.4%, 36.4% were agree, 2.1%, 13.6% of the respondents were strongly agree. However, in offering of extended parental leave private banks are better than public one.

4.3.3 Working hour

Table 4.6, percentages for working hours

| Working hours | Strongly disagree | | Disagree | | Neutral | | Agree | | Strongly agree | |
|---|-------------------|----------|-----------|----------|-----------|----------|-----------|----------|----------------|----------|
| | Private % | Public % | Private % | Public % | Private % | Public % | Private % | Public % | Private % | Public % |
| I am working more than 8 working hours per day without additional payment | 1 | 0 | 6.2 | 4.2 | 11.5 | 14.6 | 29.2 | 27.1 | 52.1 | 54.2 |
| Attendance and punctuality is strict | 2.1 | 4.2 | 10.4 | 8.3 | 6.2 | 9.4 | 47.9 | 37.5 | 33.3 | 39.6 |
| It is often difficult to tell where my work life ends and my family life begin. | 7.3 | 5.2 | 8.3 | 4.2 | 19.8 | 29.2 | 21.9 | 22.9 | 41.7 | 39.6 |
| The time I spend in my job is resisted my social responsibilities, e.g., visiting relatives and friends | 2.1 | 8.3 | 6.2 | 10.4 | 7.3 | 12.5 | 38.5 | 37.5 | 45.8 | 31.2 |

Source; survey, 2021

Regarding the total value of working hour (WH) 1% private bank respondents strongly disagree, and 6.2% of private bank employees and 4.2% public banks employees disagree on the question which stated about, working more than 8 work hours per day without additional payment. 11.5% of private bank employees and, 14.6% state- owned bank respondents shown neutral Ideas, the remaining 29.2%, 27.1% splits in to agree and more than half of respondents, 52.1% and 54.2% of strongly agree respectively for the private and public bank employees. This indicated that, comparatively both bank employees are performing works more than eight hours per a day without additional payment.

For the question regarding to attendance and punctuality is strict 2.1% of private bank employees and , 4.2% were strongly disagree, 10.4%,8.3% were disagree 6.2%,9.4% were neutral of the question,47.9%,38.5% were agree ,the remaining 33.3%,39.6% were strongly agree .This indicate that attendance and punctuality is strict in both of private and public sector banks.

The other question stated that it is often difficult to tell where my work life ends and my family life begin. For this question 7.3%, 5.2% of respondents replied strongly disagree 8.3%, 4.2% of the respondents replied disagrees and 19.8%, 29.2% of respondents replied neutral, the remaining 21.9%, 22.9% of respondents replied agree whereas 41.7%, 39.6% of them were strongly agree. Therefore, majority of the respondents from private and public owned banks are in a trouble to tell where their work life ends and family life begin.

The last one is, the time I spend on my job is influence my social responsibilities, e.g., visiting relatives and friends. For this question both private and public bank employees were agreed, 45.8%, 31.2% of respondents were strongly agree and 38.5%, 37.5% were agree this indicates slightly greater number of employees from both sectors can't to participate in social life as their desire.

4.3.4 Dependent care policy

Table 4.7 percentages for Dependent care policy

| Dependent care policy | Strongly disagree | | Disagree | | Neutral | | Agree | | Strongly agree | |
|---|-------------------|----------|-----------|----------|-----------|----------|-----------|----------|----------------|----------|
| | Private % | Public % | Private % | Public % | Private % | Public % | Private % | Public % | Private % | Public % |
| Providing an information and referral service to assist with care of dependent children | 41.7 | 52.1 | 38.5 | 29.2 | 1 | 12.5 | 14.5 | 3.1 | 4.2 | 5.2 |
| Providing child care facilities | 40.6 | 47.9 | 34.4 | 33.3 | 8.3 | 2.1 | 13.5 | 10.4 | 3.1 | 6.2 |
| Offering care on short notice for a child or other dependents | 16.7 | 18.8 | 59.4 | 31.2 | 16.7 | 10.4 | 3.1 | 27.1 | 4.2 | 12.5 |
| Providing care for children during school holidays | 37.5 | 31.2 | 25 | 27.1 | 18.8 | 16.7 | 13.5 | 12.5 | 5.2 | 12.5 |
| Providing assistance with child care costs | 52 | 37.5 | 25 | 22.9 | 14.6 | 6.2 | 7.2 | 25 | 3.2 | 8.3 |

Source; own survey, 2021

According to table 4.7, the employee's perceptions on the implementation of dependents care policy based on percentages for the question providing an information and referral service to assist with care of dependent children, 41.7%, 52.1% of respondents were strongly disagreed, 38.5%, 29.2% are disagree and 1%, 12.5% of themes were neutral, the remaining 14.5%, 3.1% are agree and 4.2%, 5.2% of respondents were strongly agree respectively for private and public bankers. It implied that, both private and public banks were doesn't Providing an information and referral service to assist with care of dependent children.

For the question Providing child care facilities 40.6% of private bankers and ,47.9% of state-owned bank respondents were strongly disagree ,34.4%,33.3% of them are disagree and 8.3%,2.1 % of respondents were neutral, the remaining 13.5%,10.4 % were agree and 3.1%,6.2% were strongly agree up on it. This implies child care facilities are not well provided in both sectors.

For the question entitles offering care on short notice for a child or other dependents, 16.7, 18.8% are strongly disagree, 59.4%, 31.2% disagree and 16.7%, 10.4% of respondents were neutral of the concept 3.1%, 27.1% were agree and 4.2%, 12.5% respondents were strongly disagreed .This implied that, child care facility initiative is not applied on both private and public sector banks.

To the question providing care for children during school holidays 37.5%, 31.2% were strongly disagree ,25% ,27.1% were disagree and 18.8% , 16.7% of respondents were neutral, and the remaining 13.5%, 12.5% agree 5.2%, 12.5% of respondents were strongly agree to private and public banks respondents respectively. To the question which says Providing assistance with child care costs 52%, 37.5% of respondents replied strongly disagree, 25%, 22.9 % were disagree and 14.6%, 6.2 % of respondents were neutral the remaining 7.2% and 25% are agree, 3.2%, 8.3% of respondents were strongly agree. This implies that about more than half of respondents didn't agree on the providing care for children during school holidays, hence the banks are doesn't providing this initiative well.

4.3.5 Work load

Table 4.8 percentages for work load/work pressure

| Work load | Strongly disagree | | Disagree | | Neutral | | Agree | | Strongly agree | |
|---|-------------------|----------|-----------|----------|-----------|----------|-----------|----------|----------------|----------|
| | Private % | Public % | Private % | Public % | Private % | Public % | Private % | Public % | Private % | Public % |
| The workload is shared fairly | 36.5 | 37.5 | 40.5 | 35.4 | 12.7 | 12.5 | 8.3 | 10.4 | 2.1 | 4.2 |
| Staffing levels are adequate for the workload. | 25 | 35.4 | 30.2 | 41.7 | 6.2 | 12.5 | 24 | 4.2 | 14.6 | 6.2 |
| The work load remained me away from my family too much. | 35.4 | 4.2 | 32.3 | 6.2 | 9.4 | 13.4 | 12.5 | 36.6 | 10.4 | 39.6 |
| I feel I have more to do than I can handle comfortably. | 37.5 | 10.4 | 34.4 | 7.2 | 11.5 | 15.6 | 13.5 | 52.1 | 3.1 | 16.7 |
| My responsibility at work increases my workload | 27.1 | 11.4 | 36.4 | 26.1 | 7.4 | 12.5 | 21.9 | 29.2 | 7.3 | 20.8 |
| I would like to reduce my working hours and stress levels, but I have no control over the current situation | 31.2 | 12.5 | 39.6 | 6.2 | 13.5 | 10.4 | 9.4 | 30.2 | 6.2 | 40.7 |
| I am received more target beyond my capacity | 23.8 | 10.4 | 36.5 | 12.4 | 10.5 | 18.8 | 19.8 | 33.3 | 9.4 | 25 |

Source, own survey, 2021

As shown on the above table 4.8 employees of the bank feel that the work load is shared fairly numerically 36.5% of private bank employees and ,37.5% of public owned bank respondents are strongly disagree and 40.5% ,35.4% are disagree this indicates both private and public bank employees' problems regarding of workload shares . Besides the staff's arrangement is adequate as compared to the work load 25% and 35.4% are strongly disagree and 32.3%, 6.2% disagree respectively private and public bank employees.

There for private banks staffing level adequacy is better than the public banks. For the question entitled the work load remained me away from my family too much 35.4% % 4.2% were strongly disagreed, 32.3%, 6.2% are disagreed and 9.4%, 13.4% of respondents were neutral of the concept, the remaining 12.5%, 36.6% are agree and 10.4%, 39.6 % were strongly agree. Therefore, public bank employees were more remained away from their family than the private owned bankers due to work load. For the question entitled. I feel I have more to do than I can handle comfortably, again much of the respondents from private owned banks were strongly disagree and disagree which is 37.55%, 10.4 % and 34.4%, 7.2% respectively for private and public sectors banks. This indicates that, private owned bank employees can do their work comfortably than that of the public bank workers.

Regarding the question entitled I am received more target beyond my capacity,23.8% of private bank respondents and 10.4%of state-owned bank respondents replied strongly disagree,36.5%,12.4% were disagree,10.5%,18.8% of them were neutral and 19.8%,33.3% were agree, the remaining 9.4%,25% were strongly agree to private and public banks respectively. This also indicated that, public owned banks employees have received more target beyond their capacity than that of private one, generally speaking regarding the above workloads' questions, private bank employees work load were lesser than that of public one.

4.3.6 Mean and standard deviation of WLBI

The aggregate mean for work life balance initiatives were 2.82 and standard deviation of .936 this indicates that WLB initiatives were does not implemented well in the banks therefore the banks 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 base root level by families as well as organizations and policies have to be multi-ways. In today's business areas, 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 for other opportunities, work life balance initiatives offer win-win solutions for employers as well as employees (Venkata,et al , 2018).

4.4 Descriptive statistics for OCB dimensions

Organizational citizenship behavior is an employee’s behavior, that is discretionary which mean it doesn’t directly recognize by the formal reward system, but this behavior leads to effective functioning of the organization. Or in other word discretionary means that the behavior is not an enforceable requirement of the role or the job description, it doesn’t specify clearly under the terms of the person’s employment contract with the organization the behavior is rather a matter of personal choice, lack of such behavior is not generally understood as punishable (Organ, 1988).

4.4.1 Altruism

Table 4.9, percentages for altruism

| Altruism | Strongly disagree | | Disagree | | Neutral | | Agree | | Strongly agree | |
|---|-------------------|----------|-----------|----------|-----------|----------|-----------|----------|----------------|----------|
| | Private % | Public % | Private % | Public % | Private % | Public % | Private % | Public % | Private % | Public % |
| I am willing to take time out of my Busy schedule to help with orientation or training new employees. | 6.2 | 12.5 | 8.3 | 6.2 | 24 | 16.7 | 29.2 | 45.8 | 32.3 | 18.8 |
| I willingly give of my time to help others out whom have work related problems | 7.3 | 10.4 | 8.2 | 19.8 | 15.6 | 14.6 | 56.3 | 37.5 | 11.5 | 17.8 |
| I help others who have heavy workloads. | 5.2 | 9.5 | 9.3 | 15.5 | 13.5 | 16.7 | 50.0 | 33.3 | 21.9 | 25 |
| I help others who have been absent. | 9.4 | 8.3 | 14.6 | 16.7 | 14.5 | 8.3 | 34.5 | 43.8 | 27.1 | 22.9 |
| I am always ready to lend a helping hand to those around me | 13.6 | 10.4 | 9.3 | 10.4 | 5.2 | 4.2 | 40.6 | 51 | 31.2 | 24 |

Source own survey, 2021

Table 4.9, shows that, employees’ perception regarding the availability of altruism, for the question that says, I am willing to take time out of my busy schedule to help with orientation or training new employees. More than half of respondents were agreed from both sectors

comparatively with some numerical difference in the public sector which is 29.2%, 45.8% were agreed on the question respectively from private and public sectors and 32.3%, 18.8% strongly agree, therefore this indicates most employees from private and public banks have the willingness to give their time even if from their busy scheduled time, to give orientation and training for the new comers.

For the next question, I willingly give of my time to help others out whom have work related problems 56.3%, 37.5% were agree and 11.5%, 17.8% were strongly agree ,15.6%, 14.6% were neutral again most employees were agreed to the question that they are willing to help those who have work related problems. The third question is I help others who have heavy workloads. Most of employees were agreed to the question specially employees work on private banks, 50% of private bank employees and ,33.3% of state owned bank employees are agreed,21.9% of private owned bankers and ,25% public owned bankers strongly agree to the question. This indicates private bank employees are comparatively helps the guy who has heavy workloads.

The fourth question stated that I help others who have been absent. For this question 34.5%, 43.8% were agree and 27.1%, 22.9% were strongly agree hence majority employees help absent employees to cover the work share of him /her. And 40.6%, of private owned bank employees 51% of public owned bankers were agree. I am always ready to lend a helping hand to those around me 31.2%, 24% were strongly agree again this also cover the largest share.

Regarding the overall implication of exhibition of altruism ,majority of respondents perception were found to be medium and above, for the overall item to this dimension, which indicated that most of respondents in the banking sector of the towns were willing to take time out of their busy schedule to help others with orientation or training new employees, they are willing to give their time to help others who have work related problems, have heavy workloads, who have been absent, and ready to lend a helping hand to those around them.

4.4.2 Conscientiousness

Table 4.10, percentages for conscientiousness

| conscientiousness | Strongly disagree | | Disagree | | Neutral | | Agree | | Strongly agree | |
|---|-------------------|----------|-----------|----------|-----------|----------|-----------|----------|----------------|----------|
| | Private % | Public % | Private % | Public % | Private % | Public % | Private % | Public % | Private % | Public % |
| My attendance at work is above the norm/average. | 9.4 | 12.5 | 11.5 | 14.6 | 17.7 | 16.7 | 33.3 | 35.4 | 28.1 | 20.8 |
| I believe in giving an honest day's work for an honest day's pay. | 4.2 | 6.2 | 16.7 | 12.5 | 2.1 | 2.1 | 61.5 | 58.3 | 15.6 | 20.8 |
| I do not take extra breaks. | 8.3 | 10.4 | 8.3 | 4.2 | 3.1 | 2.1 | 43.8 | 43.4 | 36.5 | 39.7 |
| I am one of the most reliable employees. | 1 | 4.2 | 2 | 10.4 | 5.2 | 3.2 | 56.2 | 44.8 | 35.5 | 37.5 |
| I obey rules and regulations even when no one is watching. | 13.5 | 14.6 | 10.4 | 15.6 | 8.3 | 11.4 | 51.0 | 49 | 16.7 | 9.4 |

Source own survey, 2021

Table 4.10 states that, to the concepts related to conscientiousness 33.3%, of private bank respondents and 35.4% of public owned employees were agree to the question, my attendance at work is above the norm/average and 28.1%, 20.8% were strongly agree 17.7%, 16.7% were neutral the remaining 11.5%, 14.6% are disagree and 9.4%, 12.5% of respondents were strongly disagree respectively to private and public bank respondents. Therefor average respondents from both sectors were agreed to attend more than norm.

Majority of respondents from both sectors were agree and strongly agree to the question I believe in giving an honest day's work for an honest day's pay. Which is 61.5%, of private bankers and 58.3% of public owned bank employees are agree and 15.6%, 20.8% were strongly agree, and 43.8%, of private bank employees and 43.4% of public bank employees respondents that they do not take extra breaks again 36.5%, 39.6% of respondents replied strongly agree to the question, respectively to private and public sector

The fourth question is I am one of the most reliable employees and majorities response indicates that they are reliable enough 56.2%, 44.8% of respondents said agree and 35.5%, 37.5% of them

were strongly agree .the last one question, I obey rules and regulations even when no one is watching for this question above 80% of respondents from both sectors have indicated their level of agreement above agree. Therefore, majority of respondents are obeying rule and regulation even when no one is watching them. Regarding the implication for conciseness, again most of the respondent’s level of perception indicated on the moderate level, this indicated that the employees are exhibited OCB’s character that stated under the dimension of conscientiousness to the medium level.

4.4.3 Civic virtue

Table 4.11 percentages for civic virtue

| Civic virtue | Strongly disagree | | Disagree | | Neutral | | Agree | | Strongly agree | |
|--|-------------------|----------|-----------|----------|-----------|----------|-----------|----------|----------------|----------|
| | Private % | Public % | Private % | Public % | Private % | Public % | Private % | Public % | Private % | Public % |
| I attend functions that are not required but help the institution’s image. | 9.4 | 4.2 | 8.3 | 10.4 | 19.8 | 14.6 | 45.8 | 55.2 | 16.7 | 15.6 |
| I attend meetings that are not mandatory, but are considered important | 5.2 | 6.2 | 13.5 | 26.1 | 3.2 | 1 | 47.8 | 29.2 | 30.3 | 37.5 |
| I read and keep up with bank memos, Announcement and so on. | 7.2 | 8.2 | 11.5 | 8.4 | 4.2 | 5.2 | 49.0 | 42.8 | 28.1 | 35.4 |

Source own survey, 2021

According to the above table 4.11 for the questions entitled with civic virtue like, I attend functions that are not required but help the institution’s image.45.8%, of private bank employees and 55.2 % of publics were agree and 16.7%, 15.6% were strongly agree 19.8%, 14.6% of respondents were neutral to the concept. Therefore, majority /above the averages were attend function that are not required but help the institutions image.

I attend meetings that are not mandatory, but are considered important for this question 47.8% 29.2% were agree and 30.3%, 37.5% were strongly agree .for the question that states I read and keep up with bank memos, announcement and so on most of respondents from private and public sectors were replied agree and strongly agree which is 49%, 42.8% are agree and 28.1%, 35.4%

are strongly agree according to this majority of respondents from both sectors were read and keep up with memos & announcement .

Generally, this implies that majority of respondents well with regard to questions that described about civic virtue which are attend functions and meetings that are not required but help the institution’s image, and read and keep up with bank memos, announcement and so on.

4.4.4 Sportsmanship

Table 4.12, percentages for sportsmanship

| sportsmanship | Strongly disagree | | Disagree | | Neutral | | Agree | | Strongly agree | |
|--|-------------------|----------|-----------|----------|-----------|----------|-----------|----------|----------------|----------|
| | Private % | Public % | Private % | Public % | Private % | Public % | Private % | Public % | Private % | Public % |
| I consume a lot of time complaining about things | 38.5 | 35.4 | 49.0 | 45.8 | 8.3 | 10.4 | 3.1 | 6.2 | 1.0 | 2.1 |
| I always focus on what’s wrong, rather than the positive side. | 50.0 | 43.8 | 37.5 | 36.4 | 6.3 | 7.3 | 4.1 | 8.3 | 2 | 4.2 |
| I always find fault with what the organization is doing. | 81.2 | 66.7 | 11.5 | 12.5 | 1 | 0 | 5.2 | 14.6 | 1 | 6.2 |

Source own survey, 2021

The above table 4.12 indicated about sportsmanship ,such as I consume a lot of time complaining about things, majority of respondents replied strongly disagree and disagree which is about 38.5%,of private bank employees and 35.4% of public bankers are strongly disagree and 49% ,45.8% were disagree therefore most of respondents from both sectors shows their disagreement to the question. It indicated that majority of the banks’ employees does not consume time by complaining with others.

To the question which stats that, I always focus on what’s wrong, rather than the positive side, 50%of private bankers and, 43.8% of stated owned bank employees were strongly dis agree and 37.5%, 36.4% were agree, this also show above average disagreement of the respondents to the question. It implies that majority of employees of the banks doesn’t focus on what’s wrong, rather than the positive side. The last question was I always find fault with what the organization is doing, above 81% of private bank employee and 66.7% of public bankers were shows their

strong disagreement to the question to conclude comparatively both banks' bankers were strongly disagreed to the question with slight difference. And generally, majority of respondents doesn't consume a lot of time complaining about things, they don't focus on what's wrong, rather than the positive side and they does not find fault with what the organization is doing. It means they exhibit comparatively high level of sportsmanship behavior for their working organization.

4.4.5 Courtesy

Table 4.13 Percentages for courtesy

| courtesy | Strongly disagree | | Disagree | | Neutral | | Agree | | Strongly agree | |
|---|-------------------|----------|-----------|----------|-----------|----------|-----------|----------|----------------|----------|
| | Private % | Public % | Private % | Public % | Private % | Public % | Private % | Public % | Private % | Public % |
| I do not abuse the rights of others | 3.1 | 4.2 | 4.1 | 2.1 | 6.3 | 4.2 | 43.8 | 47.9 | 42.7 | 41.7 |
| I consider the impact of my actions on co-workers | 7.3 | 4.2 | 3.1 | 8.3 | 17.8 | 10.4 | 35.4 | 33.3 | 36.4 | 43.8 |
| I am mindful of how my behavior affects other people's jobs | 5.2 | 6.2 | 3.1 | 2.1 | 16.7 | 12.5 | 40.7 | 43.8 | 33.3 | 36.4 |
| I try to avoid creating problems for co-workers. | 1.0 | 2.1 | 5.2 | 8.3 | 14.6 | 10.4 | 35.4 | 31.2 | 43.8 | 47.9 |
| I take steps to try to prevent problems with other workers. | 7.3 | 6.2 | 2.1 | 6.2 | 16.7 | 12.5 | 46.8 | 45.8 | 27.2 | 29.2 |

Source; own survey, 2021

According to the table 4,13, for the questions that are belonged to courtesy such as, I do not abuse the rights of others 43.8%,47.9% were agree 42.7%,41.7% were strongly disagree therefore majority of respondents does not abuse the right of others. The second question is I consider the impact of my actions on co-workers, 35.4% private bankers and , 33.3%of public bank employees were agree, 36.4%, 43.8% were strongly agree whereas 8.3%, 17.8% were neutral.

Again, most of respondents from both sectors consider the impact of their action on co-worker. I am mindful of how my behavior affects other people's jobs for this question, 40.7%, 43.8%

were agree and 33.3%, 36.4% were strongly agree the rest, 2.1%, 16.7% were neutral to the question. The other question is I try to avoid creating problems for co-workers. For this question, 35.4%, 31.2% were agreed and 43.8%.47.9% were strongly agreed. Therefore, most of the respondents from private and public bank areas were don't need creating problems on co-workers.

I take steps to try to prevent problems with other workers. For this question, 46.8%, of private bank employees and 45.8 %of public respondents were agree and 27.2%, 29.2% were strongly agree to the question, from private and public banks respectively. In general, regarding the level of OCBs by the questions under courtesy, majority of respondents perception were laid on moderate and above, this indicates that the banks employees were moderately participate on the extra ordinary behavior which stated under the dimension of courtesy like do not abusing the rights of other, considering the impact of actions on co-workers and trying to avoid creating problems on co-workers.

4.4.6 Mean and standard deviation of OCB

Organizational citizenship behavior is an employee's behavior that is discretionary, not directly Recognized by the formal reward system and that taken together promotes the effective Functioning of the organization (Organ, 1988). By discretionary, it means that the behavior is Not an enforceable requirement of the role or the job description, that is, the clearly specifiable Terms of the person's employment contract with the organization the behavior is rather a matter Of personal choice, lack of such behavior is not generally understood as punishable. Of the Banks employees were exhibited a medium level of extra role behavior with a mean score of 3.32 and SD of .92. This medium level in exhibition of organizational citizenship behavior indicates that employees are engaged in extra role behavior by helping others concerning the banks problem, sincere respect to organizations rules and regulations beyond the requirement, not complaining in trivial matters, helping others to prevent interpersonal problem from occurring as well as concern for image and wellbeing of their organization by moderate level.

4.4 Mean and standard deviation for the variables

Table 4.14 mean and standard deviation for each variable

| Variables | Descriptive Statistics | | |
|-----------|------------------------|--------|----------------|
| | N | Mean | Std. Deviation |
| FWA | 142 | 2.6351 | 1.17320 |
| WLP | 142 | 2.9951 | 1.35106 |
| WH | 142 | 3.1658 | 1.27379 |
| DCP | 142 | 2.7641 | 1.16237 |
| WL | 142 | 3.4733 | 1.08115 |
| OCB | 142 | 3.32 | .92 |

According to the above table 4.14, the employee's perceptions on the implementation of flexible work arrangement based on mean and standard deviation were, the mean is **2.63** and standard deviation of **1.17**, this indicated that, there is low level of flexible work arrangement initiatives implementation in their organization/bank.

Work leave program in organizations cover, paid and unpaid leaves for childbirth, the care of young and other matters of importance requiring personal attention. Biggs et al., (2006) identified access to paid parental leave, adequate leave duration and organizational support as major determinants of work life balance, where limited or no access to paid parental leave led bad consequences and this adverse consequence minimize employees' organizational citizenship behavior. Regarding the above table the mean for WLP is **2.99** and standard deviation of **1.35** this indicated that the work leave program implementation perception of banks employee are approximately medium.

The mean for working hour, **3.16** and standard deviation of, **1.27**, this indicated that there is medium level perception regarding of the working hours of the banks. Regarding to, dependent care initiatives, the mean score of the initiative's implementation indicated by the respondent was **2.76** with SD **1.16** which is also shows as low-level implementation.

The mean for work load is, 3.47 and standard deviation of **1.08**, which also shows medium level perception regarding of the level of work load that the organization is allowed on the bank employees. Regarding to the OCB's implementation the mean score **3.32** and standard deviation of, **0.92** this shows that, the bank employees perceive medium level of organizational citizenship behavior.

The result of mean and standard deviation showed that, those employees' level of perception in flexible work arrangement, dependent care policy is low and approximately medium level of work leave program, and there is moderate level of, working hour, work load and organizational citizenship behavior.

4.6 Test of ANOVA for WLB and OCB among demographic characteristics.

The study objective includes describing the WLB and OCB in the study sample. The univariate descriptive statistics in the previous section presents frequency count, percentage for each measurement item under each of the WLB and OCB dimensions, mean and standard deviation. To further understand how far the mean score of WLB and OCB dimensions varies across the characteristics of the study sample a statistical test of significance have been used. For the purpose analysis of variance (ANOVA) was used. This study preferred to use one way ANOVA albeit other methods such as t-test can also be used. Compared to t-test, one way ANOVA is versatile as it is applied for independent variable with more than two different groups.

The one-way ANOVA has therefore been used to determine whether there are any significant differences between the means of two or more independent (unrelated) groups in the sample under study. When the researcher choose to analyses the data using a one-way ANOVA, part of the process involves checking to make sure that the data we want to analyses can actually be analyzed using ANOVA. Researcher needs to do this because it is only appropriate to use a one-way ANOVA if our data passes major assumptions that are required for a one-way ANOVA to give a valid result. This major assumption is homogeneity of variance. This assumption can be tested in SPSS using Levene's test for homogeneity of variances. Therefore, in this study the researcher test Levene Tests and found that the homogeneity of variance assumption was acceptable in case with p values greater than 0.05. If a violation occurs, it is likely that conducting the non-parametric equivalent of the analysis is more appropriate.

Table 4.15 One-Way ANOVA Showing Exhibition of OCB among Demographic Variables

| Demographic variable | Mean | | | | | DF | F | P |
|----------------------|---------|---------|----------|------------------|--------|-----|-------|------|
| Sex group | Male | | | female | | | | |
| ANOVA result | 3.3216 | | | 3.4830 | | 140 | .894 | .346 |
| Age group | 20-30 | 31-40 | 41 -50 | > 50 | | | | |
| ANOVA result | 3.3289 | 3.2846 | 3.5317 | 3.6518 | | 138 | .767 | .514 |
| Marital status | Single | Married | Divorced | Widowed | | | | |
| ANOVA Result | 3.3801 | 3.3659 | 3.5952 | 3.0317 | | 138 | .263 | .852 |
| Work experience | <1 year | 1-3 | 4-6 | 7-10 | > 50 | | | |
| ANOVA Result | 2.5824 | 2.7249 | 3.3305 | 3.5909 | 3.7289 | 137 | 5.202 | .001 |
| Education level | Diploma | Degree | | Master and above | | | | |
| ANOVA Result | 3.7517 | 3.3132 | | 3.6095 | | 139 | 1.612 | .203 |
| Responsibility | YES | | | NO | | | | |
| ANOVA Result | 3.26 | | | 3.58 | | 140 | 3.519 | .063 |

Source own survey, 2021

According to the ANOVA result shown in (table 4.15), there is no significance difference on the perception of employees towards exhibition of organizational citizenship behavior based on their Sex, age group, marital status, education level and responsibility with $F(1,140) = .894, P > .05$, $F(3,138) = .767, p > .05$, $F(3,138) = .263, p > .05$, $F(2,139) = 1.612, p > .05$, $F(1,140) = 3.519, p > .05$ respectively. In contrast employees differed significantly on exhibition of organizational citizenship behavior with different work experience $F(4,137) = 5.202, P < .05$. This means that staffs with different level of work experience have different exhibition of organizational citizenship behavior.

Table 4.16 Interpretation for Strength of Correlation Coefficient

| Value of Coefficients | Relation between Variables |
|-----------------------|----------------------------|
| ±0.70 to ±1.00 | Very strong association |
| ±0.50 to ±0.69 | Substantial Association |
| ±0.30 to ±0.49 | Moderate association |
| ±0.10- to ±0.29 | Low association |
| ±0.00 to 0.09 | negligible associations |

Source: (Cohen, 1988)

4.7 Correlation Result of Work Life Balance Initiatives and OCB

Table 4.17 Correlation Result of Work Life Balance Initiatives and OCB

| | OCB | FWA | WLP | WH | DCP | WL |
|-----|--------|--------|--------|---------|--------|----|
| OCB | 1 | | | | | |
| FWA | .627** | 1 | | | | |
| WLP | .473** | .394** | 1 | | | |
| WH | -.0351 | -.0341 | -.030 | 1 | | |
| DCP | .543** | .570** | .241** | -.294** | 1 | |
| WL | -.0288 | -.155 | -.087 | .252** | -.0173 | 1 |

Source own survey, 2021

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

Pearson Product Moment coefficients of correlations were calculated on IBM SPSS version 21 to assess the strength of relationships between the selected independent and dependent variables, and to identify the direction of the relationships - either positive or negative with the dependent variable.

The table 4.17 shows the correlation coefficient between the main study variables. As it can be seen, the relationship between the flexible work arrangement (FWA) and Organizational citizenship behavior (OCB) was found to be ($r=.627^{**}$ $p<.01$) which means they are positively correlated and there is substantial relationship with the variable FWA and OCB.

Work leave program (WLP) ($.473^{**}$, $p<.01$), there is also positive moderate relationship between work leave program and organizational citizenship behavior. Dependent care policy (DCP) ($.543^{***}$, $p<.01$) this indicates that there is positive substantial association between dependent care initiative and organizational citizenship behavior.

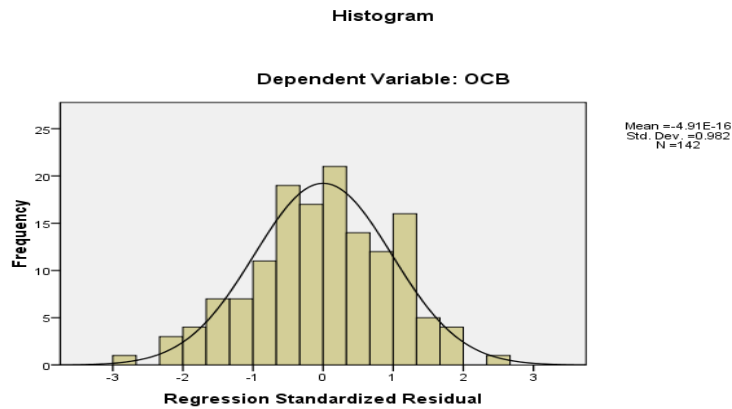
Working hour (WH) ($-.351^{**}$ $p<.01$) this indicate that there is negative moderate association between working hour and OCB. Work load (WL) ($-.288^{**}$ $p<.01$) which mean there is negatively low association between work load and OCB. In general, it can be concluded that work life balance initiatives implementation contributes to change employee's level of discretionary behavior (OCB).

4.8 Assumptions for multiple liner regression

Before running multiple regressions, there are several assumptions that should be checking the data, for the analysis to be reliable and valid. Therefore, these assumptions were checked as follows.

4.8.1 Normality

According to Brooks (2008) ,normal distribution looks like a symmetric bell- shaped curve, and the mean, median, and mode are equal or close to each other. Therefore, to establish the validity of these assumptions, the researcher also checks for the normality through histogram and P-P plot as follows. As shown on figure 4.6 below, dependent Variable is normally distributed for each value of the independent variables.

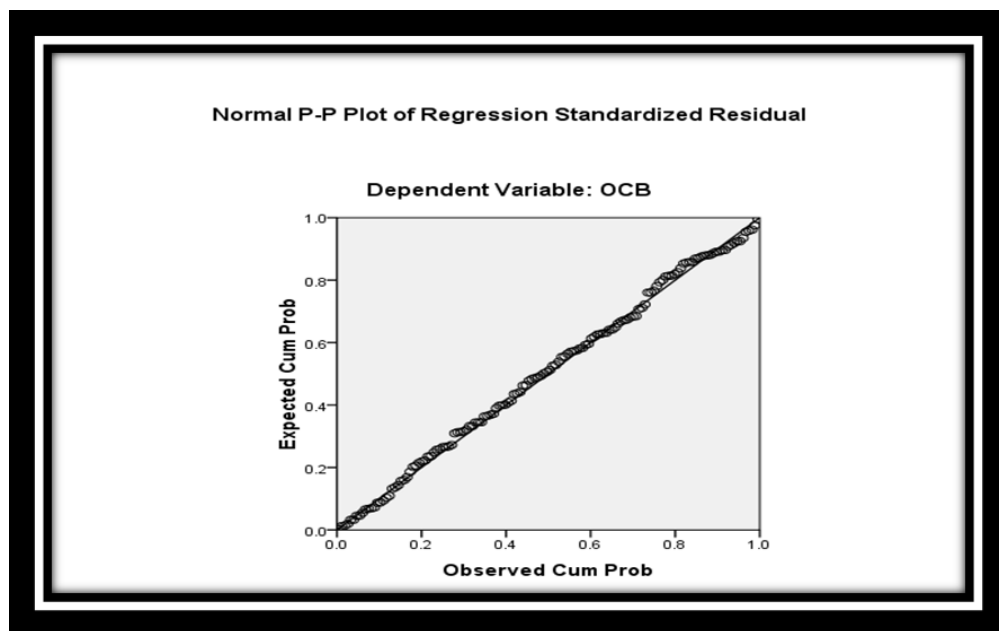


Source, own survey 2021

Figure 4.6: The regression model assumption of normality in the study

4.8.2 Linearity test

According to Keith, (2006).Linearity indicates that, change in the dependent variable is linked to the change in the independent variables. So as to determine the relationship between the independent variables; flexible work arrangement, work leave program, dependent care initiative, working hour and work load and dependent variable, organizational citizenship behavior is linear. In case of linearity, the residuals should have a straight line relationship with predicted dependent variable, which is OCB.



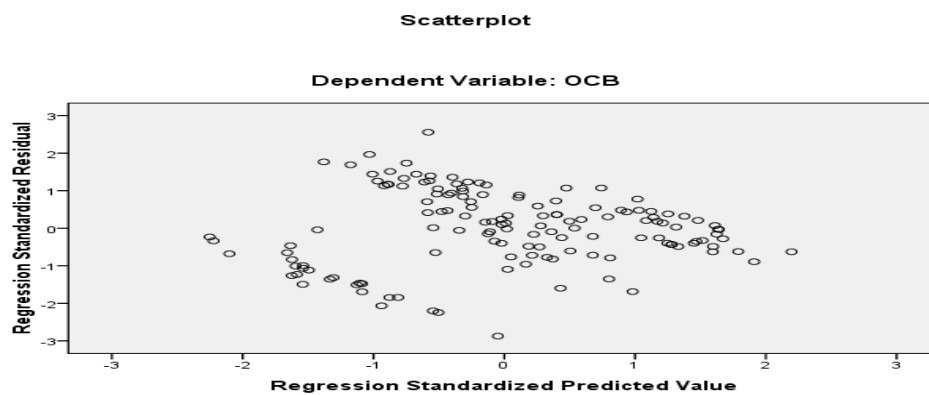
Source own survey, 2021

Figure 4.7: plot of standardized residuals

The above figure 4.7 indicates that, the dots are closely plotted to the straight line, which indicate that, there is small or no deviation from the line, and there is no linearity problem.

4.8.3 Heteroscedasticity test

Heteroscedasticity mean that the error variance around predicted scores is different for all predicted values under the study. It used to test the violation assumption of the regression analysis. And heteroscedasticity is the equality or violation of the residuals for every set of values for independent variables. Heteroscedasticity problem exist when scatter plots is greater than 3.3 and less than -3.3. Therefore, as indicated in the figure 4.8, which shown below the data did not violate the assumption of heteroscedasticity.



Source, own survey 2021

Figure 4.8: The regression model assumption heteroscedasticity.

4.8.4 Multicollinearity test

In regression analysis, multicollinearity occurs when independent variables in the regression model is highly correlated with each other than dependent variable. When the independent variables in the regression model are highly correlated with each other; they are basically measuring the same thing, which is the cause of concern. To asses multicollinearity examining correlations among the independent variables is one of the ways. Analysis of Collinearity statistics has been met, as VIF scores were well below 10 and tolerance scores above 0.2 (Field, 2009).

Table 4.18: Collinearity Statistics

| Coefficients ^a | | |
|----------------------------|-------------------------|-------|
| Model | Collinearity Statistics | |
| | Tolerance | VIF |
| FWA | .569 | 1.757 |
| WLP | .829 | 1.206 |
| WH | .816 | 1.226 |
| DCP | .657 | 1.523 |
| WL | .923 | 1.084 |
| a. Dependent Variable: OCB | | |

Source own survey, 2021

Table 4.18 Stated about, the value of tolerance of each independent variable ranges from 0.569 to 0.923 and the value of variance inflation (VIF) factor ranges from 1.084 to 1.757, hence, the tolerance value in all independent variable were greater than 0.2, which means 0.569 is greater than 0.2 and the VIF values of all independent variables are less than 10, 1.757 is less than 10. Therefore, there is no multicollinearity problem among the variables on this study.

4.8.5 Sample size

According to Green, (1991) in order to test the overall model, the recommended minimum sample size is, $N=50+8K$ where K is the number of independent variables in the research. Therefore, in this study, there are five independent variables, so $50+8(5)=90$, this number is less than 142, it showed, the number of respondents exceed the minimum standard to run multiple linear regression.

4.8.6 Independence of Residuals

Durbin-Watson statistics measure the independence of the residuals, the significance of this statistic is ranges from 0 to 4, when the residuals are range between, 1.50 -2.50, and the Durbin-Watson statistic is approximately 2, the observation is independent or not correlated from one to the other (Muluadam 2015).

Table 4.19 Durbin-Watson Statistics for Independence of Residuals

| Model Summary ^b | | | | | |
|---|-------------------|----------|-------------------|----------------------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .736 ^a | .542 | .525 | .66609 | 1.866 |
| a. Predictors: (Constant), WL, WLP, WH, DCP and FWA | | | | | |
| b. Dependent Variable: OCB | | | | | |

According to the table, 4.19, durbin-watson is 1.866, it indicates that, there is no correlation among the residuals; this number is approximately 2, so we can say this assumption has been met. This is basically the same as saying that, the observations or individual data points are independent from one another or uncorrelated.

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

Regression analysis a set of statistical process for estimating the relationship among variables, it allows you to investigate the relationship between variables. Moreover, it includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables. More specifically regression analysis helps one understand how the typical value of the dependent variable changes when any one of the independent variables changed, while the other independent Variables are constant.

Model Summary

| Table 4.20 Model Summary | | | | |
|--------------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .736 ^a | .542 | .525 | .66609 |

Source: Own survey 2021

Dependent variables organizational citizenship behavior R Square (R^2) indicates the proportion of the variance in the organizational citizenship behaviour which is accounted for by our model. In essence, it is measure of how good a prediction of the organizational citizenship behavior we

can make by knowing the work life balance initiatives. In this study, R^2 was found to be .542, which indicates that 54.2% of variance in organizational citizenship behavior is explained by work life balance initiatives, and the remaining is explained by other variables, which are not explored in this study.

Table 4.21 Multiple Regression coefficients for the effect of WLBI on OCB

| COFFICIENTS | | | | | |
|-------------|-----------------------------|------------|---------------------------|--------|------|
| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | B | Std. Error | Beta | | |
| (Constant) | 2.137 | .282 | | 7.565 | .000 |
| FWA | .265 | .063 | .322 | 4.205 | .000 |
| WLP | .197 | .046 | .275 | 4.328 | .000 |
| WH | -.101 | .049 | -.133 | -2.079 | .040 |
| DCP | .190 | .060 | .228 | 3.191 | .002 |
| WL | -.126 | .054 | -.141 | -2.335 | .021 |

Source own survey, 2021

The coefficients table 4.21 above details that, the individual beta values of each independent variable. If the value is positive that tells that there is a positive relationship between the predictor and the outcome, whereas a negative coefficient represents a negative relationship. On this analysis the three predictors: flexible work arrangement, work leave program and dependent care policy have positive β -values indicating positive relationships. While working hours and, work pressure/Load have negative relationships. It also indicates to what degree each predictor affects the outcome.

The regression model is as follows:-

$$Y = 2.137004 + 0.265 X_1 + 0.197 X_2 - 0.101 X_3 + 0.190 X_4 - 0.126 X_5$$

Where: Y = organizational citizenship behavior,

- X1 = flexible work arrangement
- X2 = work leave program

- X3 = working hour
- X4 = dependent care policy
- X5=.Work load

The coefficients are indicating the variance ratio of independent variables within dependent variables. A large value indicates that a unit deviation in independent variable has a large effect on the dependent variable. In this particular study as depicted in the regression coefficients of organizational citizenship behavior with flexible work arrangement in the prediction of employee's extra role behavior was ($\beta=.265$, $p<.05$); which indicates that when flexible work arrangements go up by 1 unit, the employees extra discretionary behavior increases by 0.265. Therefore, organizations' readiness to make work arrangement more flexible will likely affect rub-off on the employees' level of organizational citizenship behavior. This corroborates the findings of. Nuesch, (2017), who noted that flexible work arrangements are the fundamental issues for building acceptable and appropriate workplace attitudes that will culminate in achieving the organizational strategic goals particularly in the highly competitive business environment.

The effect of work leave program on employee organizational citizenship behavior, show the path coefficient of ($\beta=.197$, $p<.05$). Therefore, when work leave program goes up by 1 unit, employee extra role behavior goes up by 0.197. The implication of this is that when employees have access to quality and effective work leave program, it is likely to affect employees' extra role behavior.

The regression weight for dependent care initiative in the prediction of employee's extra role behavior was ($\beta=.190$, $p< .05$), which suggests that when dependent care initiative goes up by 1unit, extra role behavior will increase by 0.190. The implication of this is that employees are likely to exert effort more than the amount obliged to do if they have the feelings that there is proper dependent care for them. This finding is in line with the submission of, Soni,(2015) Osibanjo, et al, (2016) who noted that the dependent care initiative and work life stress management reflects the importance of nurturing supportive culture in terms of embracing the work-life balance initiatives. The implication of this is that, ones the employees perceive that

there is provision for dependent care in the organizational policy and practice, it is will make employees to be more interested to do beyond their requirement.

The beta value of WH is ($\beta = -0.101$, $p < .05$), which indicates that the effect of one unit change in working hour will reduce organizational citizenship behavior by 10.1 % if there is no change on other variables. Moreover, it's statically significant enough effect for service industry like banks and consistent with prior research's on working hours for example, reports on work-family conflict is caused by the long hours worked by employees, which significantly affect them, particularly for women (Ohkubo, 2010). Longer working hours lead to work life conflict issues. Researchers stated that uplifting work-life balance of employees significantly contribute to enhance the OCBs of employees within the organization (Pradhan, et al, 2016).

The beta value for WL is ($\beta = -.126$, $p < 0.05$) and it's significant, which implies that one unit change in WL result in **12.6%** reduction on employees' extraordinary behavior if other things are remain constant; Jalal & Zaheer (2017), also found similar results in their study for workload. To conclude the above work life balance programs, the overall significance of the model is which is statistically significant for 95 % confidence interval of the study this finding consistent with different authors . Workload has a negative effect on Organizational Citizenship Behavior (OCB), referring to the research of Jumadi(2019), Kumar et al., (2019) and Dwomoh, et al., (2019) with the results of the workload research having a negative effect on OCB.

To conclude the findings on the effects on this research are consistence with the findings of previous studies such as, Prasetio, et al., (2017); Poohongthong, et al, (2014) shows direct and strong association between work life balance initiatives and OCB. But the finding is inconsistence with findings of Shakir, (2018), Asmony et al., (2018) and Durahman, (2016) argued that work life balance initiatives had no direct effect on organizational citizenship behavior. Arif P. et.al (2017), argued that WLB does not affect the OCB. Whether employees perceived WLB or not does not change OCB. This finding is the opposite of the previous finding regarding Work life conflict. These findings drown the viewpoint on Work life conflict and WLB programs. On one side, company need to develop programs that can minimize the conflict of work and life with expectation to enhance OCB, but on the other side, such program which also expected to enhance WLB do not affect the OCB. Fortunately, WLB program still affect the

organizational citizenship behavior which then WLB have substantial positive relation and which can increase OCB greatly.

4.10 Comparing the difference of WLBI and OCB in the Private and Public Banks

This study has tried to examine how far the WLBI differs by type of employing bank. According finding of Tabassum, (2015) from comparative based research among private and public owned bank employees, there is a significant difference between the two types of employees“ regarding the work life balance provided by their banks. A greater median value of government employees than that of the private bank were reported on previous studies in India, Venkata, et al, (2018) they study on work life balance concept by taking variables like working hours of employee, time spent with children and the time schedule that the organizations have, the finding indicated that there was significant difference among private and public owned banks.

Table 4.22 T-Test Result Depicting work sector difference on Exhibition of work life balance

| T-Test Result Depicting work sector difference on Exhibition of WLB | | | | | | | |
|--|---------|----|--------|----------------|-------|-----|--------------------------|
| | Sector | N | Mean | Std. Deviation | T | DF | Sig. two tailed p (0.05) |
| WLB | Private | 94 | 2.9597 | .92397 | 2.396 | 140 | .623 |
| | Public | 48 | 2.5683 | .91508 | | | |

Source: survey 2021

According to the result, the mean and standard deviation of private and public employees towards perception on exhibition of work life balance private (M=2.9597, SD0.953) and public (M=2.56, SD=.0.91) respectively with the t-test result of (t= 2.396 sig=.623, p > .05). So, there was no statistically significant perception difference between private and public employees towards exhibitions of work life balance initiative.

Table, 4.23 T-Test Result Depicting work sector difference on Exhibition of organizational citizenship behavior

| T-Test Result Depicting work sector difference on Exhibition of OCB. | | | | | | | |
|---|---------|----|--------|----------------|------|-----|--------------------------|
| | Sector | N | Mean | Std. Deviation | T | DF | Sig. two tailed p (0.05) |
| OCB | Private | 94 | 3.4124 | .95186 | .604 | 140 | .547 |
| | Public | 48 | 3.3085 | 1.00200 | | | |

Source: survey 2021

According to the result, the mean and standard deviation of those employees working on private and public banks and their perception on exhibition of organizational citizenship behavior Private (M=3.4124, SD=.95) and public (M=3.3085, SD=1.00) respectively with the t-test result of (t= .604, sig=.547, p > .05). So, there is no statistically significant perception difference between private and public Employees towards exhibitions of organizational citizenship behavior.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1 Introduction

In this chapter major conclusion, recommendations, suggestion and limitation to further research are discussed coherently. So as to make clear the purpose of the study, the conclusions are based on the research objectives, the study recommendations are made to organizations, to employees and vivid suggestion for other researchers was discussed.

5.2 Major findings

As per the analysis results of demographic variables, the majority of the banks employees were male and there was no significant mean difference between male and female respondents in exhibition of organizational citizenship behavior. Additionally, this study has different age groups and the dominant group was lies in between 20-30, and there were no significant variations due to their age differences. Similarly, the majority of the respondents were married and there was no mean variation due to their marital status deference. Regarding educational Level of the respondents the majority was degree holder, and there were no significant perception differences in exhibition of organizational citizenship behavior. Regarding the employees work experiences, the majority of the respondents have an experience of 1-3 years, and they do have a significant perception differences on the exhibition of organizational citizenship behavior. As per the researchers finding when employees year of experience increase their level of organizational citizenship behavior exhibition also increase. The result on descriptive statistics shown that, those employees' level of perception in flexible work arrangement and work load and dependent care policy were low, work leave arrangement policy was medium, and working hour also medium. The association between work life balance initiatives and organizational citizenship behavior was analyzed through inferential statistics.

And, finally the correlation analysis results indicated that, the three work life balances which are flexible work arrangements; work leave arrangement and dependent care policies have a positive significant relationship with organizational citizenship behavior. But two variables; working

hours and workloads have negative significant relationship with organizational citizenship behavior.

5.3 CONCLUSION

The overall objective of this study was to examine the effects of work life balance initiatives on organizational citizenship behavior in the case of commercial bank branches in Werabe town. Having this in mind, the data were analyzed through descriptive and inferential statistics.

The first specific objective of this study was to examine the level of work life balance initiatives on organizational citizenship behavior. As per the results of descriptive statistics employees of the bank opined that they have low flexible work arrangement policy, dependent care policy and, approximately medium level of leave arrangement policy and medium level of work load and working hours, hence the banks not implement the maximum level work life balance initiatives and in return an employee does not exhibit maximum level of OCB, which is grouped on the moderate level of organizational citizenship behavior.

The ANOVA's result indicated that there was no significance difference in sex, age, gender, education level, marital status, their responsibility and their position towards the exhibition of organizational citizenship behavior but, there was a significance difference in experience on the perception exhibition of organizational citizenship behavior. The more they are experienced the more they exhibit OCB.

The second specific objective investigated that the effect of work life balance initiatives on organizational citizenship behavior, the result shows all work life balance initiative variables significantly predict organizational citizenship behavior. These are Flexible work arrangement, dependent care policy and work leave programs, have significant positive effect on organizational citizenship behavior but work load and working hours have negative significant effect on OCB, which means their increment directly leads to reduction on organizational Citizenship behavior.

The last but not least specific objective of this research was to examine the difference in work life balance initiative between private and public owned banks. For this specific objective researcher found that private owned banks are not much better than the public one in implementing work life balance as well as organizational citizenship behaviors employees also better comparatively when we look the mean and percentages but not statistically significant, this

implies that, work life balance initiatives were does not have enough variance in private and public owned banks.

5.4 RECCOMMENDATION

Based on the finding and the conclusions reached, the following recommendations are forwarded. In this study the employees' level of organizational citizenship behavior and work life balance found to be medium and low respectively, so that the student researcher recommends

- The bank/case organization better to implement those work life balance initiatives well and create supportive and conducive working environment for the sake of minimizing work life -conflict then in return employees exhibit high level organizational citizenship behavior.
- The organization better to improve the implementation of practices/initiatives by enabling employees to schedule their time in order to better balance competing demands of both domains, and by helping employees to procure third-party assistance with caregiving responsibilities such as offering child care cost and responsibilities like schools, making their work flexible , offering extended leave if something wrong is happened, sharing of costs like education cost, such practices are intended to reduce or eliminate levels of work-life conflict, and in turn increases employee's level of going beyond the duty.

Management of the commercial banks better to accommodating to worker's needs. They also noted that various work-life balance initiatives available in the banks, may not always attend to some unique needs of some employees; therefore, it is advised management to be creative in attending to these needs because there is not one size that fits for all. Management should ensure they assess from time to time the needs of the employees and in turn strategies the means to address such issues. This is important because it builds up a sense of belonging in the minds of employees to trigger extra role behavior which will rub-off on the employees' behavioral outcomes. The beta value indicated that flexibility (flexible work arrangement) and work leave programs have a great effect on OCB, therefore it is better to adopt them in the organization.

- The employees are working more than eight hours without additional payment i.e. overtime therefore; the banks advise to pay overtime for the extra times they spend in their work place. The findings show that, there is job dissatisfaction because of the

extended working hour; and moderate level of workloads, especially in public banks, therefore, in order to mitigate this problem, the bank is better to reduce work load, and better try to minimize the working hour as much as possible.

- To conclude, well- structured WLB initiatives for the employees will offer viable advantage as it will increase employee organizational citizenship; Furthermore, appropriated WLB programs and strategies advised to adopt with a view to ensuring the sustainability of satisfaction and maintaining a committed work force who can able to give what he can for him/her organization.

5.5 Limitation and Future Research Suggestion

This research has its own contribution in determining the effect of work life balance on organizational citizenship behavior. However, it does not include all the initiatives and variables that can affect work life balances, therefore, future researchers can incorporate other work life balance initiatives such as managerial support, job autonomy, employee's wellness program and organizational support or any other.

Since the issue of WLB initiatives and OCB has not empirically investigated more in Ethiopian context, the future researcher can conduct this study by taking more samples, investigating on head office and branch level in comparative way, conducting a replication study in other service and manufacturing industries also needed; for example, in the hotel service, telecommunication service, and educational institutions and on different manufacturing sectors.

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Appendices

JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

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 in commercial bank branches of werabe town, for the partial fulfillment requirement for award of Master's degree in Business Administration (MBA) 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: +251922496924 or e-mail address: abdulkerimasrar@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 above 50

3. Educational background of the respondent;

Diploma First Degree Master's and above

5. Marital status:-

Single Married Widowed Divorced

6. Work experience

1. Less than 1 1-3 years 4-6 years

4. 7-10 years 5. Above 10 Years

6. Do you have a partner/ any dependent/ with you?

Yes No

7. Which of the following describes your position?

Clerical non clerical

Work life balance initiative questionnaire

Please indicate the degree of your agreement or disagreement with each statement by putting a thick mark (√) over your choice. Please choose from the following rating scales.

| N O | Flexible work arrangement | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|----------------|---|------------------------------|-----------------|----------------|--------------|---------------------------|
| 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. | | | | | |
| | 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 | | | | | |
| | Dependent 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 | | | | | |
| 7 | I am received more target beyond my capacity | | | | | |

Section-3 Organizational Citizenship Questionnaire

| No | Item | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|-----|---|-------------------|----------|---------|-------|----------------|
| | Altruism | | | | | |
| 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 | | | | | |
| | Conscientiousness | | | | | |
| 6. | My attendance at work is above the norm/average. | | | | | |
| 7. | I believe in giving an honest day's work for an honest day's pay. | | | | | |
| 8. | I do not take extra breaks. | | | | | |
| 9. | I am one of the most reliable employees. | | | | | |
| 10. | I obey rules and regulations even when no one is watching. | | | | | |
| | Civic virtue | | | | | |
| 11. | I attend functions that are not required but help the institution's image. | | | | | |
| 12. | I attend meetings that are not mandatory, but are | | | | | |

| | | | | | | |
|-----|--|--|--|--|--|--|
| | considered important. | | | | | |
| 13 | I read and keep up with bank Announcements, memos, and so on. | | | | | |
| 14. | Sportsmanship | | | | | |
| | I consume a lot of time Complaining about things | | | | | |
| 15 | I always focus on what's wrong, Rather than the positive side | | | | | |
| 16 | I always find fault with what the Organization is doing | | | | | |
| 17 | Courtesy | | | | | |
| | I do not abuse the rights of others | | | | | |
| 18 | I consider the impact of my actions on co-worker | | | | | |
| 19 | I am mindful of how my behavior affects other people's jobs | | | | | |
| 20 | I try to avoid creating problems for co-workers. | | | | | |
| 21. | I take steps to try to prevent problems with other workers. | | | | | |