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## Article

# Assessing the effect of work-life balance initiatives on organizational citizenship behaviour

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## ASSESSING THE EFFECT OF WORK-LIFE BALANCE INITIATIVES ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR


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**Abstract:** *The concept of work-life balance developed on the premise that career and personal life should not be seen as competing concerns but as balanced components of one's overall existence. Initiatives to promote work-life balance become mandatory requirements for employees to maximize productivity and retain talent. This study examines the effect of work-life balance initiatives on organizational citizenship behavior in the case of commercial bank branches in Werabe (Ethiopia). Descriptive and explanatory research designs were employed by using a quantitative research approach. The data was collected through a standard questionnaire. The study used the census method. 150 employees from nine different commercial bank branches in Worabe town were selected to provide the study's primary data. The collected data were analyzed using descriptive and inferential statistical tools. The study found that most employees' perceptions were low for all significant work-life balance initiative variables included in this study; they were also medium in perceiving organizational citizenship behavior. Among the independent variables under investigation, three of them (flexible work arrangements, work leave programs, and dependent care initiatives) have positive and significant effects on organizational citizenship behavior. In contrast, the other two (working hours and workload) negatively and significantly affect organizational citizenship behavior. The beta coefficients of this study indicated that flexible work arrangements have a high effect on organizational citizenship behavior, followed by work leave programs. Therefore, it is better to adopt them in the organization. The influence of the abovementioned variables on organizational citizenship behavior is significant. This study fills this gap and extends the understanding of the role of variables. The bank's management needs to offer initiatives by allowing employees to schedule their time and assisting and advising them on childcare costs and responsibilities such as schools, offering extended leave if something goes wrong, and sharing charges for education.*

**Keywords:** work-life balance, organizational citizenship behavior, flexible work arrangements, dependent care policy, work leave program.

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**Introduction.** In the recent business environment, organizations in all industries are facing so many difficulties, among which the major one is rapid change, high competition, and globalization; these are accelerating at enormous speed. Organizations should work hard to be competent and successful in the highly competitive and global environment, 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 feel wellness throughout their life. However, work-life balance initiatives (WLBI) become credential elements for employees in the workplace place to work most efficiently and effectively and to retain potential employees (Panda and Sahoo, 2021). Job-life balance is described as the degree to which employees are engaged in and equally satisfied with their work and family responsibilities. It has three components: time balance, involvement balance, and satisfaction balance (Greenhaus et al., 2003). According to Raisinghani and Goswami (2014), work-life balance is the difference between an employee's work and personal life in an organization. It is the border between employees' professional and personal lives. Besides, it includes the person's job life, relationship with family, personal growth, fitness and health, community relations, and companionship. Findings reveal that balancing all of these factors has always been difficult for working individuals. Work-life balance is defined as happiness and high performance at work and home with the least amount of role conflict (Clark, 2000). Working people nowadays face more difficulties reconciling their work and family duties. Recently, the banking industry has changed dramatically. It has become extremely competitive and developed strategies for recruiting new clients and retaining existing ones to increase market share. They strive to increase earnings by being customer-focused. To do so, they extended their hours of operation, added new services, expanded their branch network, and upgraded their IT system. Because of this, their employees have a harder time balancing work and life (Kalliath and Brough, 2008). According to Baral and Bhargava (2008), work-life balance entails employees' positive attitudes and behaviors, which are crucial to an organization's effectiveness. It may be understood that if an employee can balance their job and personal life, they will believe that the firm treats them fairly, resulting in increased organizational support and trust. It undoubtedly motivates the employee to contribute to the firm by volunteering to do extra work, assisting coworkers, disclosing valuable information to the organization, providing feedback, and other actions that may benefit the company. While OCB refers to organizationally beneficial behavior, this behavior is discretionary and goes beyond existing role standards (Van Dyne et al., 1994). Citizenship in organizations' extra behaviors are actions taken by an employee that goes beyond the boundaries of his or her appointed employment (Podsakoff et al., 1990). Furthermore, according to some academics, going above and beyond what is required in the workplace is called OCBs. These behaviors frequently result in meaningful contributions to the firm (Somech and Zahavy, 2004; Turnipseed and Rassuli, 2005).

Experiencing a lot of work pressure and the existing culture of poor work-life balance lead employees to be highly disappointed with their jobs. In return, their extra-role behavior also diminishes. Thus, work-life balance is now an issue among banking employees (Bosworth and Hogarth, 2009). In line with this, the Ethiopian banking sector, in general, and the banks found in Werabe town, are not exceptional. As per the preliminary survey of the researcher, some employees of the banks reported as they are facing various work-life 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 lead them to feel stressed and frustrated. It may reduce employee's initiative and motivation to play an extra role in their organization. Today's employees have more choices for their financial needs than ever before (Buba et al., 2018). Further, the findings of previous studies (Poohongthong et al., 2014; Prasetyo, 2016; Partono and Corresponding, 2017) have shown a direct association between WLB and OCB. But some authors (Shakir, 2018; Durahman, 2016) argued that work-life balance does not directly affect organizational citizenship behavior. Whether employees perceived WLB or not does not change OCBs perception. It contradicts the findings. In order to fill this knowledge gap, there is a need to conduct an empirical study. The impact of work-life balance on corporate citizenship behavior was confirmed by Baral and Bhargava (2008). The balance between work and family responsibilities will influence one's behavior. Organizational citizenship behavior is one of the most important factors in boosting employee performance. Employees will be more committed to the company and engage in extra-role behavior if they are comfortable in their work environment and there is no conflict between their personal and professional interests. As previously stated, issues connected to achieving and sustaining a WLB have garnered much attention in recent years. Yet, little is understood about work-life balance and its implications in the Ethiopian workforce context in general and the study area in particular. Therefore, this study would be initiated to provide information regarding work-life balance initiatives and their effect on organizational citizenship behavior. The solution of

the addressed problem will be through admitting the problem from the concerned offices and taking corrective action (Ahmed et al., 2022). According to the comparative-based research among private and public-owned bank employees (Tabassum et al., 2011), there is a significant difference between the two types of employees regarding the work-life balance provided by their banks. In turn, there is a significant difference between the private and public bank employee's perceptions regarding the work-life balance in Bangladesh. Raju (2018) investigated the difference between private and public bank employees' WLB results by taking variables like employee working hours, time spent with children, and the organization's schedule. The finding indicated a significant difference between private and publicly owned banks. The statistics show that private-owned bank employees are less happy and in work-life conflict than public-owned employees concerning the above variables. Therefore, the researcher would be interested in examining and comparing the work-life balance initiative level difference in Ethiopian private and public-owned banks. Thus, there is a clear need for this research to fill the identified gaps in light of the above problems in commercial bank branches in Werabe town of Ethiopia.

**Literature Review.** The concept of WLB. Job-life balance is founded on the idea that paid work and personal life should be viewed as balanced parts of a whole existence rather than competing priorities. According to Gupta and Sharma (2013), job-life balance is the proper management and harmonization of paid work and personal life duties that are important to people as individuals, humans, and members of society. He also claims that a balanced existence is one in which we distribute our energy and effort across essential areas of relevance in employees' personal and professional lives, such as emotional, intellectual, imaginative, spiritual, and physical efforts. According to Resourcing (2005), WLB is a fit between multiple roles that we play in our lives; the ability of employees to manage both paid work and social life adequately (Guest, 2002); the management of role-related expectations that are negotiated, and shared between an individual and his or her role-related partner in the work and family domains effectively (Carlson and Grzywacz, 2007). Besides, WLB shows how one can be effective in both work and family domains. Schermerhorn et al. (2005) established the appropriate priorities between two domains: job or career and ambition, on the one hand, and life happiness, leisure, family, and spiritual growth, on the other (Singh and Khanna, 2011)

The concept of OCB has been laid to provide a clear-cut understanding of the construct stated as 'extra-role behavior that is intended to benefit the organization, which is discretionary and goes beyond existing role expectations (Van Dyne et al., 1994). However, this concept was first introduced by Organ (1980). The scholar defined the concept of OCB as additional behaviors of employees beyond their job description, which enhance the effective functioning of the organization (Organ, 1988). In 2010 he developed five important dimensions for OCB, which are as follows: altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. These dimensions are well-known in describing OCB. According to prior studies, the effect of WLBI on OCB showed that inspiring employees' work-life balance significantly contributes to increasing the organization's discretionary behavior. It indicates a direct effect in balancing employees' WLB and OCB (Pradhan et al., 2016; Lambert, 2000; Lambert, et al., 2013). Controversially Shakir (2018), and Durahman (2016) found that work-life balance has no direct effect on OCB. Whether employees perceived WLB or not does not change OCB. Chiaburu and Harrison (2008) showed that if a co-worker is supportive of another employee, there will be a similar effect on the other employee for getting engaged in OCB. Bragger et al. (2005) discovered that role conflict has a negative impact on ongoing extracurricular behavior, suggesting that the more role conflict an employee experiences, the less likely he or she is to engage in OCBs. As a result, many twenty-first-century firms are zealously marketing their HR policies to address the WLB requirement as part of their social exchange interactions with their employed professionals. The rules are aimed at assisting employees in resolving work-life conflicts and increasing autonomy by coordinating and integrating work and non-work activities (De Cieri et al., 2005). The current employment crisis is the result of the cumulative inability to achieve an effective connection between employer expectations and perceptions from the graduates (Ahmed and Tessma, 2020).

In recent times organizations have shown a greater focus on introducing and implementing flexible working arrangements than other WLB initiatives (Carlson and Grzywacz, 2010). Flexible work arrangement is the most potential initiative to attract employees, reduce the likelihood of leaving employees, and increase output by using time efficiently (Downes and Koekemoer, 2011). Hill et al. (2001) and Dunne (2007) found that a flexible work schedule is positively associated with work-life balance and negatively with WLC.

H1: Flexible work arrangements have a negative effect on OCB.

The amount of time spent at work during the day is called working hours. WLB and OCB are affected by the quantity of time spent at work. (Van Emmerik, 2014). Working hours are defined as a rule that specifies how many hours must be spent at work. Working hours in Ethiopia are eight hours per day and 48 hours per

week. According to Ethiopian labor legislation, any employee who works more than eight hours is eligible for overtime pay. Spending too long on work causes dissatisfaction. It could be a severe risk factor for depression/depressive symptoms, anxiety, poor sleep, and coronary heart disease. This psychological and physical harm diminishes employee contribution, resulting in dissatisfaction and WLC (Banna and Tamakoshi, 2014).

H2: Working hours have a negative effect on OCB.

According to Rubio et al. (2004), the workload is the perceived link between mental processing capability or resources and the amount demanded by the task. The International Labor Organization (ILO) defines workload as the negative physical and emotional response induced by imbalances between perceived demands and resources and a person's capacity to cope with such demands (ILO, 2016). It's also known as people's negative reactions to their jobs or work. Workload has a negative effect on OCB in studies (Jumadi, 2019; Kumar et al., 2021; Dwomoh et al., 2019).

H3: Workload has a negative effect on OCB.

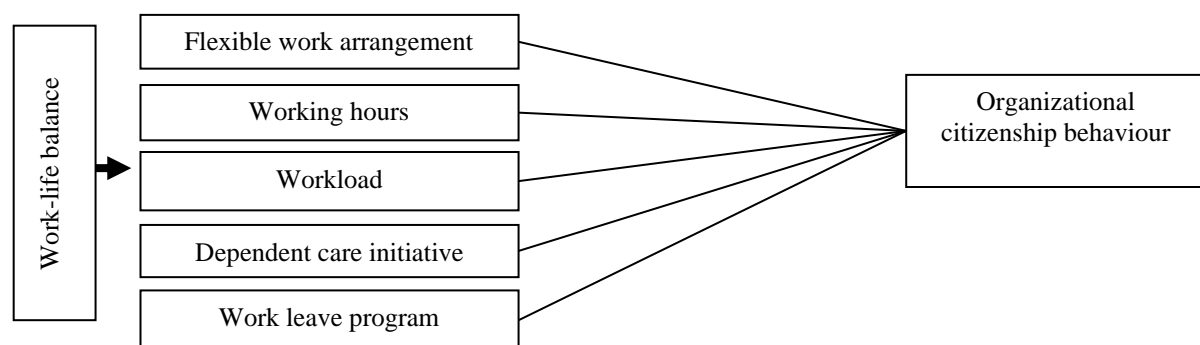
Eseme and Ojo (2015) stated work leave is official permission to grant absence from work regarding different happening and responsibilities such as work leave for childcare and medical leave. It permits absence from work to dependent care challenges, personal health concerns, and maternity leave which is usually mothers are permitted to stay away from work for 3 months. It includes employees' holidays, vacations, sick, and personal leave. Consequently, work leave programs to promote and enhance workforce participation and OCB. Paid leave assists new parents in keeping their families to deliver a program for them. Organization incurs additional expenses to balance the work and personal life of their employees (Julka and Mathur, 2017).

H4: Work leave programs have a significant effect on OCB.

Dependent refers to someone supported by another person (such as a child supported by his or her parents or sick people who cannot perform tasks independently and require assistance). Dependents include the elderly and non-working spouses, parents, siblings, or relatives (Preamble, 2004). Dependent care efforts, according to studies, assist individuals in balancing their job and personal lives while also improving their performance (Mbanya, 2018). As a result, dependent care policies are vital since they have been found to be a critical determinant in employee retention (Hein and Cassirer, 2010). According to studies (Bhandari and Soni, 2015; Oludayo et al., 2018), developing a supportive culture in terms of accepting work-life balance efforts is critical.

H5: Dependent care initiatives have a significant positive effect on OCB.

Conceptual framework is shown in Figure 1.



**Figure 1. Conceptual framework**

Sources: developed by the authors.

**Methodology and research methods.** This study was conducted to examine the effect of WLBI on the OCB of commercial bank branch employees in Werabe town of Ethiopia. The study employed a descriptive and explanatory research design. Primary data for the study was collected using a census questionnaire survey of 150 employees working in 9 different branches of CBs operating in Werabe town during the study period. Sampling is the art of taking representative elements from the population (Muzeyin et al., 2022). The survey questionnaire was developed to measure the perception of study participants on the WLB initiatives and their level of OCB in five-point Likert scale items. Secondary data collected from books, journals, magazine, websites and others relevant sources (Argaw and Ahmed, 2017). After the data was entered into the SPSS version, 21 were processed. Then, descriptive and inferential statistics were employed for data analysis. The study results have been presented using tables and discussed in light of the reviewed literature.



**Results.** Table 1 indicates that employees of CBs in Werabe town of Ethiopia have a moderate perception of WLBI related to the working hours (mean = 3.17, standard deviation = 1.27) and workload (mean = 3.27, standard deviation = 1.08). The study revealed a low perception of study participants' perception regarding dependent care policy (mean = 2.76, standard deviation = 1.16), work leave program (mean = 2.76, standard deviation = 1.35) and flexible work arrangement (mean = 2.63, standard deviation = 1.17).

**Table 1. Summarized descriptive statistics for the variables in the study**

Variables	No. of items	Alpha	Mean	Std. Deviation
Flexible work arrangement	5	0.816	2.63	1.17
Work leave program	3	0.739	2.7678	1.35
Working hour	4	0.730	3.17	1.27
Dependent care policy	5	0.740	2.7641	1.16
Workload	7	0.791	3.2733	1.08
OCB	21	0.803	3.32	.92

Sources: developed by the authors on the basis of (Survey, 2021).

Mean and standard deviation of OCB. The mean of OCB is 3.32 and standard deviation of .92. This is a medium level in the exhibition of OCB. It indicates that employees are engaged in extra-role behavior by helping others concerning the bank's problem, having sincere respect for the organization's rules and regulations beyond the requirement, not complaining in trivial matters, helping others to prevent interpersonal problems from occurring, and being concerned for image and wellbeing of their organization by moderate level. WLBI and OCB Difference Between Private and Public Banks. This study has examined how far the WLBI differs by employing banks.

**Table 2. T-test result depicting work sector difference on the exhibition of work-life balance**

	Sector	N	Mean	Std. Deviation	T	DF	Sig. two-tailed p (0.05)
WLB	Private banks	94	2.9597	0.92397	2.396	140	0.623
	Public banks	48	2.5683	0.91508			

Sources: developed by the authors on the basis of (Survey, 2021).

Table 2 shows private and public employees' mean and standard deviation toward the perception of work-life balance. Thus, the mean of 2.9597 and the standard deviation of 0.953 is for the employees working at private banks, while the mean of 2.56 and standard deviation of 0.91 is for the employees working in public banks. The t-test result is  $t = 2.396$ ,  $\text{sig} = 0.623$ ,  $p > 0.05$ . So, there is no statistically significant perception difference between private and public bank employees towards the perception of WLBI.

**Table 3. T-test result depicting work sector difference on the exhibition of OCB**

	Sector	N	Mean	Std. Deviation	T	DF	Sig. two-tailed p (0.05)
OCB	Private	94	3.4124	0.95186	0.604	140	0.547
	Public	48	3.3085	1.00200			

Sources: developed by the authors on the basis of (Survey, 2021).

According to Table 3, the mean and standard deviation of the employees toward the perception of OCB is as follows: mean of 3.4124 and standard deviation of 0.95 is for employees working in private banks, while the mean of 3.3085 and standard deviation of 1.00 is for employees working in private banks. The t-test result is as follows:  $t = 0.604$ ,  $\text{sig} = 0.547$ ,  $p > 0.05$ . Therefore, there is no statistically significant perception difference between private and public employees regarding the perception of OCB.

**Table 4. t-test showing WLBI difference across employees' gender and responsibility**

		Mean	Std. Deviation	T	DF	Sig. two-tailed p (0.05)
Gender	Male	3.32	0.8186	0.956	140	0.878
	Female	3.48	0.92			
Dependent care responsibility	Has	3.26	0.75	0.843	140	0.634
	Hasn't	3.58	0.62			

Sources: developed by the authors on the basis of (Survey, 2021).

Table 4 shows the mean and standard deviation of male and female bank employees towards the perception of work-life balance: male (mean = 3.32, standard deviation = 0.81) and female (mean = 3.48, standard deviation = 0.92). The t-test result is as follows:  $t = 0.956$  sig = 0.878,  $p > 0.05$ . Thus, there is no statistically significant perception difference between male and female bank employees towards the perception of WLBI. Regarding the dependent care responsibility, the employee who has responsibility (mean=3.26, standard deviation = 0.75) and who hasn't responsibility (mean = 3.58, standard deviation = 0.62) with the t-test result of  $t = 0.84$ , sig = 0.63, and  $p > 0.05$ . Therefore, there is no significant perception difference between employees who have dependent care responsibilities and who hasn't toward the perception of WLBI.

**Table 5. One-way ANOVA showing employee perception difference according to age, marital status, experience, and education level**

Demographic variable	Mean				DF	F	P
Age group	20-30	31-40	41 -50	> 50			
ANOVA result	3.3289	3.2846	3.5317	3.6518	138	0.767	0.514
Marital status	Single	Married	Divorced	Widowed			
ANOVA result	3.3801	3.3659	3.5952	3.0317	138	0.263	0.852
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	0.001
Education level	Diploma	Degree	Master and above				
ANOVA result	3.7517	3.3132	3.6095		139	1.612	0.203

Sources: developed by the authors on the basis of (Survey, 2021).

According to the ANOVA result (Table 5), there is no significant difference in the perception of employees towards the exhibition of WLBI based on their age group, marital status, and education level,  $F(3,138) = 0.767$ ,  $p > 0.05$ ,  $F(3,138) = 0.263$ ,  $p > 0.05$ ,  $F(2,139) = 1.612$ ,  $p > 0.05$ . In contrast employees differed significantly on the exhibition of WLBI with different work experience  $F(4,137) = 5.202$ ,  $p < 0.05$ . It means that staffs with different level of work experience have a different exhibition of WLBI.

**Table 6. Correlation result of work-life balance initiatives and OCBs**

Variables	OCB	FWA	WLP	WH	DCP	WL
OCB	1					
FWA	0.627**	1				
WLP	0.473**	0.394**	1			
WH	-0.0351	-0.0341	-0.030	1		
DCP	0.543**	0.570**	0.241**	-0.294**	1	
WL	-0.0288	-0.155	-0.087	0.252**	-0.0173	1

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

Sources: developed by the authors on the basis of (Survey, 2021).

Table 6 shows the correlation coefficients between the main study variables. The relationship between the flexible work arrangement (FWA) and (OCB) was found to be as follows:  $r = 0.627^{**}$ ,  $p < 0.01$ . It means they are positively correlated, and there is a substantial relationship with the variable FWA and OCB. Work leave program (WLP) is  $0.473^{**}$ ,  $p < 0.01$ . Thus, there is also a moderate positive relationship between work leave program and organizational citizenship behavior. Dependent care policy (DCP) ( $0.543^{***}$ ,  $p < 0.01$ ) indicates that there is a substantial positive association between dependent care initiative and OCB. Working hour (WH) ( $-0.351^{**}$ ,  $p < 0.01$ ) indicates that there is a moderate negative association between working hours and OCB. Workload (WL) ( $-0.288^{**}$ ,  $p < 0.01$ ) indicates that there is a negatively low association between workload and OCB. In general, it can be concluded that WLBI's implementation contributes to changing employees' level of discretionary behavior (OCB).

Multiple regression analysis for the effect of work-life balance initiatives on OCB. Before running multiple regressions, several assumptions should have been checking the data for the analysis to be reliable and valid. Therefore, these assumptions were checked and satisfied.

**Table 7. Model Summary**

Model	R	R-Square	Adjusted R-Square	Std. An error of the estimate
1	0.736	0.542	0.525	0.66609

Sources: developed by the authors on the basis of (Survey, 2021).

Dependent variables organizational citizenship behavior R Square ( $R^2$ ) indicates the proportion of variance in the organizational citizenship behavior, which is accounted for in the model. In this study,  $R$ -square was found to be .542. It indicates that work-life balance initiatives explain 54.2% of the variance in organizational citizenship behavior. The remaining is explained by other variables that are not explored in this study.

**Table 8. Multiple regression coefficients for the effect of WLBI on OCB**

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.137	0.282		7.565	0.000
<b>FWA</b>	0.265	0.063	0.322	4.205	0.000
<b>WLP</b>	0.197	0.046	0.275	4.328	0.000
<b>WH</b>	-0.101	0.049	-0.133	-2.079	0.040
<b>DCP</b>	0.190	0.060	0.228	3.191	0.002
<b>WL</b>	-0.126	0.054	-0.141	-2.335	0.021

Sources: developed by the authors on the basis of (Survey, 2021).

Table 8 shows that flexible work arrangements, work leave programs, and dependent care policies have positive  $\beta$ -values indicating positive relationships. In contrast, working hours and workload have negative relationships. It also indicates to what degree each predictor affects the outcome.

A large value indicates that a unit deviation in the independent variable greatly affects the dependent variable. Results in this study, consistent with Kroll and Nuesch, (2017), found a significant positive influence of flexible work arrangement ( $\beta = 0.265$ ,  $p < 0.05$ ) on OCB. It implies that there is a significant positive effect of WLBI on OCB. The positive effect of the work leave program ( $\beta = 0.197$ ) on OCB was significant at  $p < 0.05$ . It implies that employees' access to timely and appropriate work leave programs leads to a better OCB. The regression weight for dependent care initiative in the prediction of employee's extra-role behavior was  $\beta = 0.190$  and  $p < 0.05$ ). It suggests that when dependent care initiative goes up by 1 unit, extra-role behavior will increase by 0.190. The implication is that employees are likely to exert more effort than the amount obliged to do if they feel that there is proper dependent care for them. This finding is in line with the findings of Bhandari and Soni (2015). Osibanjo et al. (2016) found that dependent care initiatives strongly affect OCB.

The beta value of working hours ( $\beta = -0.101$ ,  $p < 0.05$ ) indicates that the effect of one unit change in working hours will reduce OCB by 10.1% if there is no change in other variables. Moreover, it's statically significant enough effect for service industries like banks and consistent with prior research on working hours. For example, reports on work-family conflict are caused by the long hours worked by employees, which significantly affects them. Longer working hours lead to work-life conflict and contribute to a reduction of OCB (Ohkubo, 2010). The beta value for WL ( $\beta = -0.126$ ,  $p < 0.05$ ) implies that one unit change in WL results in a 12.6% reduction in employees' extraordinary behavior if other things remain constant. Jalal and Zaheer (2017) found similar results in their study for the workload. This finding is consistent with Jumadi (2019), Kumar et al. (2021), Dwomoh et al. (2019), who found that workload has a negative effect on OCB.

To conclude, the regression analysis findings of this research, consistent with the findings of , Prasetyo, et al. (2017), Poohongthong et al. (2014). They show a direct and strong association between work-life balance initiatives and OCB. However, Shakir (2018), Durahman (2016) argued that work-life balance initiatives had no direct effect on organizational citizenship behavior. Arif et al. (2017); Ferejo et al., (2022) argued that WLB does not affect the OCB, whether employees perceived WLB or not does change OCB.

**Conclusions.** 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. The results opined that they have a low flexible work arrangement policy, dependent care policy, approximately medium level of leave arrangement policy, and a medium level of workload and working hours. Since the banks do not implement the maximum level of work-life balance initiatives, an employee does not exhibit the maximum level of OCB, which is on the moderate level of organizational citizenship behavior. The result also reveals that all work-life balance initiatives significantly predict organizational citizenship behavior. The flexible work arrangements, dependent care policy, and work leave programs significantly positively affect organizational citizenship behavior. In contrast, workload and working hours significantly negatively affect OCB, which means their increment directly leads to a reduced OCB.

Regarding the difference in the work-life balance and OCB, the study found no significant difference between the two employing banks. It implies that work-life balance initiatives and OCB did not have enough



variance in private and public-owned banks. In this study, the employees' level of organizational citizenship behavior and work-life balance were found to be medium and low, respectively. The study recommends; the bank/case organization implement those work-life balance initiatives well and create a supportive and conducive working environment to minimize work-life conflict. In return, employees exhibit high-level OCB. The organization can improve the offering of initiatives by allowing employees to schedule their time. It helps to balance competing demands of both domains by assisting employees in obtaining third-party assistance with caregiving responsibilities such as childcare costs and responsibilities such as schools; making their work flexible; offering extended leave if something goes wrong; and sharing of costs such as education costs; such practices are in place. Management needs to assess employees' requirements regularly and devise plans to satisfy those needs. It is crucial because it creates a sense of belonging in employees' minds, which can lead to extra-role behavior that affects their behavioral results. The beta value indicated that flexibility and work leave programs greatly affect OCB. Therefore, it is better to adopt them in the organization.

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#### **Вплив дотримання балансу між роботою та особистим життям на поведінку працівників у компанії**

Концепція балансу між роботою та особистим життям ґрунтується на тому, що кар'єра та особисте життя не повинні суперечити, а збалансовувати один одного. Ініціативи, спрямовані на забезпечення балансу між роботою та особистим життям, стають обов'язковою вимогою для працівників, адже дозволяють максимізувати продуктивність та утримувати таланти в компанії. У рамках даного дослідження розглянуто вплив ініціатив щодо забезпечення балансу між роботою та особистим життям на поведінку працівників у компанії на прикладі відділень комерційного банку у Верабе (Ефіопія). Вихідні дані для дослідження сформовано за результатами анкетування 150 співробітників дев'яти різних відділень комерційних банків у місті Верабе. Аналіз даних здійснено за допомогою інструментів економіко-статистичного аналізу. За результатами дослідження встановлено, що більшість працівників низько оцінюють всі значущі змінні ініціатив щодо забезпечення балансу між роботою та особистим життям. До того, в компанії, сприйняття громадянської поведінки працівниками є середнім. Встановлено, що три з незалежних досліджуваних змінних (гнучкий графік роботи, програми відпусток та ініціативи по догляду за утриманнями) мають позитивний та значний вплив на громадянську поведінку в компанії. Натомість змінні робочий час та навантаження мають значний негативний вплив на громадянську поведінку в компанії. Емпіричні результати засвідчили, що гнучкий графік роботи має високий вплив на громадянську поведінку в компанії, за яким слідує програми трудових відпусток. Таким чином, автори прийшли до висновку щодо доцільності впровадження гнучкого графіка роботи та програм трудових відпусток в організації. Це дослідження заповнює прогалину у попередніх наукових напрацюваннях з означеної тематики через розширення розуміння ролі та значення визначених змінних. Враховуючи результати дослідження, керівництвом банків рекомендується започатковувати ініціативи, які дозволять працівникам планувати їх час, допомагати та консультувати працівників у питаннях соціальних витрат (догляд за дітьми, витрати на навчання тощо), пропонувати подовжену відпустку для осіб, що навчаються.

**Ключові слова:** збалансованість трудового життя, громадянська поведінка, гнучкий графік роботи, політика догляду за утриманнями, програма трудових відпусток.