MEDIATING EFFECT OF WORK-LIFE BALANCE IN THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIOURS

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ABSTRACT

The purpose of this paper is to examine the mediating role of work-life balance in the relationship between supportive transformational leadership and organizational citizen behaviour. The sample included 123 employees in 5 banks across Jemeta-Yola, Adamawa State. Baron and Kenny's (1986) renowned mediation procedure for testing mediating relation was used to determine support for the hypotheses. Firstly, the study found out that there exist a positive relationship between transformational leadership and organizational citizenship behaviour (OCB). Secondly, the finding of this study also validates a positive effect of transformational leadership on employee's work-life balance. Thirdly, the study also found out that employee's work-life balance positively influence OCB. Finally, the study confirm that work-life balance partial mediate the relationship between transformational leadership and OCB. Hence, this study integrates work-life balance into leadership and organizational citizen behaviour literatures as well as the value of social exchange theoretical assumptions. The study therefore recommends that organization leaders should evaluate current policies and procedures related to work-life balance issues and make positive adjustments accordingly for employees' well-being so that they can respond positively towards organizations goals and values.

Keywords: Transformational leadership, work-life balance, organizational citizenship behaviour

INTRODUCTION

The nature of the work environment in the Nigeria banking industry is usually characterised by long hours of work and increase work pressure on its employee (Obiageli, Uzochukwu, & Ngozi, 2015). This situation is more highlighted with the current financial crisis in the banking industry, where some banks sacked their workers. The few staffs of the banking industry work late hours and even do weekend works

in other to meet their performance target. In addition, a banker is not only expected to carry out his or her own assigned duties but also engage in positive activities which are not expressly stated his or her job description (Krishnan & Arora, 2008). These extra role behaviours includes voluntarily to assist colleagues who are failing to keep pace with others, acting in courteous manner so as to maintain good working relationships, performing extra duties that will lead to organizational growth, sharing ideas, helping new colleagues to know work and work culture etc. (Turnipseed & Rassuli, 2005).

When all these demands of the responsibilities from work makes it difficult to attend to personal life demands, work life conflict is said to occur (Greenhaus & Beutell, 1985; Tummers & Bronkhorst, 2014). When this conflict occurs, employees experience depression, anxiety, poor service delivery, stress, absenteeism, turnover or health related issues (Emslie et al., 2004). Consequently, countries and organizations have family-friendly policies to assist employees to better manage the tensions associated with work and family responsibilities (Fagnani, 2012). These includes leave policies, flexible working polities etc.

However, having family-friendly programs in an organization does not guarantee that employees can always use it to resolve work life conflict. For instance, McCarthy, Darcy, & Grady (2010) reported that granting an employee the approval to enjoy leave policies is at the discretion of the supervisor. Supervisors sometimes, buy work-leave of employees, approve inconvenient period of leave for employees and may even not fulfil leave policy agreement at all. Supervisors of banks play a key role on whether an employee enjoys work life balance programs or not. As it would be beneficial for an organization if its employee not only perform the role of his or her job description but also engage in extra role behaviour, how can organizations achieve this?

When supervisors' behaviour supports and promote employee work life balance they are said to be exhibiting attitude of transformational leaders (Hammer, 2009). Transformational leaders motivate and inspire their followers to go beyond the call of duty, motivating them to put extra effort on their job, help their co-workers, and engage in other activities that will lead to organizational growth (Krishnan & Arora, 2008). Given the individual consideration power of a transformational leader to look into a follower's life in order to get the best out of such follower, work life balance represents another important factor that may be harnessed by a transformational leader to influence positive work behaviour such as organizational citizen behaviours. This means that a transformational leader may be able to increase organizational citizen behaviours by enhancing an employee work-life balance.

However, despite its potential benefits, to the best of the researchers' knowledge, the mediating role of work-life balance in the relationship between transformational leadership and organizational citizen behaviours has not been empirically studied especially in the Nigeria banking industry. This study fills that gap in the literature by examining whether or not transformational leadership can affect organizational citizen behaviours through work-life balance.

LITERATURE REVIEW

Transformational leadership and Organizational citizenship behaviour

It has been observed that the true essence of transformational leadership is that these leaders cause followers to go beyond expectations (Vega-Vazquez, Cossio & Martin-Ruiz, 2012). As a result, transformational leadership has an important effect on organizational citizenship behaviours. Indeed several studies have found that transformational leadership uses its influence to elicit organizational citizenship behaviours (Lian &Tui, 2012; Humphrey, 2012; Ahmad, 2012; Suliman & Al Obaidli, 2013; Al-sharafi & Rajiani, 2013). When employees engage in extra role duties that are not part of their normal job description, they are said to exhibit organizational citizenship behaviours (Krishnan & Arora, 2008). The behaviour includes promotion of company image, protection of company resources, civic virtue, altruism toward colleagues etc. Organizational citizenship behavior represents a human conduct of voluntary action and mutual aid without request any extrinsic motive in return and its now being use recently in performance analysis (Lian & Tui, 2012).

Organ (1988) identified five dimensions of OCB: (1) altruism – employees' willingness to assist co-worker get through their duties when they are having difficulties, (2) courtesy – being polite, considerate of others, and treat them with respect, (3) conscientiousness – a desire by an employee to do a task well beyond standard requirements (4) sportsmanship- employee character that is polite, fair and tolerant, and (5) civic virtue—giving useful suggestions during meetings and contributing to decision-making in the organization. Employees will be more engaged in OCB when the leaders act like role model through leading by stetting examples of how goals and objectives are achieved effectively. Leaders will enhance OCB when they provide necessary support to their employees, showing them the right path and helping them overcoming problem and obstacles the encounter in their work and personal life (Al-sharafi & Rajiani, 2013).

Wang and Walumbwa (2007) suggest that if employees perceive that they are being cared for through the permission of transformational leaders to use family-friendly programs (e.g., leave policies, child care, new mothers lactation room, flexible work arrangements, leave-of-absence etc.), the more likely employees are to perceive that the leader is treating them well and thus will feel obligated to "pay back" or reciprocate by performing above expectation. Therefore, subordinates of transformational leaders would feel more comfortable using family-friendly benefits because their supervisor is supportive of their personal needs as well as the idea of innovative ways to perform duties and tasks.

Transformational leadership and Work-life balance

Transformational leadership as a concept was first introduced by Burn (1978). The concept refers to leaders who supports, motivates and empowers employees to develop their skills which will enable them face problems and act creativity and, who usually acts on a personal level with the employees (Bass & Riggio, 2006). This type of leadership behaviour can be related to a Family Supportive Supervisory Behaviour (Straub, 2012) who can be sympathetic to the wishes of their subordinates in terms of achieving a work-life balance and believe that solving their subordinates' work-family issues is part of their role (Álvarez-Pérez & Carballo-Penela, 2015). Their research found that a supervisor transformational leadership style encourages and promote family-friendly culture in any organization. This means that a transformational leader know when an employee needs to occasionally leave work to attend to personal matters.

Usually employees try their best to maintain their job by putting in extra time at work which may be at detriment of their personal life like care and having time to train their children, failed marital responsibility, unhappy homes and poor social life (Obiageli et al., 2015). A transformational leader has the ability to reduce the effect of time pressure that might impact negatively on employee work–life balance (Syrek, Apostel & Antoni, 2013) since work-life balance of employee is a necessary condition to ensure that employees deliver quality services (Obiageli et al., 2015). Hobfoll's (1989) conservation of resources theory propound that a positive relationship between supervisory support and work–life balance. Employees benefit from additional resources like assistance, sympathy, and benevolence from their supervisors, is predisposed to having high level of work–life balance (Thompson, Brough, & Schmidt, 2006).

Additionally, Hammond, Cleveland, O'Neill, Stawski and Jones-Tate (2015) state that transformational leaders provide employees with freedom to decide the best way to achieve assigned task through empowering followers, encouraging independent thinking, and supporting creative idea generation. As results, employee working under the supervision of transformational leaders may recognize greater job autonomy to flexibly manage workloads. This job autonomy may allow employees to attend to family matters or may reduce stress more generally, which could have been carried home. In the same view, Munir, Nielsen, Garde, Albertsen and Carneiro (2012) argue that work–life balance programmes such as flexible working arrangements, decrease in weekend work, provision of childcare, including choice and control over shift patterns, paternity/maternity leave, can be utilized by transformational leaders to reduce work-family conflict, which in turn could result in increase work productivity, job satisfaction and general employee psychological wellbeing. To some extent, as observed by Jiang (2012), transformational leaders may permit employees to enjoy some privileges which are not part of organization's policies in order to address some work-life conflicts issues. This study will concentrate on individualized consideration power of a transformational leader and define transformational leadership as

a bank supervisor' capacity to provide personal attention to all the members of their team, taking into account their personal differences so as to make them perform beyond what is expected of them.

Transformational leadership, Work-life balance and Organizational citizenship behaviour

Transformational leadership may enhance organizational citizenship behaviours (OCBs) through paying attention to employee work-life balance issues. A transformational leader may use his/her power of individualized attention and consideration to identify and resolve work-life conflict bordering any employee. Since work life imbalance is negatively related to OCBs (Turner, Lingard & Francis, 2009), an employee with a work life balance would feel intrinsically motivated to be committed to the course of the organization by been willing to forebear minor and temporary personal inconveniences (a part of OCB). Employees who are intrinsically motivated to fulfill a collective organizational goal would do it because their sense of self-worth and of self-concepts are enhanced by their transformational leader in making these contributions even though their role do not prescribe these individuals make these contributions (Ahmad, 2012). When a transformational leader supports an employee through work life balance initiatives, such employee will feel obliged to something back to the organization. For example, employees may choose throughout the day to help co-workers, to share insights on improvements, and in general, to do what is needed to help their organization perform smoothly and productively.

Based on social exchange theory, research has indicated that those employees who are treated well by their leader respond by engaging in citizenship behaviour. Pradhan, Jena and Kumari (2016) in their research have shown that if a co-worker is supportive of another employee, there will be a kind of analogous effect on the other employee for getting engaged in organizational citizenship behaviour-individual (OCBI). Similarly, several studies have examined the various mediating factor between transformational leadership and OCBs (Liana and Tui, 2012; Zhang & Chen, 2013; Pradhan, et al., 2016). For instance, Liana and Tui (2012) research found that inspirational appeals and consultation tactics were found to mediate the relationship between transformational leadership and organizational citizenship behavior. Similarly, Munir et al. (2012) explore the mediating effects of work–life conflict between transformational leadership and job satisfaction and psychological wellbeing. Their regression analyses showed that transformational leadership style was directly associated with perceptions of work–life conflict and work–life conflict mediated between transformational leadership and wellbeing.

Thus, based on the research and theoretical and empirical research ground offered above, transformational leadership may be indirectly related to followers' OCBs through work life balance; however, no study has investigated this specific relationship. Consequently, the aim of this study is to expand the research on transformational leadership by investigating the role work life balance has in the relationship between transformational leadership OCBs.
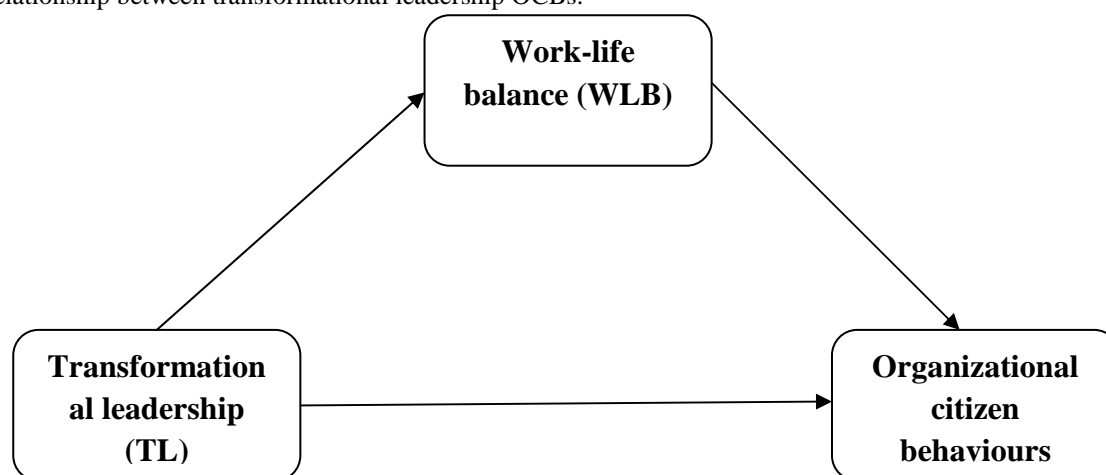

Figure: A Mediation Model of Work-life balance influencing the relationship between Transformational Leadership and Organizational citizen behaviours

Source: Authors' own, 2016

Based on the preceding literature review and conceptual model, the following research hypotheses, derived from Baron and Kenny mediation model were generated for the study;

H$_{o1}$: There is no significant relationship between transformational leadership and organizational citizenship behaviour of employee in the Nigeria banking sector.

H$_{o2}$: There is no significant relationship between transformational leadership and employee work-life balance in the Nigeria banking sector.

H$_{o3}$: There is no significant relationship between employee work-life balance and organizational citizenship behaviour of employee in the Nigeria banking sector.

H$_{o4}$: The relationship between transformational leadership and organizational citizenship behaviour of employee in the Nigeria banking sector is mediated by employee work-life balance.

METHODOLOGY

The five (5) bank branches in Jemeta-Yola area of Adamawa state were selected for this study. This includes First Bank Nigeria Plc, Zenith Bank Plc, United Bank For Africa Plc. and Guaranty Trust Bank Plc. This study area was deemed appropriate for this study because these selected banks close their rural branches in Adamawa state due to the insurgencies in that area. This development resulted in increased work overload on the employees of the few branches in the state capital making them likely to have work-life conflict issues. From the information received from the selected branches, there are about 123 employees in those branches. The study used exhaustive sampling technique (census). Self administered questionnaire were distributed to all the employees in the five branches in order to collect data to test the hypotheses generated. Out of the 123 questionnaires distributed, 109 respondents completed the questionnaires. This translated to 89% response rate. Of the 123 respondents, 65.7% were male and 34.3% were female. This descriptive result demonstrates that, due to the work and time pressures in the banking sector, family women are not likely to take banking as a profession. With respect to education, 64% of the respondents were holders of first degree certificate. This result shows that the respondents were professionals, fully engaged in their work.

SPSS software version 21.0 was used for the analyses of all the study variables. The researchers first ran the correlation analyses for all variables. Regression analyses were conducted to examine the impact the study variables (transformational leadership, work life balance and organizational citizenship behaviour) have amongst themselves. Baron and Kenny's (1986) renowned mediation procedure for testing mediating relation was used to determine support for the hypotheses. Statistical analysis significance was set at $P < 0.05$.

Questionnaire Measures

Previously validated research instruments were used to generate data for this study. The research instruments were all coded in likert scale format. The following are the research instrument used for measuring the three study variables;

Transformational leadership

This study concentrates on the individualised attention character of transformational leadership, hence this character was measured using 4 items from the widely used multifactor leadership questionnaire (MLQ) form 5× short (Bass & Avolio, 2000). For each of the questionnaire item, respondents were asked to rate their supervisor's leadership behaviour on a five-point likert scale. The response categories for the likert scale were; 1= Not at all 2=Once in a while 3 = Sometimes 4 = fairly often 5 = frequently, if not always. A sample item is: "He gives personal attention to others who seem rejected" Each item loaded on one factor, with 83.49% of the variance explained. The cronbach's alpha for the scale was 0.93

Work–life balance

Work–life balance is the mediator for this study. It was measured using 6 item questions from a scale developed by (Hayman, 2005). Respondents were asked to indicate the frequency with which they have felt in a particular way during the past one month on a on a 5-point Likert-type. (1= Never, 2= Almost never, 3= Sometimes, 4= Almost every time, 5= Every time). A sample item asked is: "My personal life suffers because of my work" Each item also loaded on one factor, with 72.09% of the variance explained. The cronbach's alpha for the scale was 0.89

Organizational Citizenship Behaviours

Organizational citizenship behaviours were measured by a 10-item scale adopted from the scale developed by Podsakoff, MacKenzie, Moorman, and Fetter (1990) with a factor loading of 80%. One item was deleted as they had a low (<.40) factor loading in the CFA. The cronbach's alpha for the scale was 0.86. This questionnaire measures the five dimensions of OCB proposed by Organ (1988). These dimensions were altruism (2 items), conscientiousness (2-items), courtesy (2 items), sportsmanship (2 items) and civic virtue (2 items). Respondents were asked to indicate the frequency with which they exhibit a particular behaviour. The rating of the questionnaire ranged from 1= Never, 2= rarely, 3= Sometimes, 4= Often, 5= Always.

RESULTS

Before performing the analyses, several statistical analyses were performed to satisfy some critical assumptions underlying multiple regression analysis. The data were cleaned and screened to check for linearity, autocorrelation, homoscedasticity, multicollinearity and normality, so as to ensure that these assumptions were not violated. The data were first checked for outliers, by performing a factor loading, none of the cases has a factor loading of greater than -3 or +3. This result indicates that there are no outliers. Subsequently, Pearson correlation was analyzed in order to determine linearity between all of the measures as shown on table 1. All the independent variables are significantly correlated to the dependent variables. Durbin-Watson statistics floated around 1.97 which indicates that the study observations are independent of one another hence no presence of autocorrelation (See table 2). Scatterplots were used to ensure there is no evidence of homoscedasticity as the dots created no pattern. The highest value of Variance Inflation Factor (VIF) on table 2 is 2.3 which mean no problem of multicollinearity in the study variables since the rule of thumbs provides that VIF values less than 1 or greater than 10 indicates multicollinearity. The normality of the data was tested with the help of the visual histograms. The histograms showed a normal distribution line overlaid over the data set.
Table 1 presents the inter-correlation among the three variables used in this study

Table 1: *Descriptive Statistics (Means (M), standard deviations (SD)),* **number of items, cronbach's alpha** *and zero-order inter-correlations of study variables*

Variables	Mean	SD	No of Items	Cronbach's alpha	1	2	3
1. Transformational leadership	3.46	1.27	5	0.93	-		
2. Work Life Balance	3.69	1.21	6	0.89	0.75**	-	
3. Organizational Citizenship Behaviour	3.51	1.32	9	0.86	0.76**	0.79**	-

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

The results of correlational analyses on table 1 above revealed significant high correlation between all three hypothesized associations. Transformational leadership was significantly and positively correlated with work-life balance (r = 0.75, p < .01). Similarly, transformational leadership was significantly and positively correlated with organizational citizenship behaviour (r = 0.76, p < .01). Additionally, work-life balance positively related to organizational citizenship behaviour(r = 0.79, p < .01). From the above correlation table, it can be established that at the bivariate level, the prerequisite for testing possible role of a mediator has been met (the relationship between each of the study variable is statistically significant

at 0.01 level). These expected correlation relationships indicate that work–life balance is likely to mediate the relationship between transformational leadership and organizational citizenship behaviour. Baron and Kenny's (1986) four steps approach was adopted to test these possible meditating effect of work-life balance on the relationship between transformational leadership and organizational citizenship behaviour.

Table 2

RESULTS OF MULTIPLE REGRESSION ANALYSIS

Independent Variable	Dependent Variable	R^2	Beta (*b*) Unstd	Std Error	Beta (*b*) Std.	F	VIF	Durbin-Watson	Sig.
TL	OCB	0.60	0.72	0.058	0.78	150.57	1	1.83	0.00
TL	WLB	0.56	0.67	0.059	0.75	129.48	1	1.97	0.00
WLB	OCB	0.63	0.82	0.063	0.79	167.03	1	1.56	0.00
TL+WLB (TL)	OCB	0.70	0.38	0.077	0.42	115.93	2.3	1.72	0.00
TL+WLB (WLB)	OCB		0.50	0.086	0.48		2.3		0.00

Transformational leadership=TL, work-life balance= WLB, organizational citizenship behaviour= OCB

The first of Baron and Kenny's (1986) four steps approach involves confirming the presence of direct effect between transformational leadership (independent variable) and organizational citizenship behaviour (dependent variable). The results as presented in Table 2 above indicates that transformational leadership was significantly and positively related to organizational citizenship behaviour ($\beta = 0.72$, $p < 0.001$). The second step established the effect of transformational leadership on work-life balance. The results shows a significant and positive relationship between the two variables ($\beta = 0.67$, $p < 0.001$). The third step involves regressing organizational citizenship behaviour on work-life balance. The result as presented in Table 2 confirms the expected relationship. The result indicates that work-life balance has a significant and positive relationship with organizational citizenship behaviour ($\beta = 0.82$, $p < 0.001$). The last step involves determining the effect of transformational leadership and work-life balance on organizational citizenship behaviour. When the mediation variable (work-life balance) is introduced into the equation, the β coefficient of the relationship between transformational leadership and organizational citizenship behaviour remains significant but reduces ($\beta = 0.38$, $p < 0.001$) and the β coefficient of the work-life balance remained significant ($\beta = 0.50$, $p < 0.01$). This confirms the partial mediation effect of work-life balance on the relationship between transformational leadership and organizational citizenship behaviour.

DISCUSSION

Previous researches have confirmed that there exist a positive relationship between transformational leadership and organizational citizenship behaviour (OCB) (Lian &Tui, 2012; Humphrey, 2012; Ahmad, 2012; Suliman & Al Obaidli, 2013; Al-sharafi & Rajiani, 2013). However, the medium through which this relationship is established is less researched. This study examines the mediating effect of work life balance on the relationship between transformational leadership and organizational citizenship behaviour. The study specifically concentrated on the individual consideration dimensions of transformational leadership. In line with previous studies, this study first confirms the positive relationship between transformational leadership and organizational citizenship behaviour. Transformational leader acts like a mentor; attending to followers need and inspiring followers to perform beyond expectation. They pay special attention to their followers, marching their strength to the appropriate job so as to get the best performance. Transformational leaders enhance OCB when they provide necessary support to their employees, showing them the right path and helping them overcoming problem and obstacles the encounter in their work (Al-sharafi & Rajiani, 2013).

Secondly, the finding of this study also validates the positive effect of transformational leadership on employee's work-life balance. Previous studies have also authenticated the fact that supervisors with a transformational leadership styles have the ability to reduce the effect of time pressure and workload that might impact negatively on employee work–life balance (e.g. Wang & Walumbwa, 2007; Munir et al.,

2012; Syrek et al., 2013; Khan, Ghouri & Awang, 2013; Hammond et al., 2015). Since supervisors have a fundamental influence on the experiences of their followers, both inside and outside the work environment, transformational leader enriches the work environment of the followers which will led to positive effect on their experience when they leave the work environment.

Thirdly, the study also found out that employee's work-life balance positively influence OCB. When employees do not have any workload or time pressure that impact negatively on their personal life, they will be will and able to perform beyond what is required of them. This finding supports previous research linking work-life balance and OCB (e.g. Mustapha, Ibrahim & Nordin, 2013, Kopp, 2013; Wijewantha & Sangarandeniya, 2014).

Finally, the study confirm that work-life balance partial mediate the relationship between transformational leadership and OCB. Transformational leader influences their followers to engage in OCB by ensuring a positive interaction between work and family life (Michel et al., 2011). When followers have the feeling that their supervisors are supportive of family friendly programme, they will one to reciprocate by performing extra roles in the organization. This finding is consistent with previous research finding on the mediating role of work-life balance (Munir et al., 2012) and also authenticates the importance of social exchange theory in organization environment. Social Exchange Theory (SET) identifies that when employees perceive their leaders are concerned and supportive of them in terms of work-life balance issues, they feel obligated to in turn work hard to perfrom beyond the expectation of the leader.(Muli, Muathe & Muchiri, 2015). Thus, this study provides insight as how transformational leadership influences organizational citizenship behaviour by ensuring employees experience work-life balance.

CONCLUSION

In conclusion, the finding of this study, in the first place, indicates that transformational leadership positively influenced employee work-life balance. After, this paper also reveals that the relationship between transformational leadership and organizational citizenship behaviours is positive and significant. Then, the study found out that work-life balance leads organizational citizenship behaviour. Lastly, this study confirms that work-life balance mediates the relationship between transformational leadership and organizational citizenship behaviours. Specifically, this study emphasizes the importance of employee work-life balance. It would be valuable for leaders to evaluate current policies and procedures related to work-life balance issues and make positive adjustments accordingly for employees' well-being so that they can respond positively towards organizations goals and values.

THEORETICAL AND PRACTICAL IMPLICATIONS

This study has made significant theoretical contribution to transformational leadership and organizational citizenship behaviour literature. Even though much has been written about the relationship between transformational leadership and organizational citizenship behaviour, the mediating influence of work-life balance in explaining the relationship between transformational leadership and organizational citizenship behaviour in banks remains relatively under-researched. This study contributes to that gap in literature by linking work-life balance to the relationship between transformational leadership and organizational citizenship behaviour. Furthermore, by establishing work-life balance mediating role, this study validates the role of social exchange theory on the relationship between transformational leadership and organizational citizenship behaviour.

Practically, this study will assist organizational leaders on the leadership styles to adopt to elicit organizational citizenship behaviour needed to achieve success. The finding of this study also means that promoting employee work-life balance by organization leaders may result in organizational citizenship behaviour. Organizational leaders can use this study as a basis to come up with work-life balance policies that will benefit the employees. Work-life balance issues have to be addressed by the managements of banks as they need to get citizenship behaviours manifested from their employees to face the competition in the industry.

LIMITATIONS AND DIRECTIONS FOR FURTHER RESEARCH

The research paper has several limitations. First, cross-sectional design does not allow researchers to make inferences about cause and effect relationship among variables. Therefore, future research drawing on longitudinal research designs is encouraged. This longitudinal research can assess, for example, if employees would engage in challenging OCB during organizational change due to crisis. Secondly, self-reported measures were used to generate data for this study which can lead respondent biases. Future research study should consider including third-party measures. Lastly, this research surveyed only four banks, further study could increase the sample size to determine how the results will be, if more data were collected and analyzed.

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