

# Investigating the Impact of Authentic Leadership on Organizational Citizenship Behavior with the moderating role of work-life balance among young employees in the Pharmaceutical Industry

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**Abstract:** In the contemporary workplace, the significance of authentic leadership in fostering organizational citizenship behavior (OCB) has gained substantial attention. This study focuses on the pharmaceutical industry, where the emergence of Generation Z employees adds complexity to understanding the interplay between authentic leadership, OCB, and work-life balance. Drawing on Authentic Leadership Theory (ALT) and Social Exchange Theory (SET), this research investigates how authenticity dimensions influence OCB and explores the moderating role of work-life balance. Theoretical underpinnings emphasize dimensions such as self-awareness, morality, transparency, balanced processing, integrity, trustworthiness, and expertise. Hypotheses development posits positive relationships between authenticity dimensions and OCB. Additionally, the study proposes that work-life balance moderates these relationships. Through empirical evidence and insights, this research aims to provide actionable recommendations for organizational leaders to cultivate authentic leadership practices and supportive work environments for Generation Z employees in the pharmaceutical industry. By bridging theory and practice, this study contributes to advancing understanding and optimizing organizational outcomes in the evolving workplace landscape.

**Keywords:** Leadership, Authenticity, Organizational Citizenship Behavior, Pharmaceutical Industry, Work-life balance, Social Exchange Theory, Authentic Leadership Theory, Structural Equation Modeling.

## Introduction

In the rapidly evolving landscape of the modern workplace, the importance of authentic leadership in driving organizational citizenship behavior has garnered significant attention (Gardner et al., 2011). Authentic leadership, characterized by transparency, integrity, and a genuine concern for others, has been associated with various positive outcomes, including employee engagement, job satisfaction, and organizational commitment (Baquero, 2023). However, amidst the rise of Generation Z employees in the pharmaceutical industry, understanding the nuanced relationship between authentic leadership, organizational citizenship behavior, and work-life balance becomes paramount (Knowles, 2023).

Generation Z, born between the mid-1990s and early 2010s, is entering the workforce with distinct values, expectations, and preferences compared to previous generations (Boyer, 2023). As digital natives, they bring a unique perspective to the workplace, emphasizing flexibility, meaningful work, and a healthy work-life balance (Rachmadini and Riyanto, 2020). In the fast-paced and demanding environment of the pharmaceutical industry, where innovation and agility are paramount,

the role of authentic leadership in shaping organizational citizenship behavior becomes even more crucial (Sagita and Tung, 2023, Rehman and Ahmad, 2023). The drive behind this study stems from the recognition of the evolving dynamics within the pharmaceutical industry, coupled with the increasing prominence of authentic leadership as a driver of organizational success. By investigating the impact of various authenticity attributes on organizational citizenship behavior and examining the moderating role of work-life balance, this research aims to provide valuable insights for organizations striving to manage and empower their Generation Z workforce effectively.

Bifurcating further, this study attempts to investigate the impact of various authenticity dimensions on organizational citizenship behavior within the context of the pharmaceutical industry and Generation Z workforce; and secondly, to examine the moderating role of work-life balance on the relationship between authentic leadership and organizational citizenship behavior. By addressing these objectives, this research seeks to enhance our understanding of the mechanisms through which authentic leadership influences organizational citizenship behavior and the conditions under which this relationship is most pronounced (Aubouin-Bonnaventure, 2023; Choi, 2021). As organizations seek to navigate the complexities of the digital age and attract, retain, and develop top talent from Generation Z, understanding the factors that contribute to organizational citizenship behavior is imperative (Kim et al., 2022). By occupying this motivation, this study aims to bridge the gap between theoretical knowledge and practical implications, offering actionable recommendations for organizations to cultivate authentic leadership practices and foster a supportive work-life balance for their employees.

Against the backdrop of rapid technological advancement, changing workforce demographics, and shifting organizational priorities, the present study endeavours to shed light on the critical interplay between authentic leadership, work-life balance, and organizational citizenship behavior in the IT pharmaceutical. Through a comprehensive examination of these factors, this research aims to offer actionable insights for organizational leaders, HR practitioners, and policymakers to foster a conducive work environment that promotes both professional success and personal well-being.

The outcomes of the study will provide empirical evidence supporting the positive impact of authentic leadership on organizational citizenship behavior in the pharmaceutical industry. Furthermore, insights into the moderating role of work-life balance are anticipated to reveal the conditions under which authentic leadership practices are most effective in driving organizational citizenship behavior among Generation Z employees. These findings hold implications for organizational leadership development, talent management strategies, and workplace policies aimed at optimizing employee engagement and productivity. Overall, this study is anticipated to make significant contributions to both academia and practice by advancing our understanding of authentic leadership, work-life balance, and organizational citizenship behavior, particularly within the unique context of the pharmaceutical industry and among Generation Z employees.

## Theoretical Underpinning

Authentic Leadership Theory emphasizes the importance of leaders being genuine, transparent, and self-aware in their interactions with followers (Walumbwa et al., 2008). Key dimensions of authentic leadership include self-awareness, relational transparency, balanced processing, and internalized moral perspective (Walumbwa et al., 2008). A recent study by Lee and Eastin (2021) has defined the authenticity dimensions, which include sincerity, integrity, uniqueness, trustworthiness, and expertise. The study has demonstrated influencers as authentic leaders who play a significant role in transforming the behavior of their followers (Lee and Eastin, 2021). Similarly, authentic leaders build trust, foster positive relationships, and inspire followers to perform at their best by aligning personal values with organizational goals (Ribeiro et al., 2018).

Social Exchange Theory, developed by sociologists George Homans (1958) and Peter Blau (1964), posits that social interactions are based on the principle of reciprocity and the exchange of resources. According to this theory, individuals engage in social relationships with others with the expectation

that their actions will be reciprocated in some form (Yin et al., 2018). In the context of leadership, followers perceive authentic leaders as trustworthy and supportive, leading to positive exchanges characterized by increased commitment, loyalty, and discretionary effort (Kim et al., 2023). The theory posits that social behavior is a series of transactions between individuals who are motivated by the returns they are expected to bring and typically do bring from others (Du et al., 2022). The foundational principles of SET suggest that individuals engage in social interactions with the expectation of reciprocation or a return of benefits (Kim et al., 2023).

Both SET and ALT offer valuable insights into human behavior and leadership. SET provides a framework for understanding the dynamics of social interactions and relationships, while ALT focuses on the genuine and ethical aspects of leadership (Chen and Sriphon, 2022). Integrating these theories can offer a comprehensive view of how authentic leadership can influence social exchanges within organizations, potentially leading to improved organizational citizenship behavior and organizational outcomes. Therefore, based on the recommendation of preceding studies, our study has used self-awareness, Morality, transparency, balanced processing, integrity, trustworthiness, and expertise as authenticity dimensions, which can be used as predictors of organizational citizenship behavior.

## Literature Review and Hypotheses Development

### Leadership Authenticity

The pattern of leader behavior that draws upon and promotes both positive psychological capabilities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development (Walumbwa et al., 2008). Authentic leadership thus comprises several interrelated dimensions: self-awareness, balanced processing (Gardner et al., 2005), authentic behavior, and authentic relational orientation (Ilies et al., 2005). Self-awareness refers to the leader's awareness of and trust in his or her own personal characteristics, values, motives, feelings, and cognition. Highly authentic leaders understand their strengths, weaknesses, and motives, as well as recognize how others view their leadership. Balanced processing involves objectivity and acceptance of one's positive and negative attributes and qualities, and is associated with selecting self-relevant information that has important implications for leaders' decision-making. Authentic behavior refers to whether leaders act according to their true values and preferences. Authentic relational orientation involves striving for openness and truthfulness in relationships. Gardner et al. (2005) maintained that authentic leadership extends beyond the authenticity of the leader to include authentic relations with followers, characterized by transparency, openness, trust, guidance toward worthy objectives, and emphasis on follower development. However, in recent times, Banks et al. (2018); Sidani and Rowe (2018); and Puni and Hilton (2020) highlighted the need for further refinement of the components of leadership authenticity. For this study, we have adopted Walumbwa et al. (2008) perspective of the authentic leadership approach along with the perspective of authenticity from Lee and Eastin (2021), which is consistent with (Avolio and Gardner, 2005; Gardner et al., 2005) and is rooted in extant research on authenticity (Deci and Ryan, 2000; Kernis, 2003)

### Self-awareness and OCB

Self-awareness refers to individuals' ability to recognize and understand their thoughts, feelings, and behaviors. Research suggests that self-aware individuals are more attuned to the needs of others, leading to greater empathy and prosocial behavior (Miao et al., 2013). Employees high in self-awareness are more likely to engage in OCB, as they are better able to understand the impact of their actions on others and the organization. Therefore, it is hypothesized that:

**H1: Self-awareness positively predicts employees' OCB.**

### **Morality Perspective and OCB**

Moral perspective encompasses individuals' ethical reasoning and values, including altruistic tendencies and concern for others' welfare. According to social exchange theory, individuals with strong moral perspectives are more likely to engage in altruistic behaviors as they perceive helping others as morally right and intrinsically rewarding (Gerpott et al., 2019). For instance, Employees with a strong moral perspective may voluntarily assist colleagues with work tasks, provide emotional support, or contribute to team projects without expecting immediate reciprocity (Cohen et al., 2014). Further, Social Exchange Theory suggests that individuals engage in reciprocal relationships within organizations, where they exchange resources, such as assistance, support, and cooperation, based on the principle of reciprocity (Xu et al., 2022).

Individuals with a strong moral perspective are more likely to adhere to ethical norms and values, which promote fairness and reciprocity in social exchanges (Cohen et al., 2012). According to this theory, individuals with high moral perspectives are inclined to engage in a form of voluntary behavior aimed at reciprocating positive treatment, fostering a positive work environment, and contributing to the collective welfare of the organization (Elstad et al., 2011). Therefore, there is a high possibility of positive interrelation between Moral Perspective and OCB. Hence, we hypothesize that:

**H2: Morality positively predicts employees' OCB.**

### **Transparency and OCB**

Transparency involves openness, honesty, and clarity in communication and decision-making. Studies have found that transparent leaders foster trust and cooperation among employees, leading to increased OCB (Hartog and Belschak, 2012). Employees perceive transparent leaders as trustworthy and are more likely to reciprocate by engaging in OCB. Thus, it is hypothesized that:

**H3: Transparency positively predicts employees' OCB.**

### **Balanced Processing**

Balanced processing is a self-regulatory process. It is a process whereby authentic leaders "align their values with their intentions and actions" (Avolio and Gardner, 2005). Balanced processing relates to a leader's ability to evaluate information objectively and explore other followers' opinions before making a decision thus, shunning favoritism and being unbiased (Northouse, 2021). Balanced processing is an analysis of self-esteem and non-self-esteem relevant information processes from a fairly objective view that incorporates both positive and negative attributes and qualities (Puni and Hilton, 2020; Gardner et al., 2005).

Therefore, it is hypothesized that:

**H4: Balanced Processing positively predicts employees' OCB.**

### **Integrity**

Integrity involves adherence to moral and ethical principles, consistency in actions, and honesty in dealings with others (Burman et al., 2013). Studies have shown that individuals with high integrity are more likely to exhibit prosocial behaviors and uphold organizational values (Piccolo et al., 2010). Employees who perceive integrity in their colleagues or leaders are more likely to trust them and feel a sense of obligation to contribute positively to the organization. Therefore, it is hypothesized that:

**H5: Integrity positively predicts employees' OCB.**

## **6. Trustworthiness**

Trustworthiness involves reliability, dependability, and consistency in behavior. Research has consistently shown that trust is a key determinant of OCB, as employees are more willing to go above and beyond for trustworthy colleagues and leaders (Holley et al., 2013; Dirks and Ferrin, 2002). Employees who perceive their colleagues or leaders as trustworthy are more likely to engage in OCB to reciprocate the trust placed in them. Therefore, it is hypothesized that:

**H6: Trustworthiness positively predicts employees' OCB.**

**Expertise**

Expertise refers to individuals' knowledge, skills, and abilities relevant to their roles and responsibilities (McClellan et al., 2015). While expertise may not be directly linked to OCB, research suggests that employees who feel competent and capable are more likely to take initiative and contribute to organizational goals (Bolino and Turnley, 2005).

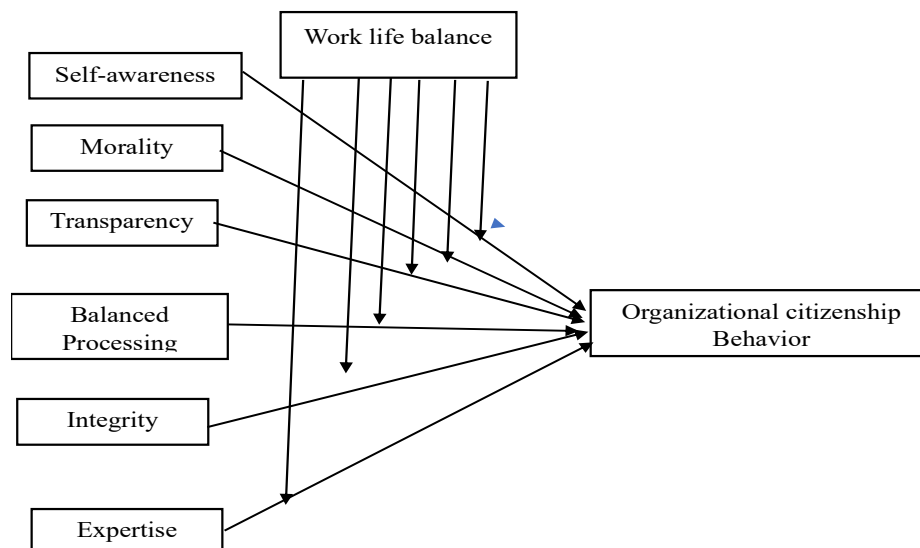
Employees who perceive themselves or others as experts in their respective domains are more likely to engage in OCB, leveraging their skills and knowledge to benefit the organization. Therefore, it is hypothesized that:

**H7: Expertise positively predicts employees' OCB.**

**Moderating Role of Work-life balance on the relationship between Leaders' authenticity and employees' OCB**

Work-life balance refers to the equilibrium between work-related responsibilities and personal life domains, including family, leisure, and health (Kelliher et al., 2019). Research has shown that employees with better work-life balance experience reduced stress, increased job satisfaction, and higher levels of engagement (Sirgi and Lee, 2018)). Leaders' authenticity is characterized by self-awareness, transparency, sincerity, integrity, uniqueness, trustworthiness, expertise, and positive relationships among followers. Research has consistently shown that authentic leadership positively influences employees' OCB by promoting a supportive work environment and encouraging prosocial behaviors (Walumbwa et al., 2008). Further, the interaction effect between leaders' authenticity and work-life balance implies that the strength of the relationship between authenticity dimensions and OCB depends on the level of perceived work-life balance. When work-life balance is high, the positive effects of authentic leadership on OCB may be magnified, as employees feel supported and valued both professionally and personally (Thevanes and Harikaran, 2020). Conversely, when work-life balance is low, the positive effects of authentic leadership on OCB may be attenuated, as employees may prioritize personal well-being over discretionary behaviors at work. Hence, it is hypothesized that;

**H8: Work-life balance significantly moderates the relationship between self-awareness and OCB (H8a); morality and OCB (H8b); transparency and OCB (H8c), integrity and OCB ((H8d); uniqueness and OCB (H8e), trustworthiness and OCB (H8f); and expertise and OCB (H8g).**



**Figure: 1 Conceptual Framework (Author's Own Work)**

## Methodology

### Participants' Profile and Sample

The top five IT firms in South Asian countries have been identified for the study. The market capitalization, employee strength, and valuations of the companies were used to identify them. Our study is based on young employees. Therefore, we have selected the potential respondents from Generation Z between the age group of 24 to 29 years. We have focused on individuals who have up to five years of work experience in the pharmaceutical industry, taking into account the presence of Generation Z employees. The potential respondents were contacted through the LinkedIn platform.

### Data Collection

We observed the LinkedIn platform for five months to identify the potential participants from the top IT organizations, and data was collected between September 2023 and January 2024. The invitation and a brief description of the study were sent to the potential participants. A link to the Google form where participants were invited to fill out the questionnaire was sent with the invitation. We have discovered 1034 potential participants in the process. We have extended direct message invitations to all the potential participants on LinkedIn, based on their appropriateness. 4677 individuals in total have participated in the study. Of these, 437 suitable responses were identified for further examination. The number of responses chosen complies with the previous study's guidelines, which state that a sample size of at least 300 is deemed reasonable and unbiased for factor analysis (Hair et al., 2015).

### Measures

To determine appropriate measurements, a comprehensive theoretical framework has been built. The study employed nine main constructs: self-awareness, Morality, transparency, balanced processing, integrity, trustworthiness, expertise, OCB, and work-life balance. The research constructs were measured using multi-item measures that have been tested and verified in earlier investigations. We have used a four-item scale of self-awareness, a five-item scale of relational transparency, a four-item scale of moral perspective, and a four-item scale of balanced processing. All these scales are adopted from Walumbwa et al. (2008).

Further, we have taken a three-item scale of integrity, which is adapted from Caldwell and Hayes (2007) followed by a three-item scale of leader expertise, which is adapted from Lee and Eastin (2021). The 16-item scale of OCB is adopted from Pond et al. (1997) and the item scale of work-life balance is adopted from Talukder et al. (2018).

Furthermore, an analytical procedure was initiated, involving the use of confirmatory factor analysis (CFA) and reliability tests. Using a five-point Likert scale from "strongly disagreed=1 to strongly agreed=5", the study looked at 42 items. Using structural equation modeling, the proposed affiliation between the constructs was examined (SEM).

### Data Analysis

The study has used eight constructs: self-awareness, Morality, transparency, balanced processing, integrity, expertise, OCB, and work-life balance. We have used SPSS 22 to carry out maximum likelihood EFA with oblique rotation. Each item had adequate loading ( $>0.60$ ) on its specific construct, as demonstrated by the analysis's findings. The study has measured adequate reliability for each item ( $\alpha > 0.70$ ), which justifies the criteria defined by Hair et al. (2013). The study used AMOS 22 and performed confirmatory factor analysis (CFA) to determine the convergent and discriminant validity of latent constructs.

According to the findings of the CFA, the model fit was satisfactory to the values utilized in ongoing studies (Hair et al., 2015). Because the model's constructs are heavily dependent on conforming constructs, the CFA model has achieved satisfactory goodness-of-fit. In the CFA model, the CMIN/DF for path analysis is 1.913, the GFI is 0.910, the TLI is 0.932, the CFI is 0.939, the NFI is 0.914, and the

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RMSEA is 0.049, as shown in Table I. In addition, all constructs exhibit construct reliability because their factor loading values satisfy the recommendations made by Hair et al. (0.702 > 0.50) (Hair et al., 2013) (See Table II).

Fit Indices	Recommended Value	Sources	Calculated value
$\chi^2/df$	<3	Marsh et al. (2004)	1.913
GFI	>0.90	Hair et al. (2015)	0.910
TLI	>0.90	Awang (2012)	0.932
CFI	>0.90	Awang (2012)	0.939
NFI	>0.90	Arifin and Yusoff (2016)	0.914
RMSEA	<0.08	Brown and Cudeck (1993)	0.049

**Table II Depicting factor Loading, AVE, Cronbach's Alpha**

Items	Variable	Standard Factor Loading	CR/AVE/Cronbach's Alpha
Information (feedback) of people to improve the working relationships between them	Self-awareness Walumbwa et al. (2008)	0.829	$\alpha=0.795$ AVE=0.595
Understand how their actions impact on others		0.738	
Know when it is time to reevaluate and change their positions on important issues		0.702	
Have a clear sense of how others perceive their (his/her) ability		0.711	
Shows the emotions that match what you feel	Relational transparency Walumbwa et al. (2008)	0.854	$\alpha=0.836$ AVE=0.663
Encourages all people to say what they think		0.781	
Says exactly what he thinks		0.811	
Tells the hard truths		0.901	

Assume the errors he commits		0.832	
Makes decisions based on their core values	Moral perspective Walumbwa et al. (2008)	0.892	$\alpha=0.857$ AVE=0.649
Take tough decisions based on high ethical standards		0.840	
Asks me to take positions according to my core values		0.809	
Their actions are consistent with their beliefs and convictions		0.759	
Analyze relevant information before making a decision		Balanced processing Walumbwa et al. (2008)	
Carefully listen to the different points of view before drawing conclusions	0.779		
Calls me views that question their (his/the) deepest positions	0.691		
I am good at handling multiple assignments and achieving organizational goals	0.737		
Maintains absolute transparency with every one	Integrity Caldwell and Hayes (2007)		0.821
Perform and delegate all the tasks with complete honesty		0.769	
Emphasizes obligations owed by the organization		0.857	
Is skilled in their field	Expertise (Lee and Eastin, 2021)	0.793	$\alpha=0.808$ , AVE=0.711
Is very knowledgeable in their field		0.727	
Demonstrates a natural ability in their field		0.803	
Assist your supervisor with his or her work		0.723	$\alpha=0.739$ , AVE=0.601

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Make innovative suggestions to improve your department	OCB Pond et al. (1997)	0.745	
Volunteer for things that are not repaired		0.812	
Orient new people even though it is not required		0.834	
Help others who have been absent		0.786	
Attend functions that are not required but that help improve the image of the organization		0.721	
Help others who have a heavy workload		0.857	
Take undeserved breaks		0.891	
Coast toward the end of the day		0.801	
Spend a great deal of time on the personal phone conversation		0.713	
Arrive at work on time		0.742	
Give advance notice if unable to come to work		0.773	
Attend work above the norm		0.819	
Take extra breaks		0.847	
Spend time in idle conversation		0.901	
Take unnecessary time off work		0.836	
Assist your supervisor with his or her work	0.764		
I have enough time for my family and friends	Talukder et al. (2018) Work-life balance	0.839	$\alpha=0.831$ , AVE=0.757
I get enough time to take care of personal issues		0.781	
I get enough time to fulfil my interest.		0.875	

Further, we applied Harman's one-factor test to identify potential biases in data collection, aiming to control for bias in our study. The analysis revealed that the total variance extracted by a single factor is below the recommended threshold of 50%, indicating no significant issue with common method bias in our dataset (Podsakoff et al., 2012). Subsequently, the study assessed both convergent and discriminant validity by calculating measures such as average extracted variance, average shared variance, and maximum shared variance among constructs. Discriminant validity was confirmed for each construct based on the criterion of a higher Average Variance Extracted (AVE) value (>0.5), as detailed in Tables II and III.

**Table: III AVE: Construct Validity and Correlation Matrix**

	CR	AV E	MS V	AS V	S-A	RT	MP	BP	Int	Expt	OC B	WL B
Self-awareness	0.79 9	0.59 5	0.03 8	0.02 3	0.83 9							
Relational transparency	0.83 8	0.66 3	0.22 9	0.11 5	0.16 0	0.76 3						
Moral perspective	0.86 5	0.64 9	0.15 3	0.06 9	- 0.01 4	0.37 9	0.80 9					
Balanced processing	0.87 1	0.75 9	0.23 3	0.07 9	0.06 1	0.47 7	0.26 3	0.84 1				
Integrity	0.83 5	0.65 8	0.07 3	0.05 7	0.20 3	0.25 7	0.27 1	0.13 9	0.79 3			
Expertise	0.81 2	0.71 1	0.03 4	0.08 7	0.13 7	0.21 9	0.11 3	0.27 3	0.10 3	0.81 3		
OCB	0.74 3	0.60 1	0.02 1	0.47	0.23 8	0.11 9	0.35 4	0.00 3	0.07 3	0.18 7	0.78 7	
Work-life balance	0.83 6	0.75 7	0.07 1	0.04 3	0.19 1	0.23 7	0.24 3	0.17 6	0.09 1	0.18 1	0.02 3	0.81 8

### Structural Model and Hypotheses Testing

The present study utilizes Structural Equation Modeling (SEM), recognized as a crucial

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investigative approach for assessing the cause-and-effect relationships among latent variables, as suggested by Hair et al. (2015). SEM is employed in this research to evaluate the proposed hypotheses. A range of widely cited fit indices is employed to assess the congruence between the hypothesized models and the available data. The calculated values of  $\chi^2/df$  (chi-square= 514.428; df= 194; ratio chi-square to df ( $\chi^2/df$ ) is 2.651) are found adequate as per the recommendation ( $\chi^2/df < 3$ ). Further, incremental fit indices values are greater than 0.90 and suitable as per the suggested standards of Hair et al. (2015) for all the cases, as CFI=0.937; GFI=0.909; NFI=0.906; TLI=0.929 (See Table V). Furthermore, the value of RMSEA= 0.057 <0.08 (Brown and Cudeck, 1993), which displays an adequate fit. The fit statistics demonstrate that the research model offers an adequate fit to the data.

**Table IV Path Analysis**

Fit Indices	Recommended Value	Studies	Calculated value
$\chi^2/df$	<3	Marsh et al. (2004)	2.651
GFI	>0.90	Hair et al. (2015)	0.909
TLI	>0.90	Awang (2012)	0.929
CFI	>0.90	Awang (2012)	0.937
NFI	>0.90	Arifin and Yusoff (2016)	0.906
RMSEA	<0.08	Brown and Cudeck (1993)	0.057

\*The recommended values are adapted from Marsh et al. (2004); Hair et al. (2015); Awang (2012); Arifin and Yusoff (2016) and Brown and Cudeck (1993)

The formulated hypotheses were tested by assessing path coefficients, as detailed in Table V. The model's path between each construct proved to be significant ( $p < 0.05$  in all instances), as indicated by the evaluation of standardized coefficients (refer to Table VII), aligning with the criteria proposed by Hair et al. (2015). Results showed that self-awareness significantly influences organizational citizenship behavior (H1:  $\beta = 0.337$ ,  $t = 4.872$ ,  $p < 0.05$ ). These findings are consistent with prior studies (Mathieu and Babiak, 2015; Mathieu et al., 2014), which linked the self-awareness of the leader with employees' organized behavior at the workplace, leading to better productivity and work efficiency. Additionally, relational transparency was found to significantly impact OCB (H2:  $\beta = 0.414$ ,  $t = 6.124$ ,  $p < 0.05$ ). The findings of the study are aligned with the findings of the previous research, which have highlighted the influence leader's transparency on employee productivity and organizational work environment (Frazier and Jacezko, 2021; Hussain et al., 2021). The study further revealed that the moral perspectives of leaders significantly influence OCB (H3:  $\beta = 0.497$ ,  $t = 6.831$ ,  $p < 0.05$ ), supporting earlier studies in a similar context (Zhang, 2023; Treadway et al., 2019) that have identified moral perspectives of a leader relatable to organizational productivity issues. Further, Balanced processing was found to be significantly linked with OCB (H4:  $\beta = 0.317$ ,  $t = 4.128$ ,  $p < 0.05$ ). The findings of the study are aligned with the previous research, which has emphasized the influence of a leader's capacity for balanced processing on employee work effectiveness and organizational productivity. The study has further revealed that a leader's integrity is significantly linked to organizational citizenship behavior (H5:  $\beta = 0.389$ ,  $t = 4.948$ ,  $p < 0.05$ ). The findings are aligned with preceding studies, which have highlighted the role of a leader's integrity on employees' work behavior. Subsequently, the study has investigated that the expertise of a leader in its specific domain significantly influences OCB (H6:  $\beta = 0.247$ ,  $t = 3.256$ ,  $p < 0.05$ ). The findings are linked with the outcomes of the previous studies, which have raised concerns to explore additional dimensions of authenticity for analyzing the impact on employee work behavior and performance.

Table V Hypotheses Testing

Conceptualized Path	Standardized Estimates	Critical Ratio	P-Value	Hypotheses Supported
H1 SA- OCB	0.371	4.872	0.000	Supported
H2 RT- OCB	0.414	6.124	0.000	Supported
H3 MP- OCB	0.496	6.731	0.000	Supported
H4 BP-OCB	0.317	4.128	0.000	Supported
H5 Int- OCB	0.389	4.948	0.000	Supported
H6- Expt-OCB	0.247	3.256	0.002	Supported

### Moderating Analysis of Work-Life Balance

Our study aimed to examine the impact of work-life balance on the association between leadership authenticity dimensions and organizational citizenship behavior. Specifically, we sought to explore the moderating effect of Work-life Balance on the relationship between self-awareness, Morality, transparency, balanced processing, integrity, and expertise respectively, and OCB.

To achieve this, we utilized work-life balance as the moderating variable, with self-awareness, Morality, transparency, balanced processing, integrity, and expertise as the independent variables, OCB as the dependent variable, and the multiplication of work-life balance and the authenticity dimensions as the interaction variable.

Our results, as detailed in Table VI A, B, and C, D, E, F revealed the significance of all the variables in each of the relationships examined. Therefore, we concluded that work-life balance significantly moderated the associations between the authenticity dimensions and OCB.

In summary, our study supports the notion that work-life balance plays a critical role in shaping the relationship between authenticity dimensions and OCB. The findings offer valuable insights into the importance of considering work-life balance in the workplace and in designing effective management strategies.

Table VI A Moderation Analysis of WLB on the Relationship between SA and OCB

Hypothesized Path	Standardized Estimate (SE)	t Statistics (Critical Ratio)	P-Values	Hypotheses Supported
SA-> OCB	0.373	4.837	0.000	Yes
WLB-> OCB	0.235	3.483	0.000	Yes
SA X WLB (Interaction)	0.297	4.131	0.000	Yes

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Variable)-> OCB				
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**Table VI B Moderation Analysis of WLB on the Relationship between RT and OCB**

Hypothesized Path	Standardized Estimate (SE)	t Statistics (Critical Ratio)	P - Values	Hypotheses Supported
MP-> OCB	0.417	6.134	0.000	Yes
WLB-> OCB	0.193	2.881	0.000	Yes
MP X WLB (Interaction Variable)-> OCB	0.316	4.331	0.000	Yes

**Table VI C Moderation Analysis of WLB on the Relationship between MP and OCB**

Hypothesized Path	Standardized Estimate (SE)	t Statistics (Critical Ratio)	P - Values	Hypotheses Supported
RT-> OCB	0.497	6.831	0.000	Yes
WLB-> OCB	0.247	3.347	0.000	Yes
RT X WLB (Interaction Variable)-> OCB	0.363	4.633	0.000	Yes

**Table VI D Moderation Analysis of WLB on the Relationship between BP and OCB**

Hypothesized Path	Standardized Estimate (SE)	t Statistics (Critical Ratio)	P - Values	Hypotheses Supported
BP-> OCB	0.497	6.831	0.000	Yes
WLB-> OCB	0.247	3.347	0.000	Yes
BP X WLB (Interaction Variable)-> OCB	0.363	4.633	0.000	Yes

**Table VI E Moderation Analysis of WLB on the Relationship between INT and OCB**

Hypothesized Path	Standardized Estimate (SE)	t Statistics (Critical Ratio)	P - Values	Hypotheses Supported
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		Ratio)		
INT-> OCB	0.497	6.831	0.000	Yes
WLB-> OCB	0.247	3.347	0.000	Yes
INT X WLB (Interaction Variable)-> OCB	0.363	4.633	0.000	Yes

**Table VI F Moderation Analysis of WLB on the Relationship between Expt and OCB**

Hypothesized Path	Standardized Estimate (SE)	t Statistics (Critical Ratio)	P - Values	Hypotheses Supported
Expt-> OCB	0.497	6.831	0.000	Yes
WLB-> OCB	0.247	3.347	0.000	Yes
Expt X WLB (Interaction Variable)-> OCB	0.363	4.633	0.000	Yes

## Discussion

The conducted study delves into the intricate relationship between leadership authenticity dimensions, organizational citizenship behavior (OCB), and the moderating effect of work-life balance on this association. The results demonstrate significant associations between various dimensions of authentic leadership and OCB, underscoring the importance of authentic leadership in shaping organizational behavior and effectiveness.

To begin, the study establishes that self-awareness, relational transparency, moral perspectives, balanced processing, integrity, and expertise have a substantial influence on OCB. These findings align with previous research emphasizing the crucial role of authentic leadership qualities in fostering a positive organizational culture and improving employee engagement and productivity. For example, the positive influence of self-awareness on OCB is consistent with prior studies that emphasize how leaders' awareness of their strengths and weaknesses can positively impact employee behavior and performance.

Likewise, the significant impact of relational transparency on OCB supports existing literature, highlighting the importance of open communication and trust between leaders and employees in creating a conducive work environment. Additionally, the findings regarding the influence of moral perspectives, balanced processing, integrity, and expertise on OCB are in line with previous research, underlining the role of ethical leadership and competence in driving organizational outcomes.

Furthermore, the study introduces an additional dimension by examining the moderating effect of work-life balance on the relationship between dimensions of authentic leadership and OCB. The results indicate that work-life balance significantly moderates these relationships, suggesting that the interplay between authentic leadership and employees' ability to balance work and personal life impacts organizational behavior.

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This discovery emphasizes the importance of promoting work-life balance initiatives within organizations, as it not only benefits employee well-being but also enhances the effectiveness of authentic leadership practices in driving OCB. By recognizing the significance of work-life balance as a moderator, organizations can develop interventions and policies aimed at supporting employees in achieving a healthy balance between their professional and personal lives.

In summary, the study contributes to the understanding of authentic leadership by highlighting its influence on OCB and the moderating role of work-life balance in this connection. By acknowledging and nurturing authentic leadership qualities and fostering a supportive work-life balance environment, organizations can foster a culture of engagement, productivity, and overall organizational success. However, further research is needed to explore additional subtleties in these connections and to develop targeted strategies for promoting authentic leadership and work-life balance within diverse organizational contexts.

### **Theoretical Implications**

The theoretical implications of the provided content are profound, offering a comprehensive understanding of both Authentic Leadership Theory (ALT) and Social Exchange Theory (SET). The findings of the study significantly contribute to and extend the role of authentic leadership theory and social exchange theory. The study aligns with ALT by emphasizing the significance of leaders' genuineness, transparency, and self-awareness in fostering positive organizational outcomes. By operationalizing authenticity dimensions such as self-awareness, morality perspective, transparency, balanced processing, integrity, trustworthiness, and expertise, the study contributes to a deeper understanding of authentic leadership and its impact on organizational citizenship behavior (OCB). Additionally, integrating recent perspectives on authenticity dimensions from Lee and Eastin (2021) enhances the theoretical framework of authentic leadership theory.

The study further incorporates social exchange theory (SET) principles to explain the mechanisms underlying the relationship between authenticity dimensions and OCB. SET posits that social interactions are governed by the principle of reciprocity, where individuals engage in exchanges expecting mutual benefits. By hypothesizing positive relationships between authenticity dimensions and OCB, the study suggests that employees reciprocate authentic leadership behaviors with discretionary efforts and positive organizational behaviors, thus supporting the tenets of SET.

### **Practical Implications**

The study's findings provide detailed insights with significant practical implications for organizational leaders and managers. Firstly, organizations should prioritize leadership development programs aimed at enhancing authenticity dimensions among their leaders. This may involve tailored training, coaching, and mentorship focused on fostering self-awareness, relational transparency, moral perspectives, balanced processing, integrity, and expertise. Additionally, leaders should foster open communication and trust within their teams to create an environment where employees feel valued and empowered to contribute positively. Introducing work-life balance initiatives, such as flexible scheduling options, remote work arrangements, and wellness programs, can further support employee well-being and engagement, ultimately boosting the effectiveness of authentic leadership in driving organizational citizenship behavior (OCB). Moreover, integrating authenticity dimensions and OCB metrics into performance evaluation systems can incentivize and recognize authentic leadership behaviors, reinforcing a culture of authenticity and accountability within the organization. Lastly, it is essential to encourage ongoing research and development efforts to continuously refine our understanding of the complex interplay between authentic leadership, work-life balance, and organizational success, guiding strategic decision-making and organizational interventions in the future.

### **Limitations and Future Research Directions**

While the study provides valuable insights into the relationship between leadership authenticity dimensions, organizational citizenship behavior (OCB), and the moderating effect of work-life balance, several limitations warrant consideration. Firstly, the study relies on cross-sectional data, limiting the ability to establish causal relationships between variables. Longitudinal or experimental research

designs could provide a more robust understanding of the dynamics at play. Secondly, the study primarily focuses on self-report measures, which may introduce common method bias and social desirability effects. Future research could incorporate multiple data sources and objective measures to mitigate these limitations. Additionally, the study predominantly examines these relationships within a single industrial context, potentially limiting the generalizability of findings. Future research could explore these dynamics across diverse industries and cultural contexts to enhance external validity. Furthermore, the study does not delve into potential boundary conditions or mediating mechanisms that may influence the relationships examined. Future research could explore additional moderators or mediators to provide a more comprehensive understanding of the underlying processes. Finally, the study primarily focuses on leadership authenticity dimensions and work-life balance as predictors of OCB, overlooking other potential antecedents and outcomes of interest. Future research could expand the scope to include a broader array of variables, such as organizational culture, leadership styles, and employee well-being, to provide a more holistic understanding of organizational dynamics.

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