

# Role of AL on Employees' Organizational Citizenship Behavior : The Mediating Role of Work-life Balance and the Moderating Effect of Adversity Quotient and Positive Psychological Capital

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## Abstract

In organizational behavior, the impact of leadership in organizations and employees' organizational citizenship behavior (OCB) have been two hot topics studied by scholars. However, previous studies have predominantly examined the organizational citizenship behavior of various generational groups. In the context of China's socialist market economy, it is necessary to study the OCB of state-owned enterprises (SOEs). Furthermore, employees' work-life balance in the context of SOEs' unique organizational cultures has also attracted much attention. Scholars have discovered that employees respond well to authentic leadership (AL). Although this observation has a theoretical basis, empirical research remains insufficient. Therefore, this study examined whether AL effectively promotes OCB among employees in SOEs. Additionally, we examined the mediating role of work-life balance and the moderating role of the adversity authentic and positive psychological capital. The research hypotheses were tested using 390 valid questionnaires from 60 teams using MPLUS 8.0. The results of the MPLUS study confirmed that AL promotes OCB. Work-life balance positively mediated between AL and OCB, adversity quotient positively moderated AL and work-life balance, while positive psychological capital positively mediated the impact of work-life balance on OCB. These findings provide empirical support for applying social exchange, adversity quotient, and resource conservation theories. Moreover, this study provides certain managerial insights through which managers can more effectively improve employees' professional behavior in SOEs.

■ **Keyword:** Authentic leadership, Adversity quotient, Organizational citizenship behavior, Work-life balance, Positive psychological capital

## I. Introduction

State-owned enterprise (SOE) employees typically exhibit a heightened sense of belonging and identification with their company, resulting in a higher level of organizational commitment (Zhang et

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al., 2022). Employees' organizational citizenship behavior (OCB) is crucial for firms to gain a competitive advantage in a dynamic business environment like China. Thus, we will continue to focus on OCB among SOE employees. The increasing unethical business activities and inappropriate behaviors of business leaders have prompted increased research on authentic leadership. The academic field has extensively studied authentic leadership (AL), including the dependent variables of turnover intentions and OCB. In this study, we will focus on the dependent variable of OCB. The psychological state of the employees of state-owned enterprises is also changing as they are caught up in the waves of global economic integration. Therefore, studying the relationship between employees' adversity quotient, work-life balance, organizational citizenship behavior can assist SOEs in finding ways to break through management bottlenecks in this new era and allow them to continue to play a pivotal role in the Chinese national economy.

This study draws on social exchange theory (Blau, 1968), which states that "mutual reciprocation is the most basic form of human interaction." In the workplace, this theory proposes that when followers perceive their leaders as being authentic, they feel a strong sense of obligation and reciprocate by engaging more in citizenship behaviors beyond the boundaries of their formal roles. In such a workplace, employees have a heightened understanding of the importance of helping others and are actively encouraged to do so. Thus, they tend to engage in behaviors that benefit the organization, customers, and other stakeholder members. Authentic leaders have high internal moral standards and values and represent role models who provide behavioral cues and guidance for followers to emulate (Bandura, 1997). Organizational members are directly or indirectly influenced by leaders. When true leadership is demonstrated, there is a change in the communication between the leader and the members, which affects the psychological state of the employees as well as the organizational behavioral activities (Yang, 2022). In addition, this study draws on border, job demands-resources, conservation of resources, and organizational support theories to underpin the study's theoretical model. A person's capacity to successfully deal with and manage difficult situations is called their adversity quotient. According to Budi et al.'s (2022) study of the moderating effects of the adversity index, the adversity quotient does not modulate the effects of stress. Therefore, to validate the effect of the adversity quotient (AQ) on work-life balance under conditions of authentic leadership, we will continue exploring the moderating role of the AQ in this study. Recently, organizational research has centered on rectifying negative attitudes and behaviors among its members, with an aim to identify shortcomings. However, in 1999, Seligman conducted a study on the significance of positive psychology. He advocated that individuals can pave the path to a more fulfilling life by directing attention towards the "good things," the "positive aspects," and effectively managing them. In this study, we will continue exploring the positive aspects of organizational members' psychological capital and investigate whether positive psychological capital yields different moderating effects in the context of Chinese SOEs.

To examine the above relationships, we also examine the mediating role of work-life balance (WLB) and the moderating effects of the AQ and positive psychological capital (PPC). Although previous studies have highlighted the role of authentic leadership, we will focus on additional aspects to identify additional factors that influence employees' OCB. To examine the potential relationship between authentic leadership and organizational citizenship actions, this study will develop a research

framework by considering work-life balance as a mediator. From a career orientation perspective, scholars and managers would be interested in understanding the causes and influences of employees' OCB in their jobs at SOEs. In addition, the most important implication of this study is that examining these relationships will provide a theoretical basis for SOEs seeking to improve the OCB of their employees.

## II. Literature Review

### 2.1 Authentic leadership and OCB

Authentic leadership is defined as the type of behaviour of a leader who has a high ethic based on self-awareness, internalised ethics, relational transparency and balanced information processing, who continually evaluates his or her objective image and communicates openly with members. The concept of "authenticity" defines authentic leadership. Authenticity means that individuals know themselves, and act consistently according to their inner beliefs and values (Walumbwa et al., 2008). In Walumbwa et al.'s (2008) study the components of sincere leadership are explained as the leader's Self-Awareness and based on this Self-Regulation, Relational Transparency and Balanced Information Process. OCB describes a person's voluntary commitment within an organization that is not part of their contractual job. For example, helping others with heavy workloads, not taking extra breaks, and keeping abreast of developments in the company (Alhashedi et al., 2021).

Social exchange theory can also describe the link between authentic leadership and OCB (Blau, 1968). Exchange theory suggests that "mutual reciprocity is the most basic form of human interaction" (Blau, 1968). It proposes that followers who perceive their leader as authentic develop a strong sense of obligation and reward and engage in more civic behaviors. Social exchange theory (Blau, 1968) states that "mutual reciprocation is the most basic form of human interaction" In the workplace, this theory suggests that when followers perceive their leaders as authentic, they develop a strong sense of obligation and reciprocate by engaging more in citizenship behaviors beyond their formal roles. Authentic Leaders are people who build relationships through a sincere character and an image of leading by example, by communicating openly with subordinates and expressing their cherished beliefs and mission through their actions. Instead of trying to force or persuade, they positively change their followers through sincere behaviour and help them develop their talents into strengths that motivate their subordinates to OCB more naturally (Yang, 2022).

Farid et al. (2020) surveyed 270 employees in the private banking sector. They found that authentic leadership and employees' OCBs positively correlates. Additionally, it was found that it frequently leads to followers experiencing a higher level of both emotive and cognitive-based followers' trust. Cao et al.'s (2023) study examined the impact of an ambidextrous supply chain strategy on firm sustainability performance, along with an exploration of how authentic leadership (AL) influences this relationship and its impact on Interorganizational Citizenship Behavior (ICB). The results indicate that an ambidextrous supply chain strategy positively impacts firm sustainability performance. Additionally, the results suggest that both AL and ICB are positive moderating factors for the relationship between ambidextrous supply chain strategy and firm supply chain sustainability. The findings further

demonstrate the positive correlation between AL and OCB. Shaikh et al. (2022) surveyed four companies in Pakistan's telecom industry to explore psychological ownership role as a mediator between OCB and AL. The empirical results indicate that AL positively relates to OCB. Ribeiro et al. (2022) explored AL's impact on employees' OCB by investigating the mediating AC's (affective commitment) role. The findings suggest that ALs increase employees' emotional connection with their organizations, strengthening their tendency to engage in OCB. Therefore, Hypothesis 1 of this study is as follows:

H1 : AL is positively related to employee OCB.

## 2.2 Mediating role of work-life balance

Work-life balance is a state of equilibrium in which the needs of an employee's work and personal life are equal (Lockwood, 2003). According to Greenhaus et al. (2003), work-life balance is successful when individuals are satisfied and content with their work and life roles. Therefore, employees with the best work-life balance are likelier to remain in their organizations. The basic assumption of resource conservation theory is that individuals "strive to retain, protect, and build resources in situations where the threat to them is either potential, or actual, loss of the value of those resources" (Hobfoll, 1989). Resource conservation theory (Hobfoll, 2002) suggests that individuals are motivated to 'acquire, retain and conserve resources (Hobfoll, 2002), and how they perceive stressful outcomes from resource threats or losses. As people face demands in both work and family domains, they need to balance their work and family roles. When employees feel the authentic care of their leaders and work together to promote positive self-development by enhancing positive mental capacity and ethical climate, then in stressful situations of work-life imbalance, employees will actively construct and maintain their current resource reserves to cope with possible future resource loss situations.

Gopalan's (2022) study explored the moderating effect of AL on the explanatory relationship between organizational support and work-life balance in educational institutions in the United States. The analyses revealed a statistically significant relationship between AL and work-life balance. Séverine et al. (2021) explored AL and nurses' psychological well-being (i.e., nurses' flourishing and satisfaction with work-family balance) for nurses in French public and private hospitals, including PsyCap (psychological capital) as a mediating variable. Structural equation modeling revealed that AL was associated with nurses' prosperity and satisfaction with work-family balance. PsyCap partially mediated the relationship between this leadership style and positive outcomes. Therefore, Hypothesis 2 of this study is as follows:

H2 : AL is positively related to employee work-life balance.

The border theory, addressing work-family relationships, suggests that individuals frequently traverse daily boundaries between their professional and personal lives. Therefore, establishing a balance between these two domains is crucial (Clark, 2000). Thus, organizational members can

improve their performance and productivity by balancing work and home life. Organizational members who are well-balanced between work and home life not only have a high efficiency in handling tasks but also positively impact task performance by facilitating tasks. Based on border theory's emphasis on work-life balance, we expect the mediating effects of better work-life balance under the influence of AL to have an impact on OCB.

To explore the relationship between work-life balance, OCB, and organizational performance and the mediating role of OCB in the link between work-life balance and organizational performance, Thevanes & Harikaran (2020) surveyed private banks operating in Batticaloa District, Sri Lanka. The study's findings revealed that the research variables were significantly positively correlated. That is, work-life balance was positively correlated with OCB. Soelton (2023) analyzed the effect of organizational commitment and work-life balance on the OCB of primary school teachers through learning organizational mediation in West Jakarta. The study's results showed that organizational commitment and work-life balance significantly positively affected OCB and organizational commitment. The survey's results of 169 respondents by Heriyadi et al. (2020) found that leader-member communication and work-life balance positively and significantly impacted job satisfaction and OCB. Imaningtyas et al.'s (2024) study on the impact of competence, burnout, and work-life balance on OCBs and employee performance among PT employees, the paper concludes that the relationship between work-life balance and organizational citizenship behaviors is insignificant. Therefore, this dissertation will explore the correlation between work-life balance and OCB. Consequently, hypotheses 3 and 4 of this study are formulated as follows:

H3 : Work-life balance is positively related to employee Organizational citizenship behavior;

H4 : Work-life balance will positively mediate the relationship between AL and OCB.

### 2.3 Moderating role of AQ

AQ measures human resilience and has become an important concept in human resource management (Merdiaty et al., 2019). AQ is a new paradigm that can be very useful when a person is having difficulties. Stoltz (2000), mentions four dimensions of adversity quotient Control, Origin Ownership, Reach, Endurance, abbreviated as CO2RE. Applying his theoretical principles to the workplace, Stoltz (1997) explains how AQ is measured and how it can be improved. According to Stoltz (1997), if an employee has a higher AQ score, he or she will be more successful in work and personal life. The imbalance between the world of work and employees' personal lives can interfere with daily activities and cause problems in the world of work and personal life. Impulse in the individual to move towards his life goals constantly is one of those considered capable of better balancing personal and work-life (Shari et al., 2022). Shari's (2022) findings suggest that AQ can predict the employee's work-life balance. The higher the AQ, the higher the employees' work-life balance. Merdiaty et al. (2019) examined the importance of work ethic on employee performance achievement in organizations through the development of adversity mediator role. For employees, AQ is a practical consideration. When they understand AQ well, employees have the tools to overcome personal and professional problems. The same is true for Irawan and Yuliharsi's research (2019),

which states a positive and significant relationship between AQ and employee performance.

In Merdiaty et al. (2019), the study's results indicate that the role of AQ mediators has a beneficial role to play as one of the variables. Considering the AQ in decisions can positively contribute to every organization wishing to develop and focus on Yes. AQ also applies to practitioners in industrial and organizational psychology field. Certainly, every organization aspires to possess the resources necessary to optimize performance, thereby addressing existing issues personally and professionally. However, such goals cannot be realized without fostering a culture prioritizing adherence to rules and ethics within the organization. This way they can look objectively and positively at every problem without harming one's colleagues and their organization. Therefore, Hypothesis 5 of this study is as follows:

H5 : The AQ will moderate AL and work-life balance. When the AQ is high, the relationship between the two variables will be strengthened; When the AQ is low, the relationship between the two variables will be attenuated.

## **2.4 Moderating role of positive psychological capital**

In Seligman (1999) the importance of positive psychological capital "the good stuff" was stressed adding that if you focus on and manage the "positive stuff", you will lead a better life. Furthermore, the components of positive psychological capital can be examined in terms of self-efficacy, hope, resilience and optimism (Luthans et al., 2008). Spillover theory suggests that attitudes and behaviors in different areas influence each other. Their influence in forming positive or negative attitudes and behaviors is seen as a transfer (Crouter, 1984). Spillover theory posits that although work and family are separated in time and space, they still influence each other. In other words, positive or negative emotions experienced by organizational members at work can carry over into family life. Conversely, positive or negative emotions experienced at home can carry over into work-life (Staines, 1980). According to transference theory, if a person feels negative emotions and depleted energy, such as physical and mental exhaustion at work or home, these negative factors can affect the other domain. This then affects not only the performance of the whole organization but also the individual's well-being at work and in life. Given this transference, a vicious cycle of reduced satisfaction can occur. It is envisaged that OCB will be facilitated by the pursuit of positive "the good stuff" through the modulation of positive psychological capital in situations where work and life overflow into each other.

To survey new military recruits in the Army and Airforce units, Hwang and Kim (2020) used positive psychological capital, mental well-being, and work-life balance research tools. Their results indicate a significant positive correlation between positive psychological capital and work-life balance. Udin and Yuniawan (2020) undertook a study that involved employees in four major cities in Southeast Sulawesi Province, Indonesia. The research investigated the influence of psychological capital on Big-Five personality traits in predicting OCB and task performance in Indonesia's power sector. The study's findings revealed that psychological capital and Big-Five personality traits were significantly related to OCB and task performance. Psychological capital and Big-Five personality

traits improved employee performance, and if they specifically target organizational cooperation and performance, the best results can be achieved. In this regard, positive psychological capital can be expected to affect organizational effectual variables, such as OCB positively. Therefore, Hypothesis 6 of this study is as follows:

H6 : Positive psychological capital will moderate work-life balance and OCB. When positive psychological capital is high, the relationship between the two variables will be strengthened: When positive psychological capital is down, the relationship between the two variables will be attenuated.

## 2.5 Research model

Based on the hypotheses mentioned above, the research model is proposed in Figure 1.

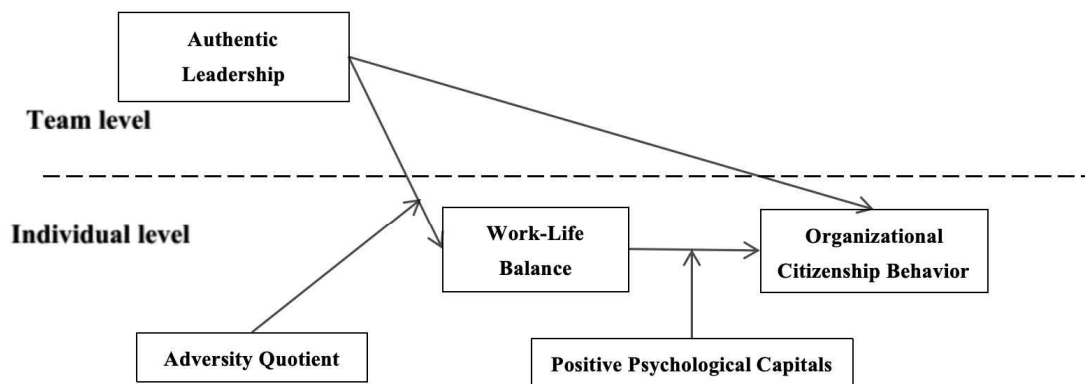


Figure 1 Conceptual model

## III. Research Methodology

### 3.1 Sample and procedure

The data originated from eight Chinese SOEs in Heilongjiang Province, Jiangsu Province, and Zhejiang Province. Two questionnaires (a team-level questionnaire and an individual-level questionnaire) are sent using a web link to the leader, who sends them to their subordinates. An online questionnaire was designed and distributed to participants via a survey URL for this study. To ensure equivalency of meaning, we designed the questionnaire in English, translated it into Chinese, and then back translated it into English by two bilingual researchers (Bentler & Bonett, 1980). They participants were asked about their AQ, work-life balance, OCB, turnover intentions, and positive psychological capital. Meanwhile, team leaders were asked about AL and perceived organizational support. The questionnaire asked the respondents, "What is your team number?" When this questionnaires were sent to the team leaders, they received different team numbers. They were requested to provide their team numbers so that the data of team leaders and members could be

matched accordingly. In total, 416 questionnaires were distributed across 81 groups. After sorting and filtering out invalid and missing questionnaires, the remaining set comprised 330 employees distributed among 60 groups, with the number of employees in each team ranging from three to ten. Subsequently, a statistical analysis was performed on the valid samples obtained.

This study compiled frequency statistics on gender, age, educational level, work experience, and other basic employee information. Of the 330 employees, 162 were male, accounting for 49.1%, with 168 females, accounting for 50.9%, an almost even gender split. The age distribution was as follows: 43.3% were between 20 and 30 years old (including 30 years old), followed by 31.5% being between 30 and 40 years old (including 40 years old) followed by 13.6% being between 40 and 50 years old (including 50 years old) and 11.6% being over 50 years old. Regarding educational backgrounds, 44.3% of the participants obtained a bachelor's degree, followed by 25.5% with a high school diploma or below and 20.9% with a junior college degree. The proportion of years worked is mainly 1–3 years, accounting for 42.1%, and followed by less than 1 year, accounting for 28.8%, and over 10 years, accounting for 1.6%.

### 3.2 Measures

The AL measurement utilized an 8-item scale reported by Walumbwa et al. (2008). It is comprised of four dimensions: Self Awareness (with two items), Relational Transparency (with two items), Relational Transparency (2 items) and Balanced Processing (with two items). Given a sample item such as "Seeks feedback to improve interactions with others," the respondents responded to items on the five-point Likert scale (1 = never to 5 = every time) with 0.910 Cronbach's alpha value. Using 11 items adopted from Ko et al. (2017), OCB was measured. To the sample items "Endeavor to keep the workplace clean and neat." Participants were asked to respond to the presentation using a five-point Likert-type scale scoping from 1 (strongly disagree) to 5 (strongly agree). This scale's reliability was indicated by a Cronbach's alpha of 0.958. As with Brough et al. (2014), four items were used to measure employee work-life balance. A sample item was "I currently have a good balance between the time I spend at work and the time I have for non-work activities." Participants were asked to respond to the presentation using a five-point Likert-type scale scoping from 1 (strongly disagree) to 5 (strongly agree). The reliability of this scale was indicated by a Cronbach's alpha of 0.830. The AQ measurement using a 20-item scale reported by Stoltz (1997) was comprised of four dimensions, namely Control (5 items), Ownership (5 items), Reach (5 items), and Endurance (5 items). Given a sample item such as "I suffer a major financial setback, I can influence this situation." The participants were requested to respond to the presentation using a five-point Likert-type scale scoping from 1 (strongly disagree) to 5 (strongly agree). Cronbach's alpha was 0.970. Positive psychological capitals were measured with Luthans et al. (2007) scales. To assess positive psychological capital, this 16 item, 5-point Likert scale was used. To the sample item, "I am confident in analyzing long-term problems to find a solution." Participants were asked to respond to the presentation using a five-point Likert-type scale scoping from 1 (strongly disagree) to 5 (strongly agree) and Cronbach's alpha was 0.875.



### 3.3 Analysis Strategy

To examine the underlying model, the current study employed a multilevel theoretical framework and utilized nested data. This research proposed that AL is at the group level, as presented in Figure 1. In contrast, subordinates' OCB, work-life balance, AQ, and positive psychological capital are at the individual level. The null model is a prerequisite for hierarchical linear modeling analysis must show that the variables of the OCB vary at the individual level. The value was within the acceptable range (ICC = 0.141), validating the aggregation in this research.

Further, constructs' validity and model fit indices were evaluated through multilevel confirmatory factor analysis using MPlus 8.0. The comparative fit index (CFI), and the root mean square, assessed the model fit. The error of approximation (RMSEA) is the standardized root mean residual (SRMR). According to prior studies, GFI, CFI, and NFI values over 0.9 are accepted (Browne & Cudeck, 1992). Moreover, the value for RMSEA must be less than .10 (Steiger, 1990). The results showed that  $\chi^2/DF = 2.754 (<3)$ , CFI = 0.945 ( $>0.9$ ), TLI = 0.954 ( $>0.9$ ), RMSEA = 0.076 ( $<0.08$ ), SRMR = 0.074 ( $<0.08$ ). In addition, the validity and reliability of these constructs' were validated using Cronbach's alpha, compensatory reliability (CR) and average variance extraction (AVE). Multilevel modelling was used in MPlus for multilevel path analysis to test the hypotheses.

Although this study used multi-source of data for hypothesis testing, a questionnaire survey was also conducted simultaneously. Thus, to examine the data for common method variance, this study used Harman's one-factor. The unrotated factor solution revealed that one factor explained 37.47% of the variance, this is significantly below the 50 per cent threshold, suggesting that the variance of commonly used methods is not an issue in this study.

MPlus was used to examine the multilevel hypotheses (Baron and Kenny, 1986), and the analysis procedure for multilevel mediation follows Zhang, Zyphur, and Preacher and Hayes (2008)'s recommendations. To estimate the parameters, we used full maximum likelihood. The variables at level 1 were applied to the technique method "group-mean centering and adding the group mean at level 2," and grand-mean centering was used for the variables at level 2. According to Zhang, Zyphur, and Preacher (2009), the mediation of work-life balance on the relationship between AL and OCB was identified as a 2-1-1 model, the cross-level mediation effect-lower mediator. All mediation analyzes were performed as suggested by Baron and Kenny (1986), satisfying the following four conditions: (a) the independent variable influences the dependent variable, (b) the independent variable has an effect on the mediator variable, (c) the mediator variable has an impact on the dependent variable, and (d) the effect of the independent variable on the dependent variable becomes smaller when both the independent variable and the mediator variable are included. To test the hypothesis of the moderating effect of adversity quotient, a cross-level interaction term (AQ\*AL) was established and entered into the model; and also to test the hypothesis of the moderating effect of positive psychological capital, a cross-level interaction term (WLB\*PPC) was established and entered into the model.

## IV. Data Analysis and Results

Table 1 shows that the standardized estimates of all items exceeded .50, and the P-value was below .001. These observations suggest that all projects can predict their variables accurately. All AVE values exceeded .50, implying that the constructs under study displayed a high degree of convergent validity (Chin & Newsted, 1999). In addition, the CR values exceeded .70, indicating a significant level of reliability for all items (Hair, 1998).

Table 1. Reliability and validity of scales.

Variable	Items	Alpha	Factor loading	CR	AVE
Authentic leadership	8	0.910	0.609-0.990	0.907	0.556
Adversity Quotient	20	0.970	0.714-0.863	0.964	0.640
Work-Life Balance	4	0.830	0.754-0.942	0.937	0.789
OCB	11	0.958	0.743-0.890	0.955	0.680
Positive Psychological Capitals	16	0.875	0.725-0.896	0.972	0.713

Notes: Alpha = Cronbach's alpha, CR = composite reliability, AVE = average variance extracted, OCB = organizational citizenship behavior.

Table 2. Correlation matrix of the study variables.

Variable	Mean	SD	1	2	3	4	5
1. Authentic leadership	1.698	.515	(.746)				
2. Adversity Quotient	2.105	.548	-.086**	(.800)			
3. Work-Life Balance	2.331	.613	.213**	.390	(.888)		
4. OCB	2.606	1.008	-.006	.076	.595**	(.825)	
5. Positive Psychological Capitals	2.198	.639	.379**	.226	.527**	.397**	(.844)

Notes: \*\*P<0.01, Square root of AVE presented along the diagonal, OCB = organizational citizenship behavior.

Table 2 displays the mean (M), standard deviation (SD), and variable correlations. As predicted in the study, significant disparities were observed among the variables, in accordance with the study's expectations. In addition, a rigorous AVE method was employed to evaluate the discriminant validity (Fornell & Larcker, 1981). The square root of AVE for each factor must exceed the correlation coefficient of each pair of variables. This indicates that the variables have discriminant validity. Therefore, this study's two questionnaires have discriminant validity. Meanwhile, the square root of the AVE values, which were presented along the diagonal, exceeded the correlation values, thus demonstrating discriminant validity.

Confirmatory factor analysis was conducted using MPLUS 8.0 to determine the distinctiveness of the variables. We assessed model fit by examining the model's overall chi-squared value, root-mean-square error of approximation, CFI, and Tucker-Lewis's index. Results indicated that the five-factor model of AL, OCB, work-life balance, AQ, and positive psychological capital managerial fitted the data better than any alternative models (Table 3).

Table 3. Results of confirmatory factor analyses.

Model	$\chi^2$	df	$\chi^2 / df$	RMSEA	SRMR	CFI	TLI
Five-factor model: AL, OCB, WLB, AQ, PPC	5024.130	1824	2.754	0.076	0.074	0.945	0.954

Four-factor model: AL, OCB, WLB, AQ+PPC	5269.126	1830	2.879	0.079	0.078	0.907	0.942
Three-factor model: AL, OCB, WLB+AQ+PPC	5401.564	1839	2.937	0.081	0.080	0.900	0.891
Two-factor model: OCB, AL+WLB+AQ+PPC	5946.431	1841	3.23	0.082	0.088	0.896	0.867
One-factor model: AL+OCB+WLB+AQ+PPC	6737.289	1856	3.63	0.084	0.096	0.876	0.798

Note. N = 330. "+" indicates a combination of two factors into one. Abbreviations: CFI, comparative fit index; RMSEA, root-mean-square error of approximation; TLI, Tucker-Lewis's index; AL = Authentic leadership, OCB = Organizational citizenship behavior; WLB= Work-Life Balance; AQ = adversity quotient; PPC = positive psychological capital.

Table 4 summarises the direct impacts of the study variables. The regression coefficient of group-level AL and individual-level OCB was 0.679, with a significance level of  $p < 0.001$ . Both AL and OCB were measured on the 5-point scale. Thus, a one-point increase in authentic leadership is associated with a 0.679-point increase in OCB. Therefore, Hypothesis 1 was supported. The regression coefficient for group-level AL and individual-level work-life balance was 0.255, with a significance level of  $p < 0.001$ ; however, that for the individual-level work-life balance and individual-level employees' OCB was 0.562, with a significance level of  $p < 0.001$ . These results indicate that AL has a positive and statistically significant effect on work-life balance and employees' OCB. Thus, if all other variables remain constant, a one-unit increase in authentic leadership will result in a 0.679-unit increase in OC) and a 0.2555-unit increase in work-life balance.

Table 4. Summary of direct effects.

	Estimates	T-Value	95%CI	Remarks
<b>Group → Individual</b>				
AL → OCB	0.679***	9.529	(0.539, 0.818)	Supported(H1)
AL → WLB	0.255**	3.328	(0.105, 0.406)	Supported(H2)
<b>Individual → Individual</b>				
WLB → OCB	0.562***	7.349	(0.412, 0.712)	Supported(H3)

Notes: \*P < 0.05, \*\*P < 0.01, \*\*\*P < 0.001. Bootstrap sample = 1,000. CI = confidence interval, AL = Authentic leadership, WLB= Work-Life Balance, OCB = Organizational citizenship behavior.

The study followed Baron and Kenny (1986) well-known methodology regarding the multi-level mediation effect by conducting four regressions to test mediating effects. Table 5 presents a summary of the effects of cross-level mediation. Hypothesis 4 posits that the relationship between group-level AL and individual-level employees' OCB is mediated by individual-level work-life balance. This analysis results indicate a statistically significant positive mediation effect (AL → WLB → OCB) of 0.143 (95% CI (0.055, 0.232)). Thus, Hypothesis 4 was supported.

Table 5. Summary of mediation effects.

	Estimates	T-Value	95%CI	Remarks
Group → Individual → Individual AL → WLB → OCB	0.143**	1.398	(0.055, 0.232)	Supported (H4)

Notes: \*P < 0.05. Bootstrap sample = 1,000. CI = confidence interval, AL = Authentic leadership, WLB= Work-Life Balance, OCB = Organizational citizenship behavior.

Table 6 displays moderated mediation analysis results. The analysis was conducted using a bootstrap method with a confidence interval of 95%. Hypothesis 5 proposed that the AQ will have

moderating effects between AL and work-life balance. Table 6 shows the results of testing the moderating effect of the sense of AQ. Specifically, simple slope analyses demonstrated that the relationship between AL and WLB was positive for persons with a more AQ (+1 SD: estimate = 0.423, SE = 0.099,  $p < .001$ ), thus aligning with our hypothesis; at low levels of environmental awareness, the effect was not significant (-1 SD: estimate = 0.087; SE = 0.098;  $p = 0.374$ ). The moderating impact was plotted to verify further the moderating effect of the AQ between AL and WLB, as shown in Figure 1. Compared with a low AQ, a high AQ has a greater slope; thus, WLB becomes higher as AL grows under the moderating effect of a high AQ. Therefore, the AQ positively moderates the link between AL and WLB, and the higher the employees' AQ, the stronger the positive link between AL and WLB, thus verifying Hypothesis 5. Furthermore, Hypothesis 6 proposed that positive psychological capital will moderate between work-life balance and OCB. Table 6 shows the results of testing the moderating effect of the sense of positive psychological capital. Specifically, simple slope analyses exhibited that the relationship between WLB and OCB was positive for persons with a more positive psychological capital (+1 SD: estimate = 0.735, SE = 0.074,  $p < .001$ ), which is in consistent with our hypothesis; at low levels of positive psychological capital, the effect was insignificant(-1 SD: estimate = 0.389, SE = 0.133;  $p < .05$ ). As shown in Figure 2, we plotted the moderating impact to further verify the moderating effect of positive psychological capital between work-life balance and OCB. High positive psychological capital has a greater slope than that of low psychological capital; thus, OCB becomes higher as work-life balance grows under the moderating effect of high positive psychological capital. Thus, positive psychological capital positively moderates the relationship between work-life balance and OCB. The greater the employees' positive psychological capital, the more pronounced the positive association between work-life balance and OCB. Thus, Hypothesis 6 is confirmed.

Table 6. Summary of moderation effects.

	Estimates	T-Value	95%CI	Remarks
Group*Individual → Individual AQ*AL → WLB	0.323***	2.043	(0.089, 0.558)	Supported (H5)
Individual*Individual → Individual WLB*PPC → OCB	0.270***	2.291	(0.039, 0.502)	Supported (H6)

Notes: \* $P < 0.001$ . Bootstrap sample = 1,000. CI = confidence interval, AQ = adversity quotient, AL = Authentic leadership, WLB= Work-Life Balance, PPC = positive psychological capital, and OCB = Organizational citizenship behavior.

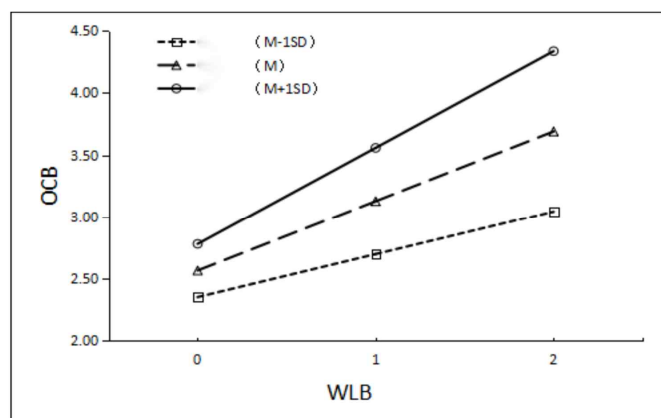


Figure 1. Moderation of adversity quotient

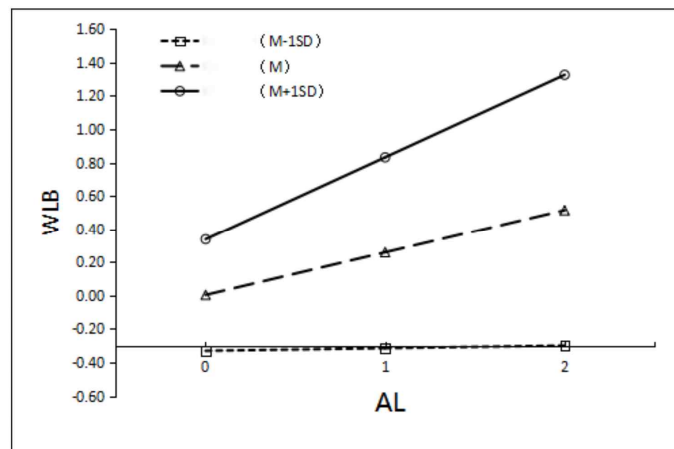


Figure 2. Moderation of positive psychological capital

## V. Discussion

This study examines the relationship between these variables: AL scale, the AQ, work-life balance, OCB, and positive psychological capital. The analysis was conducted using a sample of 390 employees from SOEs. The data from the 390 participants, whose responses were valid, were analyzed using SPSS 23.0 and MPLUS 8.0 software.

A cross-level model was implemented to examine the impact of team-level AL. Moreover, it examined the impact of AL impacted on individuals' organizational citizenship and the mediating role of WLB. Furthermore, the study identified the moderating role of the AQ and positive psychological capital. The findings indicate that both AL and work-life balance positively influence individuals' OCB. Additionally, work-life balance is a mediating variable, which positively moderates the relationship between AL and OCB. As we predicted, individual-level AQ moderated the positive correlation between AL and work-life balance, while individual-level positive psychological capital moderated the positive correlation between work-life balance and OCB. In other words, when employees achieve a satisfactory work-life balance, their OCB increases.

### 5.1 Theoretical Implications

Firstly, the research findings on social exchange theory indicate that "mutual reciprocation is the most basic form of human interaction" (Farid et al., 2020). In the workplace, this theory proposes that followers develop a strong sense of obligation and reciprocate by engaging more in citizenship behaviors beyond their formal roles when they perceive their leaders as authentic (Farid et al., 2020). Our study findings further support the exchange base relationship between leaders and followers by demonstrating the positive influence of AL behaviors on followers' OCB-related behaviors.

Secondly, Stoltz (2000) used the AQ to study personal resilience. While studies addressing AQ have focused on the effects on employee performance, this study adds to the research on the moderating role and this study explored the moderating effect of the AQ on the relationship between AL and

work-life balance: the higher an employee's AQ, the more AL is for work-life balance, confirming the positive moderating effect of adversity. This result is in agreement with Shari's (2022) study. This study also fills a gap in the research on AQ among employees in China-specific state-owned enterprises (SOEs) by confirming the impact of AQ in SOEs.

Thirdly, this study applies the conservation of resources theory to leadership as an organizational resource and positively links AL to work-life balance. Conservation of resources theory assumes that individuals "strive to retain, protect, and build resources and that what is threatening to them is the potential or actual loss of these valued resources" (Hobfoll, 1989). A balance between work and home life results in a richer, healthier personal life and a better fulfillment of roles as a member of society. In addition, organizational members with a good balance between work and life exhibit high levels of organizational engagement and job satisfaction, as well as higher OCBs. This study demonstrates the important mediating role of work-life balance. Organizational members can contribute to improved organizational performance and productivity when they can strike a good work-life balance. Furthermore, those who maintain a good balance between work and family life can handle their work more efficiently and effortlessly, which is positive for their work outcomes.

Finally, this study explored the moderating role of positive psychological capital. Spillover theory suggests that attitudes and actions in various domains influence each other, and their influence shifts in terms of positive or negative attitude and action formation (Crouter, 1984). This spillover theory submits that the workplace and home life can influence each other even when separated in time and space. Organizational members' positive or negative emotions in the workplace can spill over into their home life, whereas positive or negative emotions in their home life can spill over into the workplace. Therefore, from a spillover theory perspective, if individuals feel negative emotions and depleted energy, such as physical and emotional exhaustion at work or home, this negativity can impact each other's domains and OCB. This study discovered that positive psychological capital on work-life balance, organizational citizenship behavior, and AL had a positive relationship with employees' creativity. People with positive psychological capital have an enhanced work-life balance and engage in more organizational citizenship behavior.

## 5.2 Practical Implications

These results have several practical implications for SOEs and HR managers. First, authentic leaders are essential in these organizations. Top management should be aware of the significance of managers' AL styles and emphasize AL development programs. Moreover, when developing strategy, assessment, and selection processes, the top management should consider the components of AL. The more AL behaviors a manager demonstrates in the company, the higher employees trust the leader and the more likely subordinates are to engage in organizational citizenship behaviors (Farid et al., 2020).

Secondly, the AQ plays a crucial role in making a good and positive contribution to any organization that aim to sustain growth and is particularly interested in its development. AQ is extremely useful for employees. When faced with personal and professional problems, employees know how to act when they are fully aware of the AQ. Based on the specificity of the location of

state-owned enterprises, employees may feel stress in the corporate culture of the socialist market economy system. Through AQ, employees are better able to exercise control over stress and regulate work-life balance, thus participating more faithfully in organisational activities and promoting OCB. Focusing on the AQ of SOE employees is essential because it enables them to objectively and positively examine every problem encountered, without harming colleagues and especially the organization (Merdiaty et al., 2019).

Third, in contrast to foreign companies' freedom, SOEs' work systems are strict and rigid. Employees have a fixed amount of time at their disposal, which makes it difficult to cope with unexpected events or temporary changes. Consequently, this creates a conflict between work and personal life. Therefore, it is recommended that a flexible working system be adopted, which includes flexible working hours. In this context, employees are free to choose when they go to and come from work, provided that they can complete their work within the selected work period. Work-life balance is achieved when employees enjoy the freedom to allocate their time, energy, and personal resources to satisfy all aspects of their work and personal life. For various employees, this satisfaction may be approximately equal to their life at work or greater than their life at work. A uniform, flexible working system cannot fulfill the needs of diverse groups of people. Therefore, to make flexible working fairer and more motivating, it should be integrated with a pay system that is implemented based on a differentiated and reasonable flexible working system (Zhang et al., 2022).

Fourth, in managing SOEs, developing employees' psychological capital is essential. This can be achieved through motivation, positive psychology, recognition of achievements, increased self-confidence, hope, optimism, resilience, and developing positive psychological capital to create a positive spiritual contract between the employees and the company. The aim is to develop highly committed employees. Within SOEs, it is crucial to foster a sense of citizenship, responsibility, and awareness of the broader context. This will enable employees to demonstrate more positive, innovative, and spontaneous behavior that exceeds what their role requires. This is why SOEs must focus on the legitimate needs of their employees, care for their growth and development, and foster their motivation and initiative. This is crucial to ensure that they are not just working for the sake of it (Chen, 2010). Employees may develop a strong desire to contribute to the organization and develop civic behavior only after they have experienced the company's care and love.

### 5.3 Limitation and future research direction

This study focuses on employees of Chinese SOEs. Although this study strictly followed the logic of scientific research in its design and implementation, it still has limitations. These limitations should be minimized or eliminated in future studies.

First, the sample's limitations may have affected the test results. The samples were from Chinese SOEs in various industries; however, this may have adversely affected the external validity of the findings. Therefore, future research should involve samples from various types of enterprises or other occupational groups and cultural backgrounds. Compared with state-owned enterprises, which have already developed significantly, research on venture innovation enterprises is still weak in China, where the history of venture entrepreneurship is relatively short (Yu & Choi, 2023). And in the

special cultural context of China, it is meaningful to explore the psychological state of entrepreneurs.

Second, foreign scholars developed the scales used in this study, such as the AL scale. However, the employees of SOEs in China are the focus of the study and the target audience. SOEs are a crucial and uniquely Chinese element of the Chinese economy. The perceptions of employees and managers within SOEs vary significantly from those in foreign enterprises operating in a market economy. Therefore, in the future, it is vital to develop a localized scale that is appropriate to the Chinese context (Zhang et al., 2022).

Third, it is essential to note that this study is cross-sectional and has limitations in sample representation. Given that employees' work-life balance in SOEs can fluctuate quarterly and across different work nodes, and OCB is subject to variation, future research may benefit from adopting a time-series longitudinal approach. Such a method would allow for multiple data collection points over time, offering more meaningful insights into the dynamics of these variables.

Fourth, this paper does not explore AL in sufficient detail and does not expand on its constituent elements such as the leader's Self-Awareness and based on this Self-Regulation, Relational Transparency and Balanced Information Process for specific validation. A more in-depth and nuanced study of sincere leadership in future research would be academically significant and different from existing research. It is worth waiting to see if the in-depth exploration of sincere leadership in state-owned enterprises continues to have an impact on employees.

Fifth, the research conducted in this paper solely examines the relationship between work-life balance and OCB, with the moderating variable being positive psychological capital. Follow-up studies could explore the moderating role of positive psychological capital on the relationship between work-life balance and turnover intentions.

Finally, this study examines the correlation between authentic leadership and follower OCB. It also explores the relationship between work-life balance, adversity quotient, and positive psychological capital. Future research should expand the study of AL and consider identifying other mediating variables to examine the relationship between AL and OCB, thereby further enriching the study of AL. There is limited research on the AQ in academia. However, some scholars have established a significant positive relationship between the AQ and OCB. This study demonstrates the moderating role of the adversity quotient. Further research should be conducted to explore the factors that impact the development of AQ.

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## 진성리더십이 직원의 조직시민행동에 미치는 영향 : 일과 삶의 균형의 매개역할과 역경지수와 긍정심리자본의 조절효과

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### 국문 요약

중국 국영기업(SOEs)들은 국가 경제발전을 이바지하는데 중요한 역할을 해오고 있다. 그리고 중국 시장경제 부흥과 더불어 끊임없는 개혁과 혁신을 통해 지속적인 경제성장에 박차를 가한다. 예로부터 지금까지 SOEs가 중국시장에서 대체 불가능한 역할을 해오고 있기에 본 연구는 SOEs의 직원들을 대상으로 연구하였다. 사회교환이론, 역경지수이론 및 자원보존이론을 바탕으로 진성리더십과 역경지수, 조직구성원들의 조직시민행동과의 관계를 연구하였다. 이 연구는 SOEs 능동적으로 진성리더십을 구축하고 직원들의 역경지수에 주의를 기울여야 한다고 권고하고 있으며, 직원들의 일과 삶의 균형에 관심을 기울이고 긍정심리자본을 구축해야 함을 보여준다. 이 연구는 계층화 선형연구 접근 방식을 사용하여 SOEs로부터 60개 팀, 390개의 질문에 대한 답을 수집하였다. MPLUS의 연구결과는 진성리더십이 조직시민행동을 촉진시킨다는 것을 확인하였고 일과 삶의 균형의 매개효과를 확인하였다. 또한 역경지수는 진성리더십과 일과 삶의 균형의 관계를 긍정적으로 조절하고, 긍정심리자본은 일과 삶의 균형과 조직시민행동의 관계를 긍정적으로 조절한다는 것을 확인하였다. 마지막으로, 이 연구의 이론적, 실무적 시사점과 본 논문의 한계점 그리고 향후의 연구방향에 대해 논의하였다.

■ 중심어: 진성리더십, 역경지수, 조직시민행동, 일과 삶의 균형, 긍정심리자본

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