

THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT ON WORK-LIFE BALANCE WITH TRANSFORMATIONAL LEADERSHIP AS THE MODERATING VARIABLE

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Abstract

The research is aimed to figure out; 1) the influence of perceived organizational support on work-life balance of women employees in banking sector in Padang city, 2) The influence of perceived organizational support on balance of women employees work-life which moderated using transformational leadership. Sample is chosen by using purposive technique with some criteria namely married woman employees and have been employed for 5 or more years. Data which used are primary data obtained by the questioners. The resulting data will be analyzed using moderated regression analysis. The research shows that; 1) *Perceived Organizational Support* (POS) has positive and significant influence on female employee life-work balance in banking sector in Padang City. 2) Transformational leadership has positive and significant influence on work-life balance of women employees in banking sector in Padang City. The interaction between *Perceived Organizational Support* and transformational leadership has negative and significant influence on work-life balance, it shows that the transformational leadership is a moderating variable between POS and work-life balance, with weaken influence.

Keywords: *Perceived organizational support, transformational leadership and work-life balance.*

I. Introduction

In the last decades, there is a changing pattern in the working hours which is quite different from the standard one, which normally operates from 9 am to 5 pm (Bharat, 2009). The increasing workloads have pressurized employees to demonstrate their commitment to work in more obvious ways (Ishaya and Ayman, 2008). The development of the technology and internet has made it possible for the organizations to keep in constant touch with the employees both during nights and days (Morgan, 2003). This has further intensified the work demands on employees. Consequently, there are growing reports of stress and work imbalance (Bhagwagar, 2009). It causes the loss of gap between work life and family life.

Participation by women in employment continues to grow since the past decade. In spite of more women going out to work, there has been little change in patterns of household responsibilities (Singh, 2004). Women continue to undertake the majority share of domestic chores, and child rearing.

The changes of work and family life require employees to continuously pursue measures to redress the balance. Jenkins (2000) observe that issues like child rearing, the need to balance multiple roles have consequences on health and family relationships. Summer and Knight (2001), states that there are gender differences in coping with work-family issues. Women still primarily take care of domestic tasks, irrespective of their employment status. So, many women employees continue to face the difficulties in balancing these two forces (Hyman and Summer, 2004).

Work based support to women is positively associated with job satisfaction, organizational commitment and career accomplishment (Marcinkus et al. 2007) The home

working can lead to greater flexibility and independence, but it can make people work longer periods of time, including weekends and evenings. Home environment also plays a very important role in the quality of life. Home working could be stressful, if young children have to be managed (Valcour and Hunter, 2005). Both men and women prefer working in organization that support work-life balance. Men appeared to benefit more than women. According to Burke (2002), men feel more satisfied when they achieve more on the job even at the cost of ignoring the family. On the other hand, women stress that work and family are both equally important and both are the sources of their satisfaction. For them the family is the priority. When work does not permit women to take care of the family, they feel unhappy, disappointed and frustrated.

They draw tight boundaries between work and family and they do not like one crossing the other (Burke, 2002). As with the women employees in the banking industry, bank is one of companies with high technology and service, therefore the demands of jobs in very high, the women employees are bound by the working hours without any difference with men employees. This has led to high job stress on women employees, especially those with family and children.

The explanation above shows that the issue of work-life balance needs to be concerned. The ability to maintain the balance of work, family and social life is so important. Work-life balance is important since it will make employees more motivated, productive and stress reduced. The *Work Foundation* defines the work-life balance as individual who has control of when, where, and how they work, which lead to the ability to enjoy the best quality of life. Meanwhile, Hill, Hawkins, Ferris and Weintzman (2001) define that work-life balance as the individual competence to balance the commitment for both of family and work, and for other the responsibility and activity. Work-life balance is achieved when the right to a full life in and outside the work accepted and upheld as a norm that is mutually beneficial for businesses, individuals and communities.

Balancing successful career with a personal or family life can be beneficial for job satisfaction (Broers, 2005). Work-life balance will have a significant impact for companies which oriented to 'Human Capital' (Forsyth and Polzer-Debruyne, 2007). According to Wayne, Shore and Liden (1997) employees' perception toward organizational support in providing work-life balance for them influence the desire to step out of the organization and also to their performance.

There are many variable which can influence the creation of work-life balance, which derived from the factors of work, family and social environment, including the perceived organizational support (Perceived Organizational Support/POS) (Thakur and Kumar, 2015). POS refers to the employee global beliefs concerning the extent to which the organization values them, cares for their well-being and supports their social emotional needs by providing resources to help (Eisenberger, Huntington, Hutchison, and Sowa, 1986). The organizational support in creating work-life balance for its employee is expected to help the employees in achieving one. However, the influence of POS will be stronger if it is supported by the leadership in the organization. Richardson and Vandenberg (2005) state that the employees reactions toward things that happen in the company, influenced by the transformational leadership. The motivational effect of the transformational leadership is the foundation for a leader to influence his employees to work beyond expectations for the sake of the organization (Shamir, House & Arthur, 1993). It then allow the employees to be identified more strongly with the organization and ultimately lead to a greater willingness to contribute to the organization.

Pieterse, Knippenberg, Schippers, and Stam (2010) reveal that leaders who implement transformational leadership style can direct his employees to improve personal interest to do better work outcomes than what has been predicted.

Along with the previous explanation, the transformational leadership in the research is expected to reinforce positive impact of perceived organizational support to work-life balance. With increasing quality of life, then household with both working parents, will increase. What matter is when women employees also play dominant roles in domestic life. Although men show rising interests to balance their work commitments with their roles in the family, still women who experience higher level conflict, because they are expected to do household chores, take care of the family and do the job properly (Burke, 2001)

The research focuses on work-life balance of women employees, especially those who work in banking sector where the conflict level of work-balance is higher (Burke, 2001). Therefore, the researchers do the research which entitle "The influence of perceived organizational support on Work-Life balance with Transformational leadership as the moderating variable"

Based on the background of the problem which has been explained above, the questions research are ; 1) To what extent is the influence of Perceived Organizational Support (POS) toward the work-life balance of women employees in banking sector in Padang City. 2) To what extent is the influence of Perceived Organizational Support (POS) toward work-life balance of women employees in banking company in Padang city which moderated by transformational leadership.

II. Literature Review

Work-Life Balance

Work-life balance is now being widely studied (Noor, 2011). A balance of work-life has always been a concern for researchers who are interested in the quality of working life and its relation to the quality of broader life. It is believed that balancing a successful career with personal or family life can be beneficial and influential on job satisfaction and role of one's personal life.

Work-life balance has a crucial influence on employee attitudes toward both of the organization and the employee's life (Scholaris and Marks, 2004:54). It is possible to examine the trends of work-life balance and its development that affect the welfare of employees and the results of his work. Guest (2002) defined that work-life balance as a difficult thing, in which there are multiple dimension. The Work Foundation defines where and how they work, which leads to the ability to enjoy optimal quality of life. Meanwhile, Hill et al., (2001) define that work-life balance as individual's ability to balance commitments to family and work, and also other responsibilities and activities. Work-life balance will be achieved when the right to a full life in and outside the work are accepted and upheld as a norm that is mutually beneficial for business, individuals and communities.

Balancing a successful career with a personal or family life is believed to be beneficial for individual job satisfaction (Broers, 2005). For companies, work-life balance can be beneficial due to make employees become more motivated, productive and job stress is reduced. This will lead to: (1) make employees feel more appreciated, (2) attract candidates with a wider range, (3) increase productivity, (4) reduce absenteeism, (5) reputation of being elect company, (6) retain valuable employees, (7) reduce cost, and (8) maximizing existing labor.

For employees, there are many advantages like being happier with the job and at home, those are: (1) have a greater responsibility and sense of belonging to the organization, (2) have a better relationship with the management, (3) increase self-esteem, self confidence, health, concentration and confidence, (4) do not bring problems from home to work and vice versa, (5) have time to be more focus for life outside the work.

Work-life balance in the workplace can be seen from several indicators: (1) flexible time, (2) free time, (3) shorter working time, (4) job sharing, (5) work from home, (6) teleworking, (7) a break from work, and (8) flexible benefit

The previous research about work-life balance is more focused on the consequences or the effects. Few studies have looked at factors that affect (antecedents) work-life balance.

Perceived Organizational Support (POS)

Company usually respects employees' dedication and loyalty. Employees who emotionally commit to organization perform good work, less absence, and no will to resign from the company (Mathew and Zajac,1990). Conversely, employees basically also consent to the organization commitment for them. They are honoured by the organization in several sections like agreement, deference, salary, promotion, and information access (Rhoades and Eisenberger,2002). By having supporting norms, it makes the employees and company to have definite orientation in company. When someone is behad well by the company, norms must make them to behave well to the company as a revance.

Theory of organization support (Eisenberger, Huntington, Hutchison, and Sowa, 1986) stated that measuring the readiness of organization to respect more extra work and to reach the sosioemosional necessity, employees build general belief related to how further organization respect their contribution and care about prosperity. *Perceived organizational support* (POS) is employee perception to organization on how respecting and caring them.

In this research, POS is hoped to help employee in creating the balance of life work. Rhoades and Eisenberger (2002) recommended 8 items to measure the levels of *Perceived Organizational Support*. They are: (1) Organization who respect the employee contribution. This organization respects how further the work and role of employee to the company. (2) One of significant employee contributions is sharing ideas. After an employee shares his ideas, the organization can receives and follow out the ideas. (3) Organization who respect employee extra work. Many employees in an organization do more extra work than required so that organization will give extra things to the employees, like being employee of the week, preferment, or salary increment. (4) Organization who concern about employees complaints. This organization focuses on employees complaints and input. (5) Organization who cares about the employee prosperity. Caring about employees prosperity can be done by organization, like giving good equipment for employees work, giving assurance. (6) Organization who will help employees if they do not work well. A mistake during work is natural thing and often met individually. But, on the other hand, organization must observe the employees work. if it is not suitable with standard given, organization must engage them to improve their work. (7) Organization who cares with general satisfaction to employees work. Organization pays attention and evaluates the employees satisfaction to action given. (8) Organization shows great attention to the employees. Many organizations give support to employees who work with them. One support given is great attention like health especiall for employees family. (9) Organization is proud of employees' success. The advance of organization will raise from achievement achieved by the employees. This makes organization proud, proud of having the employees who work with.

Transformational Leadership

Leader attitude can help the good climate organization which is received positivel by the employees (LaMastro, 1999). Burns (in Awan & Mahmood, 2010) mentioned that the

leadership is a regular thing observed and seldom understood on this earth. In early 1990s leadership is resembled with a man who does a big and great work (Reardon, Reardon, & Rowe, 1998). This leader apply the optimism based on experience and decision. He has power to influence other people. In 1950s, attention to this leadership shifts to determine the leader character and appropriateness with where he works. Then, at the beginning 1980s, the focus of research is more to how a leader can be a visioner. This leader can inspire other people through common concept and authority. In development, the leadership is directed to function which can influence the success of organization, a proactive and effective leadership to respon a change (Reardon *et al.*, 1998). As a result, the appropriate leadership implementation to oraganization help employees is to obtain the balance of life work.

The leadership style basically consists of a meaning as a shape of attitude for a leader which related to ability in leading. The shape usually forms a pattern or a certain shape of action. The subordinators who are satisfied with the leadership style implemented by the leader are obedient to the order given, yet have more involvement in organization(Wu *et al.*, 2007). This is reflected in subordinator loyalty to the leader.

In this research, Bass (1990) discussed about two factors which become characteristics of modern leadership found in many behaviour patterns. The first factor concentrated on finishing work. the second factor is focused on quenching employees who work well. Then, there is a discussion about two leadership style which tend to happen at this time. They are: transformational leadership and transactional leadership. Transformational leadership is a type of superior leadership. Bass (1997) states that a leader who is inspiring concern on self competency to create a credit and deference. In doing action, transformational leader try to lessen the anxiety and abashment from his followers in telling ideas.

According to Pieterse *et al.* (2010), a transformational leader can direct his followers to increase personal interest to organization by influencing evaluation, goal, talent, values, and motivation to do a work which can be better than prediction before. Wu *et al.* (2007) explained that transformational leadership can make employees more motivated to involve in a change lasting through a clear announcement. Consequently, implementation of transformational leadership in organization surroundings can strengthen the positive influences of POS to the balance of employees life work.

Shamir, House, and Arthur (1993) expressed the theory of self concept which underlies the relationship between a leader and his followers. This theory explains transfoormafional leader: (1) motivate by increasing self efficacy his followers, (2) facilitate social identification of followers and group, (3) harmonize the values work with employees values.

By guiding and deciding the achievable expectation, a leader will be able to increase self efficacy of followers. High Self efficacy support employees to accomplish their work with better result. Then, a transformational leader can help his followers to identify themselves as a part of group work. This will support the high involvement from employees in their team. Futhermore, a transformational leader can apply values work due to employees values. This will influnce positively to employees perception to organization support.

Bass (1990) defined the transformational leadership as the leadership which enlarge and increase employees necessity, produce awareness and demand to aim and misssion of organization, and support employees to see further above themselves necessity for organization beneficence. The research detailed transformational leadership into four characteristics: individual, intelektual stimulation, inspiring motivation, and charisma.

Individual consideration. This is the first characteristic in transformational leadership (Kirkbride, 2006). A leader has individual consideration to show attention to his followers, to behave them as individual, to recognize them, and to listen and consider their ideas. This is shown through personal attention to his followers, training needed for their work, and suggestion in doing their work. The key indicators of individual consideration are: 1) awareness to differences among individu, strenghts and weaknesses, 2) an active listener , 3) giving task based on abilityy and individual necessity, 4) support two ways change, 5) increase individual development.

Intelektual stimulation. Related to supporting intelegency, rasonality, and solution for individual problem carefully. Key indicators of inteletual stimulation are: 1) re-check assumption, 2) realize the complicated pattern in imagination, 3) be ready to listen the sill ideas, 4) suggest the followers to re-analyze the problem, 5) create the readiness to change in thinking.

Inspiring motivation. A tranformasional leader has ability to motivate his followers in order to obtain extraordinary work. This is related to the ways how to communicate the high expectation and to explain the important aim in simple way. The key indicators of this characteristic are: 1) present the perception about optimistic future and achievable, 2) explain the expectation made and its meaning, 3) explain the problems in simple and unstandable language, 4) create the neccessity to priority and aim.

Charisma. This is also called an ideal influence, tells how a leader becomes figure for his surroundings. This characteristic is related to : giving a clear direction, implant the credit and achieve belifes and deference. The key indicators of this characteristics are: 1) perform extraordinary competency, 2) celebrate the followers' achievement, 3) handle the crisis on the spot, 4) keep power to get positive result. A charismatic leader has great power and influence to his followers. They can generate the employee spirit by implanting the belief that employees can achieve great result with extra work.

A transformational leader has ability to transfer values which are had by his followers and to keep them hold on those values (Ismail, Khurram, Hussain, & Jafri, 2011). The originality values of transformational leader helps to motivate his followers to feel the credit to values and to communicate with leader.

Kirkbride (2006) stated that transactional leadership can be useful if it is implemented in internal and external condition of a stable organization. But, to help increasing the balance of employees life work, the implementation of transformational leadership is needed more. This is caused by the transformational which involves the sturdy interest and definite vision, directs the employees commitment through personal identification and involvement, and becomes a symbol of organization support.

Ismail *et al.* (2011) stated that one of principal characters of transformational leader is to direct his followers, including to create the balance of life work. Based on that, it is hoped to apply the transformational leadership and strenghten the influence of POS to the balance of life work for employees.

Conceptual Framework

The change in work and family compels the employee to act subsequently to be balance. The balance of life work has significance influence to employees attitude in organization and also employees life. Men and women prefer to work in an organization which support the balance of life work. Men is more luckier than women. Men will be more satisfied when they get more achievement in work, even though they have to neglect their family. On the other hand, stress suffered by the women in their workplace and

family surroundings is equally important, and both of them are sources of satisfaction for women.

Many variables can influence to create the balance of work individually, like *Perceived Organizational Support* / POS. POS refers to the employees belief totally related to how the company respects their employees, cares with employees prosperity, and support the necessity of social-emotional employees by supplying the resources to help. Support from organization in creating the balance of work for employees is hoped to be able to help employees in obtaining the balance of the work.

But, the influence of POS is stronger if it is supported by the leadership in organization. Employees reaction to happenings in the company is influenced by the transformational leadership. Motivational effect of transformational leadership is foundation for leader to influence employees to work more hopefully for themselves to organization necessity.

The conceptual framework of the research is shown as follow:

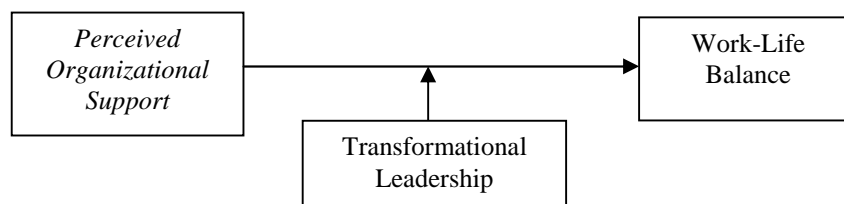


Figure 1: Conceptual Framework

Hypotheses

The hypothesis were: (1) Perceived Organizational Support has positive impact toward life-work balance. (2) The transformational leadership will empower positive impact toward the life-work balance.

III. Research Method

The design of this research was confirmatory study. It involved research purpose. Analysis unit and data genre. Purpose of this research is to test hypothesis by using survey method. The life-work balance is a social phenomenon that can be focused and generalized much better by using survey method (Kerlinger and Lee, 2000). Analysis unit of this research was individual.

Population and Sample

According to Cooper and Schindler (2011) population is gathering of all elements that will be researched. Unit analysis in this research was individual. The object in this research was female employee who works in bank in Padang City, West Sumatra. Cooper and Schindler (2011) said that *non-probability sampling* method can be used for the population which is unknown and does not have sample frame.

This research used purposive sampling technique with considered criterion were female employee in bank who have been married and working more than five years. The amount of survey was at least 30 respondents (Hair, Black, Babin, and Anderson 2010). This research was using survey which had benefit in generalization, the more respondents involved the better result achieved (Kerlinger and Lee, 2000). The researcher tried to collect more respondents than minimize regulation in order to get better result.

The amount of questionnaire spread were 120 units, but the amount of questionnaire given back to the researcher were only 110 units. After they were selected based on sample

criteria, the proper questionnaire can be used for this research were 97 units. So, the sample were 97 people.

Sources and Type of Data

The researcher was using primary source. Primary source is data which collected directly from respondent in field. Primary source used was questionnaire to measure life-work balance, *perceived organizational support* and transformational leadership.

Data Collecting Method

This research was quantitative which using survey to collect data. The data was collected by using questionnaire. The questionnaire consist of two parts; (1) question about respondent demography and functional, (2) statement about life-work balance variable, *perceived organizational support* and transformational leadership.

IV. Result and Discussion

Before tried out hypothesis was done, tried out normality was done to find whether data had been distributed normally or not. Tried out assumption done in this research was tried out normality with *non parametric one sample kolmogorov smirnov*. Based on analysis data with SPSS 16.0, it was found that *Standardized Residual* sig. 0.317 > 0.05, which means variables in regression model had normal distribution data.

After all assumptions filled, regression analysis can be done toward tried out hypothesis. In answering hypothesis of this research, the researcher was using regression analysis with interaction method which also called as Moderated Regression Analysis (MRA). Tried out interaction had been done by transferring hypothesized variable as moderation variable with free variable. If the result variable of multiplication of free variable and hypothesized variable as moderation variable was definitely moderating correlation between free variable and tied variable.

The first step of MRA was regressing free variable (POS) with tied variable (WLB) so the gained result was as follow:

Table. 1 First Coefficient Regression

Models	Unstandardized Coefficients		Standardized Coefficients	t	sig.
	B	Std. Error	Beta		
1 (Constants)	1.472	.304		4.850	.000
POS	.660	.083	.637	7.932	.000

a. Dependent Variable : WLB

Based on output in the table above, it was achieved regression coefficient POS positively in the amount of 0.660, which means every POS given and felt by the employee in bank can influenced their life-work balance. In hence, with sig. arithmetic t 0.0000 < 0.05, then POS variable influenced toward WLB significantly.

After equality of first regression achieved, the next step was regressing free variable (POS) and hypothesized variable as moderation variable (Transformational Leadership) toward tied variable (WLB). The result of the second regression was gained as follow:

Based on second a Regression equality output, it was gained that variable regression coefficient of transformational leadership was in the amount of 0.394 with positive mark while sig. value was in the amount of 0.000 < 0.05 so leadership had positive influence toward WLB significantly.

Table. 2 Second Coefficient Regression

Models	Unstandardized Coefficients		Standardized Coefficients	T	sig.
	B	Std. Error	Beta		
1 (Constants)	.878	.316		2.777	.007
POS	.409	.098	.395	4.155	.000
KepTrans	.394	.097	.388	4.083	.000

a. Dependent Variable : WLB

The last step of Moderated Regression Analysis (MRA) was transferring free variable (POS) with hypothesized variable as moderation variable (Transformational Leadership) became interaction variable.

After the result was achieved from interaction variable, then regressing free variable (POS), hypothesized variable as moderation variable (Transformational Leadership), and interaction variable (multiplication of POS and transformational leadership) toward tied variable (WLB). The result of third regression was gained as follow:

Table. 3 Third Coefficient Regression

Models	Unstandardized Coefficients		Standardized Coefficients	T	sig.
	B	Std. Error	Beta		
1 (Constants)	-5.694	1.667		-3.415	.001
POS	2.349	.493	2.268	4.765	.000
KepTrans	2.063	.426	2.032	4.840	.000
Interaction	-.489	.122	-3.183	-4.004	.000

a. Dependent Variable : WLB

Based on output of third regression equality, interaction variable regression coefficient was gained in the amount of -.489 with negative mark, while sig. value $0.000 < 0.05$, then interaction variable influenced toward WLB significantly.

Discussion

According to analysis above, it was found POS variable influenced positively and significantly toward WLB, either with transformational leadership variable, this variable also influenced positively and significantly toward WLB variable. However, POS and Leadership Transformational which influenced positively and significantly if they were tested directly toward WLB, while when POS variable and Transformational Leadership was correlated, then both variables influenced negatively and significantly toward WLB. It showed that transformational leadership was moderation variable between POS and WLB, yet transformational leadership here had weaken the influenced of POS toward WLB.

The result of this research showed the employee still had perception and felt that transformational leadership in their enterprise had not yet give enough encouragement and motivate organization support felt by employee to bring into reality life-work balance employee in a better quality.

This case had been proven by leadership treatment which treat employee with no discrimination between men and women employees toward work implementation and enterprise rule. Moreover, the effect of leadership transformational was motivating

employee more in order to work more than their individual interest for organization benefit, so, the role of transformational leadership made female employee felt obtained not enough support from organization for their life-work balance.

V. Conclusion

The conclusion of this research about the influence of POS toward WLB with transformational leadership as moderation variable are as follow: (1) POS variable had positive influence and significantly toward WLB with sig. value POS $0.000 < 0.05$. (2) Transformation Leadership Variable had influence positively and significantly toward WLB with sig. value of transformational leadership $0.000 < 0.05$. (3) Interaction between POS and Transformational Leadership had influence negatively and significantly toward WLB with sig. value of interaction variable $0.000 < 0.05$, this showed that transformational leadership was moderation variable between POS and WLB, which transformational leadership had weaken the influence of POS toward WLB.

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