

The Integration of Behaviours and Social Competencies of Leadership and Its Impact on Employees' Citizenship Behaviour among Staff of Commercial Banks in West Libyan

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Abstract: The essential aim of this study is to evaluate the influence of transformational leadership behaviors and social competencies of leadership on organizational citizenship behavior of employees. The relationships model was built based on social exchange theory and supported by previous studies from different cultures. The model of relationships was built on the basis of social exchange theory and supported by previous studies. Pilot study was conducted by forty four respondents from Banks in the West Libya to test reliability and validity. Internal consistency, convergent validity, and discriminant validity were achieved. For mean study, stratified random sampling is adopted, 297 questionnaires among employees of banks were distributed and 223 out of them were returned and valid. Descriptive analysis, Exploratory Factor Analysis (EFA), and deductive analysis were used. The findings revealed that transformational leadership behaviours and social competences were relatively high by managers at various managerial levels. Moreover, the results referred that transformational leadership behaviors and social competencies have positive effect on organizational citizenship behavior of employees, as well as the integration between them has an impact on the citizenship behavior, and this integration better explains the engagement of those employees in extra- role behaviors than the interpretation of the impact of each variable separately.

Keywords: Transformational Leadership, social competencies, organizational citizenship behaviour, integration.

INTRODUCTION

Social relations within organizations are the framework on which the actions of members are based. A number of theories that refer to such relations, social exchange theory and leader- member theory are adopting these relationships. Past empirical studies has been confirmed that the transformational leadership style and social competencies have to do with the success and effectiveness of leadership. Moreover, ex-researchers revealed direct and indirect causal relationship between behaviours and emotional intelligence of leadership and extra- role behaviors [23,26,32]. Studies based on social exchange theory have spread widely in the countries of USA, Western European countries, and East Asian countries, but they have been very rare in the Arab countries, especially Libya. On the other hand, social competencies of the leader are a set of skills and capacities associated with the social interactions among the members of the organization, which contribute to the effectiveness of leaders, and thus most of the international studies did not study the social competencies separately from the competencies directed to the leader himself. For

example, most research in leadership literature used Goleman and Bar-On's models to examine the relationship between leadership competencies and organizational citizenship behaviour. Subsequently, and in order to fill this gape, the current study focuses on social competencies [20], [4]. On the other hand, this study treats the problem of lack of research in the integration of leadership theories that suffer from leadership literature, where it examines the impact of the integration of leadership behaviors and competencies on organizational citizenship behaviour. Via personal observation of the behaviors of officials and employees in the Libyan banking sector and through discussions with staff in these banks, then this study is applied to commercial banks in Libya.

LITERATURE REVIEW

Transformational leadership

The concept of transformational leadership stems from political movements characterized by exemplary exchanges between leaders and followers [35]. This term was used by in the political field and today it has been used in the organizational psychology

as well [11]. Transformational leadership involves the ability of leader to motivate and influence followers [55], and through strong vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions and motivations to work towards common goals. In 2008, Bass expanded the definition of transformational leadership term based on leader's behaviors as persuasive behavior, purposive, discretionary influence, symbol, and inducing compliance to raise the followers' level of consciousness about the importance and value of desired outcomes and the methods of reaching those outcomes and elevating the followers' level of need on Maslow's hierarchy from lower-level concerns for safety and security to higher-level needs for achievement and self-actualization [7]. According to Bass, transformational leadership as a type of transformational leadership style was determined by four behaviors which are charisma, inspiration, intellectual stimulation, and individualized consideration [6]. Charisma or idealized influence refers to leader is an obvious in collective values and actions throughout the organization [19]. Through charismatic communication between leaders and their followers, the inspirational motivation is occurred to indicate the teamwork is motivated to achieve a set of organizational goals [19]. Individualized consideration refers to the leader interests to each individual follower's needs and acts as a mentor or coach [63], and therefore these interests involve the socio-emotional support given by a leader to followers in response to their specific needs, which promotes their development and empowerment [10]. Lastly, Intellectual stimulation refers to which the leader able to stimulates and encourages creativity in the followers by how they connect to leader, colleagues, and organization and how they overcome any obstacles in the way of the mission [63].

Social Competencies

Competencies or skills of leadership refer to do something in effective manner and what leaders can accomplish [7], and then they are abilities and which classified as a part of theories that illustrate leadership effectiveness [29]. According to Katz and Mann's taxonomies, these competencies were regulated into three approaches, which are technical skills, interpersonal skills or social competencies, and conceptual or cognitive skills [67]. For this empirical study, social competencies are recommended because they concern about social interaction among members within organization. Social competencies involve knowledge about followers' behaviours and how to transact with them; the ability to understand the feelings, attitudes and motivations of employees like empathy (social awareness); ability to persuasion others through clear and effective communication; and ability to establish a cooperative and strong relationships by diplomacy, listening skill, knowledge about acceptable social behaviour [21, 45, 67]. Competence model is

described in the models of emotional and social intelligence, called ability model, mixed models, and the trait model [41]. The ability model is mental ability to perceive emotions, use and understand them, and then be able to manage those [53], and it is more models associated with cognitive skills than personality skills [12]. Mixed model is based on works of Bar-On, Boyatzis, and Goleman [9]. Bar-On's model that concerned in identifying the traits and skills that helps people to adapt to the social and emotional demands of life [12]. This model describes a variety of emotional and social skills including five main components: interpersonal, intrapersonal, stress management, adaptability, and general mood [4]. Goleman's model described four key components: self-awareness, self-management, social awareness, relationship management, and he believed that these skills are learned in relation to the general emotional intelligent). Third model is, Emmerling and Sala's model which comprises of four main skills: self-awareness, self-management, social awareness, and relationship management [12]. For this empirical study, mixed model is recommended.

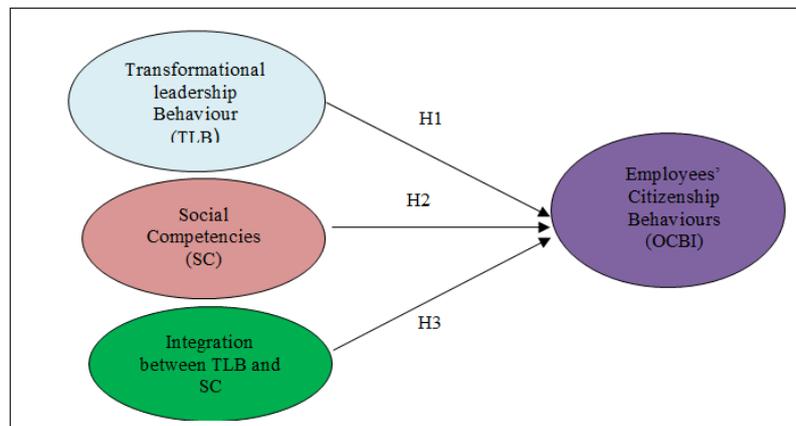
Organizational citizenship behaviour

Barnard's work is considered first contribution to the emergence of term organizational citizenship behavior (OCB), who talked about cooperative efforts though willingness of employees to contribute to these efforts [14]. Katz's contributions have produced three types of behaviors that raise organisational effectiveness, including motivated behavior to enter and stay with an organization, task behavior, and innovative and spontaneous behavior, which go beyond the role specification [14, 17]. OCB is defined by Organ as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization" [2]. More recent, definition of OCB was developed as "performance that supports the social and psychological environment in which task performance takes place" [47]. OCBs related to some concepts such as Pro-social Organizational Behaviors (POB), extra role behavior, Organizational Spontaneity (OS), voice behavior, and contextual performance (CP) [49]. These terms were used by several ex- researchers interchangeably [27]. There is no general agreement among scholars on the specific dimensions of OCB [8] but there are contributions from several scientists [17, 23, 43, 60, 50, 67]. According to Smith *et al.*, the original definition of OCB includes two dimensions, namely altruism and compliance, whilst Organ improved Smith *et al.*'s work by adding three new dimensions: conscientiousness, civic virtue, courtesy, and sportsmanship [36]. Moreover, Williams and Anderson merged Organ's dimensions into two categories: behaviors directed towards individual (OCBI) and behaviors directed towards the organization (OCBO) [66]. The most recent, classification of Podsakoff and his colleagues of OCB included seven

dimensions which are helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self-development [50]. For this study, classification of Williams and Anderson is recommended.

Conceptual framework of this study is built bases on social exchange theory which states that followers reciprocate leader accordance to his/her behaviors. According to Blau, Gouldner, and Homans' contributions, the norm of reciprocity is either on the basis the exchange of economic benefit between a leader and subordinate [21], including a system of tangible rewards and punishment (e.g., money and status) [34], or on the basis of social exchange [30], involving intangible rewards (e.g., personal growth, self-esteem, and professional values) [34]. Social exchange theory presupposes a set of relationships,

indicating that the organizational citizenship behavior is influenced by a combination of factors such as transformational leadership behavior, transaction leadership, and organizational integrity. The causal relationship is often associated with mediation such as organizational attitudes (e.g., job satisfaction, trust in leader, and organizational commitment). In this filed ex-researchers provided verity of models those bases on social exchange theory. For instance, Organ provided his model about the personality of supervisor and its influence on organizational citizenship behavior [47], while Organ and Ryan in them meat- Analysis suggested that attitudinal and dispositional predictors of organizational citizenship behavior [48]. Moreover, Podsakoff and others examined model explaining the mediation role of trust in leader and job satisfaction in causal relationship between transformational leadership and organizational citizenship behavior [50].



Conceptual Framework of the Study

For the relationship between transformational leadership and organizational citizenship behavior, findings of meta-analysis of past studies revealed that transformational leadership was more closely related to citizenship behaviors than transactional leadership [40, 54, 62]. Moreover, findings of previous empirical studies demonstrated that transformational leadership behaviours positively affect organizational citizenship behaviour. In Herfina, Abdullah, and Rubini's study, the results appeared that transformational leadership behaviors explain by 36.2% of the variance of organizational citizenship behaviours. In addition, Sarwar, Mumtaz, and Ikram's study showed that Idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration as transformational leadership behaviors were related positively with organizational citizenship behaviors, while findings of Podsakoff, MacKenzie, Moorman, and Fetter's study showed that intellectual stimulation was negatively associated with organizational citizenship behaviours [51]. On the bases of above theoretical and empirical foundations, it can propose the hypothesis to show the relationship of

transformational leadership behaviors and organizational citizenship behavior as following:

H1: Transformational leadership behaviors positively affect organizational citizenship behavior of employees

Social competencies are important emotional skills for leaders that become them effectiveness in the organization [53]. A study by showed that OCBs are increased by emotional intelligence of leaders [32]. Social competencies are also important in establishing trust and negotiating with employees, thereby leading employees to engage in OCBs [39]. Furthermore, Rezaei, Lorzangeneh, and Khedervisi suggested that, social skills are one of the factors which play an important role in doing successful official duties and have impact on organizational citizenship behavior [52]. Cullen and Gordon indicated that further studies are needed to infer the causal relationship between leadership skills and citizenship behavior [13]. Subsequently, the next hypothesis is organized as following:

H2: Social competencies of leadership positively affect organizational citizenship behavior of employees

Van Wart stressed that for a good understanding of leadership in the public sector, leadership should be studied from a comprehensive perspective that integrates transformational elements and transactions. Yuki and Avolio suggested the need to integrate of the different leadership theories [67, 3]. Kellerman reported that, the integration occurs when leadership-oriented theories of relationships, leadership-oriented theories of the leader itself, and context influence theories are integrated [59]. In them meta-analysis, Derue and colleagues developed the relative validity of gender, intelligence, and personality as leader traits; and behaviours transformational, transactional, and initiating structure-consideration as leader behaviours across four leadership effectiveness which are leader effectiveness, group performance, follower job satisfaction, satisfaction with leader [15]. Findings of them studies revealed that integrated leader traits and behaviours positively and significantly related to leadership effectiveness. . Moreover, the results revealed that leader behaviours explained more variance in leadership effectiveness than leader traits. Fernandez, Cho, and Perry's study results supported hypothesis that argued that integrated leadership had a positive and significant impact on the performance [17]. So, the integration between behaviours and social competencies of leadership are examined to illustrate variance of organizational citizenship behaviours, and therefore the next hypothesis is outlined as following:

H3: Integration between transformational leadership behaviours and social competencies tends to influence organizational citizenship behaviour.

MEASUERS

Transformational leadership was measured by Multifactor Leadership Questionnaire (MLQ). Avolio and Bass originally developed the MLQ by a 45 item, 9 factor questionnaire identified in three leadership styles ordered from highest to lowest in activity as follows which are transformational (including, Idealized Attributes, Idealized Behaviors, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration), transactional (including, Contingent Reward, Management by Exception), and passive behaviour leadership (including, Management by Exception and Laissez – Faire) [5, 58]. For current study, transformational leadership behaviors with four dimensions (4 items for each dimension) are recommended on a five-point Likert scale ranging from 0 (not at all) to 4 (frequently, if not always) [31, 64].

Emotional Competence Inventory (ECI) is used to measure social competences. The ECI scale was established by Goleman including five key dimensions with twenty- five competences. The dimensions are self-awareness, self- regulation, motivation, social

awareness and management of relationship [19]. In 2002, he developed it into four main factors (Self-awareness, self- regulation, social awareness and management of relationship) involved twelve competences. Two of the four factors are directed towards leader him/herself (i.e., self-awareness and self- regulation), while the remaining two are directed towards the relationship between leaders and employees, they are social awareness and management of relationship). For this study, the last two competences are recommended to measure. Social awareness with (18 item) possesses empathy (3 items), service orientation (4 items), developing others (3 items), leveraging diversity (4 items), and political awareness (4 items) [55, 65] and appropriately respond to their feelings and behaviours [68]. Management of relationship by (31 item) is how to manage relationships to move people in desired directions [19], including eight factors which are leadership (4 items), influence (4 item), change catalyst (4 items, communications (4 items), conflict management (4 items), building bonds (4 items), collaboration and cooperation (4 items), and team capabilities (3 items) [20]. The researcher filtered and selected the factors directed at individuals rather than organization.

Williams and Anderson's scale which was developed by Podsakoff *et al.* was used to measure OCBI. The scale divided into sets, namely organizational citizenship behaviour directed to organization (OCBO) and organizational citizenship behaviour directed to individuals (OCBI). The second set was used in the study. According to Williams and Anderson, OCBI had with 10 items involves two dimensions which are altruism and courtesy, each dimension with 5 items. All subscales used five- point Likert from 1 = never to 5 = every day [51].

Before distribution of the questionnaire to main study sample, pilot study was done to test validity and reliability. The questionnaire was passed on to three experts, then distributed to a sample of forty four respondents to ensure content validity. Moreover, Cronbach's alpha was used to test internal consistency. The results indicated that the internal consistency among the items of TLB_s was high where they ranged from .79 to .82 while Cronbach's alpha coefficient of total TLB_s was .82. Furthermore, Cronbach's alpha coefficients for idealized influence, individualized consideration, inspirational motivation, and intellectual stimulation were .81, .89, .89, and .91 respectively. Moreover, Person Correlation test was tested between TLB construct and its four dimensions since TLB related strongly and significantly with idealized influence and individualized consideration ($r = .79, .62$ respectively), whilst it related middle with motivational and stimulation ($r = .53, .49$ respectively). On the other hand, discriminant validity was also examined among four factors since the correlations ranged from .16 to .42, and then, there is discriminant validity.

For Social Competencies (SC), the findings indicated that reliability of SC achieved where Cronbach’s alpha coefficient of total SC_s was .91, while the internal consistency among the items ranged from .90 to .91. In addition, correlation matrix showed that empathy, developing others, and leveraging diversity strongly related by were .86, .83, and .81 respectively with social awareness, whilst communications, leadership, conflict management, building bonds, collaboration and cooperation, and team capabilities as dimensions of relationship management weakly related to social awareness, meaning discriminant validity was achieved. And vice versa, dimensions of relationship management strongly and moderately related with the factor where the coefficients of *r* ranged from .37 to .76. Moreover, social awareness and relationship management associated well with SC, where correlation coefficients for the two factors were .89 and .83 respectively.

On the other side, internal consistency of OCBI was tested. The results revealed that all items related to each other, ranging from .84 to .86, and Cronbach’s alpha coefficient of total OCBI was .86. Moreover items represented the altruism factor highly associated with it, ranging from .81 to .85, and similarly items represented the courtesy factor related with it well, ranging from .81 to .85. Furthermore, findings of correlation matrix pointed out that the scale achieved discriminant validity since *r* coefficient between altruism and courtesy was .42, and both factors strongly related with OCBI by .86 and .82 respectively.

METHODS

For this study, quantities approach is followed since stratified random sampling is adopted to ensure that the sample is more comprehensive and more generalized than the simple random sample. The largest four Libyan commercial banks targeted in the Libyan west namely, Sahara Bank, Al- Wahda Bank,

Gumhouria Bank, and National Commercial Bank. Stratified random sample was determined, and 297 questionnaires among banks employees were distributed and 223 questionnaires were returned and filtered. On the other hand, descriptive analysis, Exploratory Factor Analysis (EFA), and deductive analysis are used. Descriptive statistics aim to test the extent of transformational behaviors and social competencies are practiced among leaders in Libyan commercial banks, as well as the extent of the practice of citizenship behaviors among employees. According to the Likert scale, the 3 value indicate that the average practice is middle, while the value greater than 3 is considered high and vice versa when the average is less than 3. Descriptive statistics and correlation analysis were applied in current study.

RESULTS

Table 1 revealed that the means values of the TLB, SC, and OCBI are relatively high (*M* > 3). Therefore, it is possible to say that there are high practices of behavior and competencies among leaders and employees in Libyan commercial banks, since TLB_s were the most practiced (*M* = 3.31, *S.D.* = .643), followed by SC (*M* = 3.25, *S.D.* = .636) and the latter OCBI (*M* = 3.10, *S.D.* = .630). For the dimensions of TLB_s, The table pointed out that the charismatic behavior was the highest practice among leaders (*M* = 3.36, *S.D.* = .791), while inspirational motivation was the least practiced (*M* = 3.26, *S.D.* = .786). On the other hand, results of descriptive analysis argued that both social awareness competencies (*M* = 3.23, *S.D.* = .660) and relationship management (*M* = 3.21, *S.D.* = .441) are almost equal, similarly courtesy behavior (*M* = 3.13, *S.D.* = .775) was more practiced than altruism (*M* = 3.07, *S.D.* = .763). Moreover, Pearson correlation analysis is applied to examine the correlation of all constructs with each other. The findings of the analysis indicated that constructs are significantly correlated to each other at the .01 level (2- tailed).

Table-1: Descriptive statistics and inter-correlation summary

	M	S.D.	α	II	IC	IM	IS	TL	SA	RM	SC	Al	Co	OCBI
II	3.36	.791	.86	1										
IC	3.28	.927	.90	.44**	1									
IM	3.26	.786	.87	.53**	.45**	1								
IS	3.33	.973	.79	.45**	.26**	.30**	1							
TL	3.31	.643	.71	.79**	.73**	.74**	.70**	1						
SA	3.23	.660	.83	.22**	.23**	.24**	.23**	.31**	1					
RM	3.21	.441	.84	.30**	.18**	.31**	.25**	.34**	.60**	1				
SC	3.25	.636	.71	.29**	.24**	.29**	.27**	.36**	.81**	.87**	1			
Al	3.07	.763	.84	.28**	.18**	.31**	.33**	.37**	.26**	.25**	.29**	1		
Co	3.13	.775	.77	.11	.19**	.15*	.26**	.24**	.32**	.28**	.30**	.34**	1	
OCBI	3.10	.630	.82	.24**	.23**	.28**	.36**	.38**	.36**	.32**	.36**	.81**	.82**	1

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

*Correlation is significant at the 0.05 level (2-tailed)

Note: M= mean, S.D. = Std. Deviation, α = Cronbach’s alpha coefficient, II= Idealized Influence, IC= Individualized Consideration, IM= Inspiration Motivation, TL= Transformational Leadership behaviors. SA= Social Awareness, RM= Relationship Management, SC= Social Competences, Al= Altruism, Co= Courtesy, OCBI= Organizational Citizenship Behaviors.

Before doing EFA, outliers, normality, linearity and homoscedasticity, and multicollinearity are recommended [37]. The results of analysis presented in Table 2 yielded that all constructs normality distributed since skewness and kurtosis for all constructs achieved criterion levels (± 1 for skewness, ± 3 for kurtosis) [25].

On the other hand, multicollinearity test was performed and the results discovered that no any evidence of multicollinearity since Variance Inflation Factor values (VIF) of all constructs less than 5 as it is recommended in research literature [25].

Table-2: Normality- Collinearity test

Constructs N =223	Skewness		Kurtosis		Collinearity Statistics	
	Statistic	Std. Error	Statistic	Std. Error	Tolerance > .2	VIF < 5
TLB	-.605	.163	-.263	.324	.866	1.15
SC	-.274	.163	-.426	.324	.866	1.15
OCBI	-.510	.163	-.096	.324	-	-

EFA was conducted using Principal Component Analysis (PCA) to remove items that are loaded on more than one factor or that have poor correlation (loaded < .60) with the factor, associated with other items less than .30, and that have communalities less than .50. EFA was implemented for all the constructs combined. The results of analysis showed that data are valid for analysis and sample size is suitable also, since Kaiser-Meyer-Olkin Measure of Sampling Adequacy was .85, exceeding the recommended value (.60)[33], as well as Bartlett's Test of Sphericity was significant. Seventeen factors of all scales were obtained from EFA, four factors were deleted because involved less than three items and then pure factors are thirteen. On the other hand, findings of EFA detected that some dimensions loaded under one factor for the same construct, where communication and building bonds as factors of sub- construct of relationship management were loaded on the first factor. Although all items have communalities larger than .50, some of them have been deleted because they

did not meet the above conditions. Two factors were deleted, namely developing others and leadership, in addition to some items deleted from certain factors, and therefore the pure items analyzed are 44 items out of 64 items.

To test hypotheses of the study, two scenarios were applied. First, regression analysis to test the impact sizes of indicators on criterion construct. Second is to examine the influence size of integration of independent variables on dependent variable. A finding of multiple- regression test is found in Table 3. It is clear to see that TLB and SC significantly influence OCBI since Sig. for less than .05 each, and therefore H1 and H2 are supported. Summary of Table below also indicated a positive relationship between independent constructs and dependent construct (R= .464), and the indicators explain 20.8% of the variance in the OCBI. Moreover, SC more related to OCBI than TLB (.29 and .27 respectively).

Table-3: Multiple- Regression Summary

Construct	B	S.E	Beta	t	Sig.
TLB	.268	.063	.273	4.250	.000
SC	.320	.071	.288	4.488	.000
R= .464; Adjusted R ² = .208					

For more analysis, stepwise regression analysis was performed to compare among independent factors of TLB and SC which have influence OCBI. The result of the analysis is summarized in Table 4. The stepwise regression analysis yielded five factors out of thirteen that affected total OCBI where B- coefficients are all significant, and arranged them according to the strength of their influence, where intellectual stimulation was more closely related to OCBI (Beta = 22.7%), followed

by cooperate coordination (Beta = 17.7%), then leveraging diversity (Beta = 15.9%), empathy (B = 13.7%) and latest is inspirational motivation (Beta = 13.1%). Moreover, increasing one point of intellectual stimulation behavior, leveraging diversity, cooperate coordination, inspirational motivation, and empathy will result in OCBI by .147, .117, .148, 105, and .090 respectively. Total these factors explained 25% of the variance in total OCBI and related to it by 52%.

Table-4: Stepwise Regression Summary

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	S.E	Beta		
4 (Constant)	1.105	.237		4.668	.000
InSt	.147	.041	.227	3.606	.000
LvDv	.117	.048	.159	2.449	.015
CC	.148	.051	.177	2.908	.004
InMo	.105	.050	.131	2.119	.035
Em	.090	.044	.137	2.057	.041
R= .516; Adjusted R ² = .250					

To test H3 which states that integration between transformational leadership behaviours and social competencies tends to influence organizational citizenship behaviour, simple regression was applied. Table 5 explains the results the analysis. The findings revealed that behaviors of leadership are integrated with their social competences and positively affect helping and courtesy behaviors of employees since t test value was significant. By comparing tables 4 and 5, the fact

that leaders possess transformational behaviors and social competencies and their complementarity more contributes to increasing employee helping and courtesy behaviors than contribution of the predictions separately, where increasing one point of TLB and SC will result in OCBI by .268 and .320 respectively, while OCBI is increased by interaction between TLB and SC by .583.

Table-5: Simple Regression summary

Construct	B	S.E	Beta	t	Sig.
TLB	.583	.075	.463	7.770	.000
R= .463; Adjusted R ² = .211					

DISSCUSSION AND RECOMMENDED

The current study presented results agreed and differed with the results of previous studies. As for the overall effect of TLB_s on OCBI, the results agreed with the theory and with the results of past studies. For instance, Sarwar *et al.* Haghghi and Maleki, and Muhammad *et al.* Studies provided empirical evidence of the impact. One the other hand, findings of those studies revealed that all behaviors of TL were affected OCB, while two behaviors of TL which were stimulation and motivation behaviors had influence on OCBI [56, 24, 44]. In contrast, Podsakoff *et al.* and Schlechter referred that TLBs do not increase the engagement of employees in OCB except through job satisfaction and trust in the leader [51, 57]. Regression analysis of this study revealed that TLBs and SC moderately related to OCBI (R= .38 and .36 respectively). It can be argued that social exchange theory assumes that a strong relationship between TLB and OCB is often through a mediator such as trust in leader, satisfaction, and organizational commitment and so on. Subsequently, the inclusion of a mediator role is recommended when examining the relationship between TLB and OCB because the leader establishes social exchange relationships with his/her followers through the building of solid relationships [56]. On the other hand, the effect of SC on OCBI was foreseeable. The findings supported previous study findings (e.g., [13, 32, 42]). Three dimensions only of SCs had impact

on OCBI, namely leveraging diversity, cooperate and coordinate, and empathy. Korkmaz and Arpac’s work indicated that empathy intelligence or social skills affected altruism and did not influence courtesy [38]. Moreover, others indicated that social intelligence is very important for OCB, but they did not determine which social competencies were the most effect on OCB. Other works linked the relationship between leadership competences and TLBs. For instance, Harms and Credé concluded that the emotional and social competences of executives have a significant relationship with their leadership practices [26]. On the other hand, some researchers found other models of relationship. Irshad and Hashmi and Modassir and Singh suggested that SCs mediate the relationship between TLBs and OCBs, where the results revealed that SCs had partial mediation in causal relationship [32, 42]. Moreover, current study additional proposed that OCBI is affected by the interaction between TLBs and SCs. The results supported this supposed and revealed that the interaction more explained helping and courtesy behaviors than the explanation that is given by each variable separately. Derue and colleagues indicated that integration between trait and behaviours of leadership illustrated a minimum of 31% of the variance in leadership effectiveness [15]. This effectiveness is reflected in the strength of the leader’s influence on the followers and thus exceeds the role behavior stipulated in the official system of the

organization. To expand and improve the current model, the study of the direct relationship is insufficient to explain extra- role behavior, and therefore the indirect studies are more explanatory. Moreover, the research of complementarity between traits, behaviors, and leadership skills is more realistic because the truth indicates that these factors are not contradictory but complement each other.

CONCLUSION

The basis of this study is the theory of social exchange in commercial banks in west Libya. The results of the study indicated that employees not only exchange their leaders according to their behavior, but also exchange them according to their social skills. On the other hand, the results showed that the integration of the leader's behavior and social competence has a greater impact on citizenship than its impact separately. Thus, managers should take into account that their behaviors are integrated with their social competencies to guide the behavior of followers towards helping behaviors and courtesy.

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