Organizational Commitment and Job Satisfaction as a Mediator the Effect of Leadership Style on Organizational Citizenship Behavior of Employees

Deonisio Gonzaga Meles Fraga, Achmad Sudiro, Surachman, Noermijati

Brawijaya University, Doctoral Program, Economics and Business Faculty, 65145, Malang, Indonesia
Brawijaya University, Economics and Business Faculty, 65145, Malang, Indonesia

ABSTRACT

This study was conducted to determine the effect of leadership style on OCB by entering organizational commitment and job satisfaction as mediator variables. Data is collected from 103 employee’s samples of Finance Ministry of Timor - Leste. Research instrument is a questionnaire to measure perception of respondents through 5 Likert Scale, as well as testing the research model with using the software of partial least square structural equation modeling (PLS-SEM). Study results revealed that leadership style does not significantly affect Employee’s OCB, but leadership style significantly affect on OCB mediated by organizational commitment and job satisfaction of employees. In addition, job satisfaction directly affect on organizational commitment. It means that job satisfaction increases the Employee’s OCB both directly and indirectly through organizational commitment. Nature and effect of mediation and implications for future research are discussed.

INTRODUCTION

Leaders become major factor in organization who can affect others to show the positive attitude of extra role behavior to achieve organizational goals. It is associated with initial survey that number of employees in finance ministry of Timor - Leste have extra-role behavior that capable to perform the task well, i.e. individuals have qualities to become honest, thorough, over time voluntary, responsible, working hard and cooperation, as well as mutual help between coworker as a personality trait of people who are committed to improve organizational citizenship behavior (OCB) (Robbins & Judge, 2013; Luthans, 2011). Podsakoff, et al. (2000) describes that OCB is known as extra-role and extra Efforts behavior where OCB is the behavior of people at level of voluntary (individual initiative), or the individual's involvement in carrying out their duties effectively in workplace. Polat (2009) found that Secondary School Teachers who have behavior of courtesy, altruism, civic virtue, conscientiousness and sportsmanship can exhibit a higher OCB, which required a capable leader to use the transformational leadership behaviors with energy and charisma to motivate subordinates to achieve vision and goals of organization.

Therefore, leaders should capable to affect the behavior of organization members to demonstrate directive behavioral (task) support each other and work together in task (Northouse, 2003). In addition, Robinson & Morrison (1995) and Podsakoff, et al. (2000) had explain that there is a strong and positive relationship between transformational and transactional leadership behaviors (contingent reward) with OCB. Furthermore, Lin, et al. (2012) found that transformational leadership significantly associated with OCB. While Madhu and Krishnan (2005) found that transformational leadership practice has positive effect on behavior of altruism, conscientiousness and courtesy, but negatively affect on civic virtue and sportsmanship. Meihami, et al. (2013) suggested that practice of transformational leadership can increase altruism, conscientiousness, weaken civic virtue, and has negative effect on sportsmanship. The real condition illustrate the behavior of leaders/supervisors have a transformational and transactional leadership to affect the behavior of organization members to promote the extra-role behaviors. However, in practice has not been done properly and effectively. It is based on theory of Bass (1985) in Yukl (2002) that transformational and transactional leadership is different but not mutually separate in process.
although transformational leadership is better in order to inspire and affect others to perform better to achieve the common interests of organization, whereas transactional leadership refers to the set goals, which means that transformational leadership is more effective than transactional leadership. However, effective leaders can use both types of leadership, because a good transactional leader but does not have a qualities of transformational leadership will not become effective leader. Judge & Piccolo (2004) and Robbins & Judge (2013) also confirmed that good and effective leaders combine transformational and transactional leadership to affect others to work hard to achieve success and goals of organization. Therefore, this study is conducted to examine the effect of leadership style on OCB mediated by organizational commitment and job satisfaction of employees. Some earlier research was done separately which showed different results (inconsistency). So that, theory of Burns (1978) that has been developed by Bass (1985) into Bass (1997) to describes the transformational leadership in four dimensions include idealized affect/charisma, inspirational motivation, intellectual stimulation and individualized consideration. Transactional leadership consists of two dimensions of contingent reward and management-by-exception (active and passive management). Meta-analysis was conducted by Judge and Piccolo (2004) to reveal that effective leaders can practice transformational and transactional leadership, but the dimensions of transactional leadership as management by exception tends to be used if there is a problem in organization, because the practice of management by exception can affect negatively on relationship between co-workers. Furthermore, there are empirical evidences that transformational leadership has positive effect on leadership effectiveness (Hur, et al., 2011). Allameh and Davoodi (2011) revealed that transformational leadership practices through idealized factors (characteristics and behaviors), inspirational motivation and intellectual stimulation can improve the effectiveness of leadership, job satisfaction and extra effort of employees in organization, but individualized consideration didn’t. Pihie, et al. (2011) also found that transformational leadership practices (often) and transactional "contingent reward" (sometimes) positively related to job satisfaction (intrinsc and extrinsic), while laissez faire (occasionally) negatively correlated.

Another study also found that transformational leadership affect on job satisfaction (Bushra, et al., 2011). Ewen et al., (2013) found that partially and simultaneously the transactional leadership affect on job satisfaction, whereas transformational leadership has no effect on job satisfaction. Then Yun, et al. (2007) found that transformational leadership positively relates to Team Organizational Citizenship Behavior (TOCB) through the mediation of job satisfaction, but it wasn’t for transactional leadership. Furthermore, Maharani, et al. (2013) found that transformational leadership has not effect on OCB, but job satisfaction affects the OCB of employee. Bushra, et al. (2011) found that transformational leadership has positive effect on job satisfaction and organizational commitment. In this case, job satisfaction was assessed through pay, promotion, supervision, work itself and coworkers, while organizational commitment includes affective, continuance and normative commitment. Then AL-Sharafi and Rajiani (2013) found that role of leadership practices (such as modeling, inspiring a shared vision, challenging the process, enabling others to act and encouraging the heart) affect on OCB through the mediation of organizational commitment. Based on theory of Organ and Ryan (1995), there was some empirical evidence found by Zeinabadi & Salehi (2011), Saleh & Gholtas (2011) and Rasheed, et al. (2013) that job satisfaction and organizational commitment significant affect on OCB. Moreover Yucel and Bektas (2012) and Katsikea, et al. (2011) found a strong correlation between job satisfaction and organizational commitment.

In addition, there is a positive and significant relationship between job satisfaction and organizational commitment with OCB (Rasheed, et al., 2013), and job satisfaction directly affect on organizational commitment (Yucel, 2012; Armatlulu & Noyanb, 2011). The same results of Noor (2009, Sani (2013) and Zeinabadi (2010) found significant effect of organizational commitment on OCB. However, Jenaabadi, et al.(2013) found a significant relationship between intrinsic job satisfaction with organizational commitment and OCB, but the extrinsic job satisfaction wasn’t. Then Qamar (2012) found that job satisfaction and organizational commitment positively associated with OCB. It is explained that job satisfaction strongly correlates to the dimensions of conscientiousness and sportsmanship, while the organizational commitment was strongly associated with all dimensions of OCB mainly on dimensions of altruism and courtesy. Moreover, Meelhoob and Bhutto (2012) suggests that there is a weak correlation between job satisfaction (extrinsic and intrinsic) and dimensions of OCB, which explained that partial job satisfaction affects on behavior of courtesy and altruism, but job satisfaction did not significantly affect on behavior of conscientiousness, sportsmanship and civic virtue. Furthermore, Sani (2013), Zeinabadi (2010) and Armatlulu & Noyanb (2011) found that job satisfaction affects on OCB through the mediation of organizational commitment. Hughes, Ginnett and Curphy (2006) state that people who are very satisfied with the job is also very committed to the organization and possible to engage in OCB.
2. Literature review:
Theories of leadership by Luthans (2011) explain different concepts from one leader to another. According Yukl (2002), leadership is useful to determine the success of a member or group of organizations, which collectively to accomplish the task. Leadership theory by Buns (1987) was developed in 1985 in empirical studies (Bass, 1997; Robbins and Judge, 2013) to describe the behavior of leadership that includes transformational leadership and transactional leadership. In this case, transformational leadership style consists of the Idealized effect (which talks about pride, trust, collective mission, and beliefs), Inspirational motivation (such as communications, inspire, enthusiasm, optimism, and faith), Intellectual stimulation (such as creative and innovative, beliefs and values of individual, and critical thinking in problem solving), and Individualized consideration (such as, develop, train, teach, and listen to the needs of individual). Meanwhile, transactional leadership style consists of a contingent reward (such as recognition, achievement and awards), management-by-exception (active) (take immediate action to correct the error or mistake of subject matter), management-by-exception (passive) (wait the problem becomes chronic or serious before correcting), and laissez-faire (acting not involved, indifference, facing accomplishments, and ignore the problem).

Job Satisfaction:
Based on context of cognitive theory of motivation and job satisfaction issues in organization, Luthans (2011) explains that job satisfaction is a cognitive attitude, effective, where evaluative, namely job satisfaction is an emotional state and attitude of employees' perception on how well the work is done with what is received from the organization. There are six dimensions of job satisfaction developed by Luthans which includes the work itself, salary, promotions, supervision, work group, working conditions. While Hughes, et al. (2006) defines job satisfaction is how big a job it was good or not, but rather how many kinds of specifications of work or activity that is preferable, because job satisfaction relates to attitudes or feelings about the job itself, pay, promotion, educational opportunities, supervision, co-workers, workload, and so on.

Organizational Commitment:
Based on attitude, organizational commitment is a desire and strong willingness of employee to keep working, have the confidence and support of values and goals of organization (Luthans, 2011). Concept of organizational commitment by Meyer and Allen (1991) is classified into three components. 1) Affective commitment is an emotional attachment as well as the identification and involvement in organization. 2) Continuance commitment is the employment opportunities associated with need if it came out of organization, 3) normative commitment is a sense of obligation and responsibility to keep working on organization.

Organizational Citizenship Behavior (OCB):
Complexity of organizational behavior includes many dimensions of cognitive and behavioristic, i.e. structural groups and individuals working together to achieve organizational goals (Greenberg and Baron, 2003). While Luthans (2011) suggested that OCB is a voluntary interpersonal behavior to do extra work, helping coworkers, make positive comments and give innovative ideas, so the attitude factors such as job satisfaction and organizational commitment can predict and produce OCB. Podsakoff, et al. (2000) use theory of OCB by Organ (1988) to defines OCBs as individual behavior which is free (discretionary), which do not directly and explicitly recognized by formal reward system and can improve the function of organization effectiveness, or OCB is a voluntary behavior, mutual aid between co-workers, by promoting the common interest of organization, have extra-role behavior that does not expect a reward in form of money, and actions that have a positive effect on performance. Luthans (2011) also describes the OCB to reflect five dimensions by organ (1988) and Podsakoff, et al. (1990). Altruism behavior is to helps to support co-workers to resolve problems faced by job (e.g., when a co-worker helping unhealthy). Conscientiousness is to affect a person's behavior to perform more tasks than what is expected (e.g., overtime to complete the project). Civic virtue is a habit people are involved in activities of organization (e.g., willing to represent the company for joint program) Sportsmanship is habitual behavior that avoids too many complaints in workplace (e.g., bear the possible failure of project team will be successful by following the advice of members). Courtesy is a habit manners that prevent the creation of problems in workplace although there was provocation (e.g., understanding and sympathetic though criticized).

Research Model And Hypothesis:
The model structure of this research focuses on theoretical and empirical results, as shown in Figure.1.

Referring to Figure 1, this study proposes five hypotheses to be tested empirically.

Leadership Style and OCB:
Oguz (2010) stated that transformational and transactional leadership have positive and significant effect on achievement of OCB employees. Lin, et al. (2012) found that transformational leadership significantly affect on OCB. While Madhu and Krishnan (2005) suggested that practice of transformational leadership and karma-yoga
positively affect on altruism, conscientiousness and courtesy, and negatively affect on civic virtue and sportsmanship. Meihami, et al. (2013) suggested that practice of transformational leadership can increase altruism and conscientiousness, weaken civic virtue, and negatively affect on sportsmanship.

**H1. Leadership style significantly affects OCB:**

Leadership Style, Organizational Commitment and OCB:

Previous empirical study, found that role of leadership practices affect on OCB through the mediation of organizational commitment (AL-Sharafi and Rajiani, 2012), leadership style affect on organizational commitment (Bushra, et al, 2011), and organizational commitment has a significant and positive effect on OCB (Salehi and Ghotash, 2011; Zeinabadi & Salehi, 2011, and Sani, 2013). This means that organizational commitment affect positively to increase OCB (Noor, 2009), or organizational commitment significantly associated with OCB employee (Khan and Rashid, 2012).

Furthermore Parr, et al. (2013) found that transformational leadership directly affect on organizational commitment, and indirectly through mediation anxiety, i.e. transformational leadership with indicators consist of idealized affect, inspirational motivation and individualized consideration, while intellectual stimulation had no effect on organizational commitment through mediation anxiety. Meanwhile, Hamdi & Rajablu (2012) stated that importance of communication between the supervisor-subordinate and leadership style (leader consideration) improve organizational commitment. Leader's consideration mediates the relationship between the supervisor-subordinate communication and organizational commitment (affective and normative commitment), whereas continuance commitment depends on other factors.

Based on some research results above, second hypothesis can be formulated below.

**H2. Leadership style significantly affect on OCB mediated by organizational commitment.**

Leadership Style, job Satisfaction and OCB:

Previous empirical study, found that transformational leadership style has positive effect on OCB through the mediation of job satisfaction (Yun, et al., 2007). It means that leadership style has significant and positive effect on job satisfaction (Bushra, et al., 2011; Zeinabadi & Salehi, 2011), and job satisfaction has significant and positive effect on OCB (Maharani, et al., 2013).

Then Pihie, et al. (2011) found that transformational and transactional leadership styles affect on job satisfaction of teachers, and Ewen, et al. (2013) found that transformational leadership style has a significant effect on job satisfaction. Moreover, Braun, et al. (2013) and Nielsen, et al. (2009) found a positive and significant relationship between transformational leadership and job satisfaction.

Based on some research results mentioned above, third hypothesis can be formulated below.

**H3. Leadership style significantly affect on OCB mediated by job satisfaction.**

Job Satisfaction and Organizational Commitment:

Previous empirical study found a positive relationship between job satisfaction and organizational commitment of export managers (Katsikea, et al., 2011), but Zehir, et al. (2012) found that job satisfaction is only positively related to affective commitment indicators. Salehi and Ghotash (2011) also found that job satisfaction has positive effect on organizational commitment.

Furthermore, O'Driscoll and Randall (1999) suggested that organizational support and job satisfaction (reward) contribute positively to job involvement and affective commitment. Yucel and Bektas (2012) revealed that job satisfaction (pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, type of work, and communication) significantly associated with organizational commitment through the mediation of demographic variables (age and work experience), but the relationship is not linear (Curvilinear).

Based on some research results mentioned above, forth hypothesis can be formulated below.

**H4. Job satisfaction significantly affect on organizational commitment**

Job Satisfaction, Organizational Commitment and OCB:

Previous empirical study found that job satisfaction directly related significantly to OCB, and indirectly through team commitment (Foote and Tang, 2008). Salehi and Ghotash (2011) also found a positive indirect effect of job satisfaction on OCB through organizational commitment. Benjamin (2012) found that intrinsic job satisfaction directly
Data analysis techniques:

The data were analyzed by Structural Equation Modeling (SEM) by a program of Partial Least Square (PLS). Test results in form of second order construct are analyzed to generate value for outer loading of constructs validity and reliability (convergent composite validity and reliability). Testing the validity convergent is valid if the balanced loading factor greater than 0.7 or 0.6. Reliability test result of composite scores must be greater than 0.7 (Latan and Ghonzali, 2012). While for research hypothesis testing (research model) that is said to accept the hypothesis of study, if the significant value of t-statistic > 1.96 or p-value < 0.05.

Analysis And Results:

Descriptive Statistics:

Descriptive analysis is based on respondent’s characteristics. It show that dominant respondents age are 30-39 years (38.83%), male are 59 persons (57.28%), the level of university education amounts to 81 persons or 78.64%, includes DIII (6.80 %), S1 (56.31%), S2 (14.56%) and S3 (0.79%). Employee’s tenure between 1-5 years is 47 persons (45.63%). This distribution explains that educational background of respondents is majority from the university graduates to indicates that education and experience are the characteristics of respondents who presented an employee response to the research variables.

Results of second order confirmatory factor analysis (outer model) shows a score of outer loading for construct validity testing (convergent validity for all scores outer loading factor bigger of 0.60) and construct reliability (composite reliability) scores for all indicators measuring latent variables are bigger of 0.70. It met the criteria of validity and reliability construct, as well as the results of descriptive analysis of variables research also show that all indicators are significant to measure each of variables on value t-statistic > 1.96 and p-value < 0.05.

Testing Results of Inner Model (research model):

Research model test is used to test research hypothesis with significance statistical using the t test on value of probability or significance level of 0.05. Research hypothesis testing of indirect effect is recommended to use normal theory and formulation of Z statistic (z value) (Mallinckrodt, Abraham, Wei, and Russell, 2006), using the track and variation coefficient value standard error by Baron and Kenny (1986) that known as by Sobel Test.

Thus, research hypothesis testing (research model) which is described in form of direct and indirect effects between the study variables, test results can be presented at Figure.2 and detailed in Table.1 and Table.2.
Table 1: Testing Result of Direct effect.

<table>
<thead>
<tr>
<th>Path diagrams</th>
<th>Independent</th>
<th>Dependent</th>
<th>Path coefficients</th>
<th>t-statistics</th>
<th>p-values</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1-&gt;Y</td>
<td>X1</td>
<td>Y</td>
<td>0.0023</td>
<td>0.0574</td>
<td>&gt;0.05</td>
<td>Not sig.</td>
</tr>
<tr>
<td>X1=X2</td>
<td>X1</td>
<td>X2</td>
<td>0.1492</td>
<td>2.5939</td>
<td>0.019</td>
<td>sig.</td>
</tr>
<tr>
<td>X1=X3</td>
<td>X1</td>
<td>X3</td>
<td>0.6783</td>
<td>22.1321</td>
<td>0.000</td>
<td>sig.</td>
</tr>
<tr>
<td>X2-&gt;Y</td>
<td>X2</td>
<td>Y</td>
<td>0.6797</td>
<td>5.2817</td>
<td>0.000</td>
<td>sig.</td>
</tr>
<tr>
<td>X3-&gt;Y</td>
<td>X3</td>
<td>Y</td>
<td>0.4439</td>
<td>11.0493</td>
<td>0.000</td>
<td>sig.</td>
</tr>
<tr>
<td>X3-&gt;X2</td>
<td>X3</td>
<td>X2</td>
<td>0.4791</td>
<td>8.4416</td>
<td>0.000</td>
<td>sig.</td>
</tr>
</tbody>
</table>

Notes: X1 = Leadership style, X2 = Organizational commitment, X3 = Job satisfaction, Y = OCB

Table 2: Testing Result of Indirect Effect.

<table>
<thead>
<tr>
<th>Path diagrams</th>
<th>Independent</th>
<th>Mediator</th>
<th>Dependent</th>
<th>p-value</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1 -&gt; X2 = Y</td>
<td>X1</td>
<td>X2</td>
<td>Y</td>
<td>0.022</td>
<td>sig.</td>
</tr>
<tr>
<td>X1 -&gt; X3 = Y</td>
<td>X1</td>
<td>X3</td>
<td>Y</td>
<td>0.000</td>
<td>sig.</td>
</tr>
<tr>
<td>X3 -&gt; X2 = Y</td>
<td>X3</td>
<td>X2</td>
<td>Y</td>
<td>0.000</td>
<td>sig.</td>
</tr>
</tbody>
</table>

Notes: X1 = Leadership style, X2 = Organizational commitment, X3 = Job satisfaction, Y = OCB

Based on Figure 2, indirect effect test uses the formula Z statistic (Sobel test), as shown in Table 2.

Discussion:
Effect of leadership style on OCB:
This study results found that leadership style insignificantly affect on OCB, however the value of path coefficient is positive. It means that leadership style positively related with Employee’s OCB in environment of Finance Ministry of Timor - Leste. This results support the research by Maharani, et al. (2013) and Yun, et al. (2007) that transformational leadership style has no effect on OCB. Otherwise this results of study reject the empirical findings of Lin, et al. (2012) that transformational leadership style had a significant effect on OCB. Madhu and Krishnan (2005) revealed that transformational leadership and Karma-Yoga practices have positively effect on behavior of altruism, conscientiousness and courtesy, negatively affect on civic virtue and sportsmanship. Furthermore, Meilhami, et al. (2013) suggested that effect of transformational leadership practices can improve the behavior of altruism and conscientiousness, reducing the civic virtue, and negatively effect on sportsmanship. Confirmatory analysis in this study shows that indicators of idealized affect, inspirational motivation, intellectual stimulation, individualized consideration and contingent reward are real to measure leadership style variable. However, in practice it has not been done well, so hopefully the leaders/supervisors can improve the practice of leadership style to increase
employee OCB (e.g., through increased the organizational commitment and job satisfaction of employees). Thus for more details are discussed next.

**Effect of leadership style on OCB mediated by organizational commitment:**

This study result proves that leadership style significantly affect on OCB through the mediation of organizational commitment. It means that leadership style directly increase organizational commitment of employees, as well as high organizational commitment can improve OCB of employee.

This study results support previous studies of Bushra, et al. (2011) who found that transformational leadership positively affect on all three components of organizational commitment (affective, continuance and normative). Ismail et al. (2011) also found that transformational leadership significantly associated with organizational commitment either directly or indirectly through empowerment expressed as partial mediation. Rehman, et al. (2012) found that leadership style (transformational and transactional) had a positive effect and contribute to organizational commitment. Furthermore, results of this research also support studies by Salehi & Gholtash (2011) and Zeinabadi & Salehi (2011) that organizational commitment affects on OCB. Noor (2009) revealed that organizational commitment has a positive effect in improving teacher OCB, organizational commitment of teachers can be done by providing capacity building and training opportunities, work-life policies and practices of empowerment.

This study result also supports previous studies that leadership style affects on OCB through the mediation of organizational commitment. Al-Sharafi and Rajiani (2012) suggest that practice of leadership (with indicator modeling the way, inspiring a shared vision, challenging the process, enabling others to act, and encouraging the heart) affect on OCB through the mediation of organizational commitment. Chowdhury and Deb (2013) suggest that there is a relationship between organizational commitments with organizational citizenship behavior on sustainability (OCB) employees to support of leadership and supervision that affect on behavior of individuals and groups.

Confirmatory factor analysis of this study shows that indicator affective, continuance and normative commitment significantly measure the organizational commitment variable that affected leadership style. Strong organizational commitment of employees tends to show OCB through cooperative attitude, helpful, caring and conscientious with work hard (Luthans, 2011). An affective commitment indicator is reflected by employee through emotional bond with organization. Organization offers the advantages of others, and feel validated the value of an individual with organization (categorized still not well), so the need for serious attention by leaders/supervisors to increase organizational commitment because the indicator affective commitment has a significant relationship with OCB which have also been found by (Benjamin, 2012). But generally the effect of leadership style on employee OCB is higher by improving the organizational commitment of employees through recognition to the level of responsibility of employees, to work and a desire to survive in organization, establishing an emotional bond to the organization, determination of status and opportunities of clear work, recognition of individual capability of employees, employees appreciate the care and loyalty to the development organization, providing personal attention to his staff, and treat staff as a whole person or useful for success of organization.

**Effect of leadership style on OCB mediated by job satisfaction:**

This study result proves that leadership style significantly affect on Employee’s OCB through the mediation of job satisfaction. It means that leadership style directly increase the job satisfaction of employees, as well as the high job satisfaction can increase Employee’s OCB.

It support previous studies of Salehi & Gholtash (2011) and Zeinabadi & Salehi (2011) that transformational leadership affect on job satisfaction, then Pihie, et al. (2011) stated that transformational and transactional leadership style is positively related to job satisfaction (intrinsic and extrinsic). Bushra, et al. (2011) revealed that leadership style affect on job satisfaction confirmed through factors of pay, promotion, supervision, work itself and coworkers.

However, this result was not consistent with the results of Nadiri & Tanova (2010) and Cetin, et al. (2012) that transformational leadership has no effect on job satisfaction. Then Yun, et al. (2007) stated that transformational leadership has positive effect on job satisfaction, but transactional leadership has no effect on job satisfaction, while Ewen, et al. (2013) revealed that partially and simultaneously transactional leadership affect on job satisfaction, but transformational leadership has no effect on job satisfaction. Otherwise, results of this study support the empirical evidence of Yucel and Used (2012) and Katsikea, et al. (2011) that job satisfaction affects on OCB.

This study result support previous studies that leadership style affects on OCB through mediation job satisfaction. Allameh and Davoodi (2011) suggests that transformational leadership can be optimized through the factors of the idealized affect (characteristics, behaviors), individualized consideration, inspirational motivation and intellectual stimulation) to improve the effectiveness of leadership, job satisfaction and extra effort of employees in organization. Furthermore Yun, et al. (2007) found that transformational leadership style
affects on Team Organizational Citizenship Behavior (TOCB) mediated by job satisfaction.

Based on this study results, action of leaders/ supervisors to increase employee OCB are done by enhancing employee satisfaction through aspects of administration policy on structure of salary/wages and payment system, career development opportunities, accuracy in promotion, a relationship/interaction between subordinates and leadership, employment/assignment, quality control and organizational restructuring.

**Effect of job satisfaction on organizational commitment:**

This study result found that job satisfaction significantly affect on organizational commitment of employees. It support the empirical evidence of Yucel & Bektas (2012) and Katsikea, et al. (2011) that job satisfaction has stronger association with organizational commitment, and (Yucel, 2012; and Armatlulua & Noyanb, 2011) also stated that job satisfaction has positive effect on organizational commitment.

Confirmatory factor analysis explains that indicators of work itself, pay, promotion, supervision, working groups and working conditions significantly measure job satisfaction variable. But indicators of salary, promotion and supervision are still not good (under average) and weak to measure job satisfaction variable, so it needs to get serious attention from leaders / supervisors.

**Effect of job satisfaction on OCB mediated by organizational commitment:**

This study result proves that job satisfaction significantly affect on OCB both directly and indirectly through organizational commitment of employees. This means that job satisfaction is directly able to increase the OCB and organizational commitment of employees, as well as high organizational commitment can improve OCB of employee.

This study finding is consistent with theory of Luthans (2011), Williams & Anderson (1991) was explained that organizational citizenship behavior (OCB) can be built through organizational commitment and job satisfaction act as antecedents or predictors of OCB. Organ and Ryan (1995) also revealed that organizational commitment and job satisfaction affect on OCB. Furthermore, Qamar (2012) also suggested that job satisfaction and organizational commitment positively associated with OCB, where job satisfaction were strongly correlated to indicators of conscientiousness and sportsmanship, while the organizational commitment was strongly correlated to the five indicators of OCB (altruism, courtesy, conscientiousness, sportsmanship and civic virtue ). Empirically result finds that job satisfaction is a strongly affect on OCB compared with organizational commitment. It’s means that employees were very satisfied with work carried out and also very commit to the organization and are likely to be involved in promoting organizational citizenship behavior. It support study of Hughes, et al. (2006) that job satisfaction affects on OCB of employee (Maharani, et al., 2013; Yucel and Used, 2012; and Katsikea, et al., 2011), job satisfaction affects on organizational commitment (Yucel and Bektas, 2012; Katsikea, et al., 2011; and Yucel, 2012), organizational commitment affect on OCB (Salehi and Gholtash, 2011; Zeinabadi and Salehi, 2011; and Noor, 2009), job satisfaction affects on OCB through the mediation of organizational commitment (Zeinabadi 2010; Armatlulua and Noyanb, 2011; and Sani, 2013).

**Conclusions And Recommendations:**

Based on study results, the conclusions can be stated below can be concluded that:

1) The leadership style insignificantly affects on the Employee’s OCB, but the leadership style can improve the Employee’s OCB through the mediation of organizational commitment and job satisfaction. (2) The leadership style significantly affects on OCB employees indirectly through the mediation of organizational commitment. It's means that a good leadership style increase organizational commitment of employees. High organizational commitment can improve the Employee’s OCB. (3) Leadership style is significantly affect on Employee’s OCB indirectly through the mediation of job satisfaction. It’s means that a good leadership style increase employee job satisfaction, and higher job satisfaction can improve the OCB of employee. (4) Higher of job satisfaction directly affects to increase the organizational commitment of employee. (5) Job satisfaction has a significant effect on OCB both directly or indirectly through organizational commitment. It is means that high job satisfaction can increase organizational commitment and OCB of employee, as well as higher organizational commitment can increase OCB of employee. Mediation effect show that organizational commitment and job satisfaction are full mediator the effect of leadership style on OCB, but organizational commitment is partial mediator for the effect of job satisfaction on OCB. Therefore the results of this study revealed that job satisfaction has a stronger role compared the organizational commitment.

Based these conclusions, it is recommended to leaders/ supervisors and management in Finance Ministry of Timor – Leste particularly in order to improve the employee OCB can be done through increasing organizational commitment and job satisfaction of employee. Therefore, organizational commitment can be improved through; (1) strengthen the emotional ties of employees in organization (affective commitment), (2) the feeling of losing the opportunity of employees leaving the organization (continuance commitment), (3) awareness of responsibility of employee to work (normative...
commitment). While job satisfaction of employees can enhanced through: (1) Development program of employee capabilities (the work itself), (2) the action standardize salary / wage (salary), (3) praise and promote employee job performance (promotion), (4) monitoring effective work (supervision), (5) strengthening teamwork (working group), (6) maintaining a work environment to be comfortable and clean (work condition).

5. Limitations and Opportunities for Future Research:

This study has some limitations. (1) This research was conducted in a public organization of Finance Ministry of Timor - Leste, using employees (administrative staff) as respondents. (2) this study is a cross-sectional, with process to collect data using surveys to analysis the effect of leadership style to the Employee’s OCB based on attitudes and perceptions on benefits of organization that very dynamic. Therefore, it needs to re-analyze the changes of variables studied. Based on limitations of this study, further study should develops the population of research in both of private and public organizations in order to compare the dynamics of leadership styles, as well as it’ll be developed construct variables, including indicators and items of statement.

REFERENCES


Benjamin, A., 2012. the Affect of Affective Commitment on Citizenship Behavior and Intention to Quit among Commercial Banks’ Employees in Nigeria. Published by Canadian Center of Science and Education, 2(2): 54 -68.


Noor, A., 2009. Examining Organizational Citizenship Behavior As the Outcome Of Organizational Commitment: A Study Of Universities Teachers Of Pakistan. Army Public College of Management Sciences (APCOMS) Ordinance Road, Rawalpindi, ayesha.noor86@gmail.com, 1 - 23.


Polat, S., 2009. Organizational citizenship behavior (OCB) display levels of teachers at secondary schools according to the perceptions of school administrators. Organizational citizenship behavior (OCB) display levels of teachers at secondary schools according to the perceptions of school administrators. Procedia Social and Behavioral Sciences, 1. 1591–1596.


Salehi, M., A. Gholtash, 2011. the relationship between job satisfaction, job burnout and organizational commitment with organizational citizenship behavior among members of faculty in Islamic Azad University –first district branches, in order to provide the appropriate model. Prestige Journal of Management and Research, 15: 306-310.


