

# Organizational Citizenship Behavior Role in Mediating the Effect of Transformational Leadership, Job Satisfaction on Employee Performance: Studies in PT Bank Syariah Mandiri Malang East Java

Vivin Maharani<sup>1</sup>, Eka Afnan Troena<sup>2</sup> & Noermijati<sup>2</sup>

<sup>1</sup> Graduate Program of Economic and Business Faculty, Brawijaya University Indonesia, State Islamic University of Maulana Malik Ibrahim Malang, Indonesia

<sup>2</sup> Management Department, Economic and Business Faculty of Brawijaya University, Indonesia

Correspondence: Vivin Maharani, State Islamic University of Maulana Malik Ibrahim Malang, 65145, Indonesia.  
E-mail: vivien.maharani@yahoo.com

Received: May 20, 2013

Accepted: June 13, 2013

Online Published: August 10, 2013

doi:10.5539/ijbm.v8n17p1

URL: <http://dx.doi.org/10.5539/ijbm.v8n17p1>

## Abstract

This study aimed to determine Organizational Citizenship behavior (OCB) role to mediate effect of transformational leadership and job satisfaction on employee performance. This Study is conducted at Bank Syariah Mandiri in Malang. Populations are 155 full time employees of Bank Syariah Mandiri in Malang. The research samples are 61 employees, selected by proportional random sampling. Data are collected directly from respondents with questionnaire. It is an explanatory research. Data analysis technique used is Generalized Structured Component Analysis (GSCA).

Results prove transformational leadership does not affect on OCB, OCB affects directly on employee performance, transformational leadership affects directly on employee performance, job satisfaction affects directly on employee performance, OCB does not mediate the effect of transformational leadership on employee performance, OCB mediates effect of job satisfaction on employee performance. Based on these results, it can be interpreted that transformational leadership, job satisfaction and OCB is valuable component of an organization. This component can become a core competency to improve organizational performance. It is a source of organizational competitive advantage to face rapid business environment change.

**Keywords:** transformational leadership, job satisfaction, OCB, employee performance

## 1. Introduction

Banking sector is an important part of economy structure. As intermediary, banking serves as a public funds collector and then channeling back the fund to business community, which in turn will expand job opportunities and promote economic growth (Antonio, 2001). Bank as intermediation function is also applicable to shariah banks. However, there are differences between Islamic and non-Islamic banking. In Islamic banking, relationship between bank and customer is not debtor and creditor, but a partnership between investor (*Shahibul maal*) with fund manager (*mudharib*). Partnership is typical part to run Islamic banking mechanism.

One of economic phenomena seen urgently to be addressed is Muslims interest to bank. Conventional banks offering interest system, which in Islam synonymous with usury. Islam prohibits usury, and any violation of this provision is a sin to God. Therefore we need institutions-Islam banking institutions that free from usury so Muslims can channel investment in accordance with God rules (Burhan, 2005).

Bank performance depend on bank organizational behavior to run business, including leadership and employees elements. This study adopts transformational leadership model from Bass (1993) because this model is closer Islam leadership model. This is in line with Hafidhuddin (2003) who states that there are four skills that must be owned by Islam leader, namely: (a) able to motivate subordinates, (b) able to assign tasks to subordinates in accordance with their expertise, (c) able to provide rewards, and (d) able to provide a good example. Four leader abilities are a very important factor even to determine organization move.

Much literature examines the relationship between transformational leadership and organizational performance, including (Bass, Avolio, Jung, & Berson, 2003; Howell & Avolio, 1993, Robbins, 2006). Meta-analysis results

showed a positive relationship between transformational leadership and organizational performance (DeGroot, Kiker & Cross, 2000; Lowe, Kroeck, & Sivasubramaniam, 1996; Patterson, Fuller, Hester & Stringer, 1995). The inconsistency of past research results states there is a positive and significant relationship between transformational leadership and performance (Senthamil & P. Palanichamy, 2011; Bycio et al., 1995; Griffith, 2004; Dionn et al., 2004; Brown Willem et al., 2006), but other research result states there is no relationship between transformational leadership and performance (Ogbonna & Harris 2000; Víctor Jesús, María Magdalena, Leopoldo Gutiérrez-Gutiérrez, 2011; Sabine, 2007; Hsin-Kuang Chi & Hsien-Pei Tsai, 2007). This difference is suspected come from job satisfaction, commitment, organizational culture, OCB and perceptions of subordinates who can be a decisive factor intervention to employee performance.

Recent evidence reveals that transformational leadership is closely related to OCB. Asgari et al. (2008), Boerner, Eisenbeiss, Griesser (2007), Oguz (2010) found positive relationship between transformational leadership and OCB. Nevertheless, there are differences in research results conducted by Logomarsino and Cardona (2003) and Cho and Dansereau (2010) who found that transformational leadership has no effect on OCB.

Many factors can create OCB, one of them is job satisfaction. This statement is very logical because it assumed that job satisfaction is a major determinant of OCB employees (Robbins, 2006). Satisfied employees likely to speak positively about organization, helping co-workers, and make their performance beyond normal estimates, much more than satisfied employees who more obedient to duty call only, because they want to repeat their positive experiences (Robbins, 2006). Recent research shows that job satisfaction affects OCB (Murphy, Athanasou, King, 2002; Begum, 2006; Zeinabadi, 2010; Salehi and Gholtash, 2011). Nevertheless, still there are difference findings between job satisfaction and OCB. Research by Mehboob and Bhutto (2012) show that job satisfaction has no effect on Conscientious, Sportsmanship, and Civic virtue, OCB dimensions. Similarly, Kim (2006) found that job satisfaction has no effect on altruism and compliance, OCB dimensions.

Luthans (2011) state that organization citizenship behavior positively relates to individual performance, group performance and organizational performance. Some study results found a relationship between OCB with such performance (Soumendu & Arup, 2007). They found that individual OCB level will have positive and significant effect on employee performance. Likewise, Boerner, Eisenbeiss, Griesser (2007); Chiang Hsieh (2012) states that OCB affects on employee performance. Little studies that examining the association of OCB with performance provide opportunities to develop this research. Another major factor concerned in this research is how to measure OCB role on employee performance. Employees who have good work habits (OCB) will have great expectations for high achievement.

Based on contradictory research findings and differences in research object, this study will examine effect of transformational leadership and job satisfaction on employee performance that mediated by Organizational Citizenship Behavior.

This study purposes are: 1) to examine and analyzing effect of transformational leadership on OCB employees, 2) to examine and analyzing effect of job satisfaction on OCB employees, 3) to examine and analyzing effect of OCB on employee performance, 4) to examine and analyzing effect of transformational leadership on employee performance, 5) to examine and analyzing effect of job satisfaction on employee performance, 6) to examine OCB mediation role in relationship between transformational leadership on employee performance, 7) to examine OCB mediation role in relation between job satisfaction on employee performance.

This article consists of several sections. The first section contains background and issues, the second section contains a theoretical construct of transformational leadership, job satisfaction, OCB and performance. The third section is research framework and hypotheses. The fourth section is research methodology. The part five is research result, part six contains discussion, and the last section embraces conclusions, research implication, study limitations and suggestions for future research.

## **2. Literature Review**

### *2.1 Transformational Leadership*

First concept of transformational leadership has been formulated by Burns (1978, cited in Yukl, 1998) from descriptive research on political leaders. It seen as leadership action required to motivate subordinates in order they like to work to achieve goals that considered high level beyond personal interest (Locke, 1997). A leader can transform subordinates through four ways called the four I (Bass and Avolio, 1994), in Bolden et al. (2003). The four ways are : (a) Idealized influence (Charisma), (b) Inspiration Motivation, (c) Intellectual Stimulation, (d) Individualized Consideration.

## 2.2 Job Satisfaction

Locke (1997) argues that satisfaction is positive and negative feelings increase about his work. Meanwhile, according to Saks (2002) job satisfaction and employee attitudes about job satisfaction can be assessed as a whole or in terms of individual satisfaction. According to Luthans (2011), job satisfaction is employee perceptions result of how good a one job give everything that is seen as something important through his work.

### 2.2.1 Job Satisfaction Indicators

Luthans (2011) says there are several indicators of job satisfaction, among others are: (a) work itself, refers to how exciting the work, a chance to learn, and opportunity to accept responsibility, (b) payment system, refer to correspondence between payments number (salary/wages) received based on job demands, (c) Promotion, refer to opportunity to get promotion for higher position, (d) Attitude of supervisor, boss, supervisor, refer to supervisor ability to provide technical assistance and support. Their ability to interact with superiors. Supervisor support who felt by employees in their work, (e) fellow workers attitude, ability to interact with co-workers.

## 2.3 Organizational Citizenship Behavior (OCB)

According to Organ, (1988), OCB in organization theory context appears as a cooperation system and people willingness to contribute and work to a cooperation system and an absolute requirement in organization. OCB is individual's extra-role behavior. Main principle of OCB is used for some period of time and if many people do it behaviors, it can improve organizational effectiveness. It is because OCB plays an important role in social process of reciprocal exchange at organization (Organ, 2006).

### 2.3.1 OCB Dimensions

Organ (1988) defines five main categories of OCB. They are: (a) Altruism (helping others), sensitivity to help others is a behavior to helps colleague job who got into trouble (b) Conscientiousness (discipline) is employee behavior demonstrated through efficient time usage and rates high attendance as well as comply with regulatory organizations, (c) Sportsmanship (positive attitude) is mutually supportive and positive behavior of employee to perform task, trying to avoid complaints, (d) Courtesy (goodness) is behavior that showing an attention to corporate life involvement, especially with regard to behavior to ease problem–issues relating to employment faced by others, (e) Civic virtue (as a organization member awareness) is behavior that showing voluntary participation and support functions organization both professional and social natural, responsible behavior and constructive involvement in organization process, or employee behavior as good organization membership.

## 2.4 Performance

Performance means results achieved by one's effort with his ability in certain circumstances. Thus performance is result of relationship between effort, ability, and perceptual tasks charged (Timpe, 2002). James Griffin (2004) states performance is one of total collection of work within worker. According Mangkunagara (2001) performance is "quality and quantity results of work that achieved an employee in carrying out their duties in accordance with responsibilities assigned to him". Dharma (1991) provides a benchmark against performance, which consists of three components: (a) quantity, ie amount that must be completed, (b) quality, the output quality, (c) Timeliness, ie conformity with a predetermined time.

## 3. Research Model and Hypotheses

### 3.1 Research Hypotheses

The research hypotheses are follows:

- H1. The more effective Transformational Leadership then the higher employees Organizational Citizenship Behavior (OCB).
- H2. The higher Job satisfaction then the higher employee Organizational Citizenship Behavior (OCB).
- H3. The higher Organizational Citizenship Behavior (OCB) then the higher employee performance.
- H4. The more effective Transformational Leadership then the higher employee performance.
- H5. The higher job satisfaction then the higher employee performance.
- H6. OCB mediates the relationship between transformational leadership and employee performance.
- H7. OCB mediates the relationship between job satisfaction and employee performance.

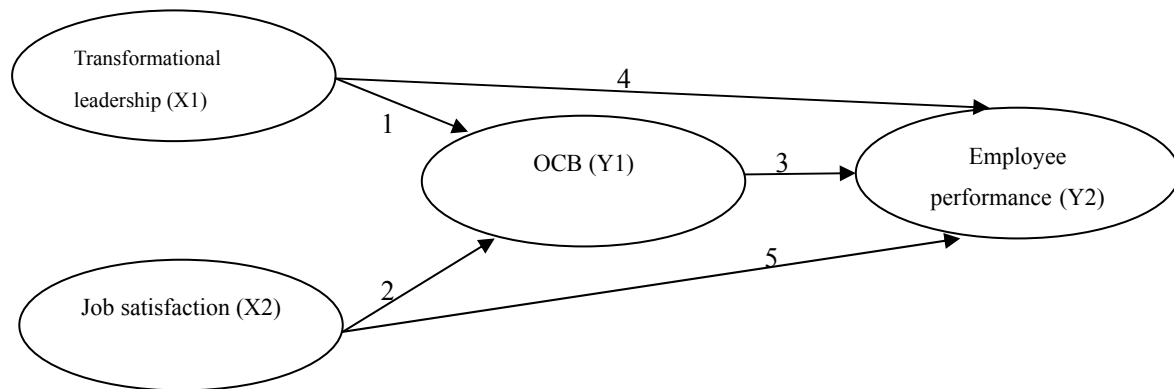


Figure 1. Research model

### 3.2 Research Variables and Indicators

Table 1. Variables and indicators used in this study

Variabel	Indikator
Transformational Leadership (X1)	X1.1 Idealized influence
	X1.2 Inspirational motivation
	X1.3 Intellectual stimulation
	X1.4 Individual consideration
Job Satisfaction (X2)	X2.1 Satisfied to work itself
	X2.2 Satisfied to payment system
	X2.3 Satisfied to promotion
	X2.4 Satisfied to co-workers attitude
	X2.5 Satisfied to superiors
OCB (Y1)	Y1.1 Altruism
	Y1.2 Civic virtue
	Y1.3 Conscientiousness
	Y1.4 Courtesy
	Y1.5 Sportsmanship
Employee performance (Y2)	Y2.1 Quantity
	Y2.2 Quality
	Y2.3 Timeliness

The variables are measured using Likert scale at intervals 1 to 5. Interval 1 indicates strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree.

## 4. Research Methods

### 4.1 Population and Sample

Based on research objectives, it is an explanatory research. Faisal (1992) stated explanatory research is used to test hypothesis between hypothesized variables. In this study population were all employees other than leadership element of PT Bank Syariah Mandiri Malang, who has worked more than 1 year. The amount is 155 employees. To make representative samples, this study use formula from Slovin (Umar, 2000). The sample calculation is 61 employees. The sampling technique used in this study is proportional random sampling. This technique allows all population members have a chance to be selected within per section proportion (Sugiyono, 2002).

### 4.2 Data Collection

The research data was divided into two type, namely primary and secondary data. Primary data were collected by distributing questionnaires to 61 respondents. Interviews are also conducted to get a clearer picture of field conditions.

### 4.3 Data Analysis Techniques

Data analysis techniques used include: (1) Validity test is used to indicate the extent data collected does not deviate from the variable conditions in question. Validity is tested using Pearson product moment. (2) Reliability test is a tool to measure a phenomenon at different times and always gives the same results. Reliability is tested using Cronbach alpha formulation. (3) Descriptive statistics analysis is used to determine frequency distribution of respondents' answers from questionnaire and describe the variables studied deeply. (4) GSCA is used to calculate scores (not scale) and can also be applied on a very small sample and allowing multicollinearity (Solimun, 2012).

## 5. Results

### 5.1 Respondents Characteristics

Respondent's characteristics give an overview of respondents surveyed. The majority of respondents in this study have aged 30-40 years, 33 people or 54.0%. Respondent's characteristics by sex shows that majority of respondents in this study were men, 41 people or 67.0%. Respondent's characteristics by education shows that majority of respondents in this study are bachelor. Working lives of respondents indicated that majority of respondents in this study have a service life of over 5-10 years, 36 people or 59.0%.

### 5.2 Linearity Test Assumptions

Linearity test is done before performing GeSCA analysis. Linearity result shows the relationship among variables in the study. Linearity test results shown in Table 2.

Table 2. Linearity assumption test

Variabel Relationship		Linirity test result	
Exogenous variable	Endogenous variable	Sig.	Decision
Transformational Leadership (X1)	OCB (Y1)	0.005	Linear
Job Satisfaction (X2)	OCB (Y1)	0.002	Linear
OCB (Y1)	Performance (Y2)	0.000	Linear
Transformational Leadership (X1)	Performance (Y2)	0.000	Linear
Job Satisfaction (X2)	Performance (Y2)	0.000	Linear

Table 2 shows that all studied variables have a linear relationship, with a significance level of less than 5%. It can be concluded that all the relationships between the variables in structural models are linier. Thus it can be further analyzed.

### 5.3 Identification of Goodness of Fit

Measurement model test of structural can be seen in Table 3.

Table 3. Goodness of fit identification

Model Fit	
FIT	0.597
AFIT	0.577
NPAR	39

#### **FIT=0.597**

FIT shows total variance of all variables that can be explained by a specific model. FIT value range from 0 to 1. This study establishes a model that can explain all variables that exist at 0.597. Diversity of Transformational Leadership, Job Satisfaction, and Employee Performance OCB that can be explained by model was 59.7%, and rest 40.3% can be explained by other variables.

#### **AFIT=0.577**

AFIT (Adjusted FIT) is similar to adjusted R squared in the regression analysis. AFIT can be used for model

comparison. AFIT model with greatest value can be chosen between better models. If viewed from AFIT, diversity of transformational leadership, job satisfaction, OCB and employee performance that can be explained by model is equal to 57.7%, and the rest 42.3% can be explained by other variables.

#### 5.4 Hypothesis Analysis of Each Path (Structural Model)

##### 5.4.1 Relationships Analysis between Variables

Table 4. Structural model

	Path Coefficients		
	Estimate	SE	CR
Transformational Leadership → OCB	0.167	0.159	1.05
Transformational Leadership → Performance	0.272	0.110	2.47*
Job Satisfaction → OCB	0.268	0.128	2.09*
Job Satisfaction → Performance	0.294	0.092	3.19*
OCB → Performance	0.353	0.078	4.55*

Table above shows the five testing relationships between variables. It consists a relationship of transformational leadership on OCB, transformational leadership on performance, job satisfaction on OCB, job satisfaction on performance, and OCB on performance. From all five, only 1 shows insignificant relationship, namely between transformational leadership and OCB. Below will be described relationship between each variable.

Hypothesis test result as follows: (1) hypothesis 1 is rejected. This may imply that transformational leadership has no effect on OCB. (2) Hypothesis 2 is accepted, it show direct effect of job satisfaction on OCB, (3) Hypothesis 3 accepted, it show direct effect OCB on employee performance, (4) Hypothesis 4 accepted, it show direct effect transformational leadership on employee performance, (5) Hypothesis 5 accepted, it show direct effect job satisfaction on employee performance, (6) Hypothesis 6 is rejected, it does not show OCB mediate the effect of transformational leadership on performance. (7) Hypothesis 7 is accepted, OCB is mediating variables the effect of job satisfaction on performance.

##### 5.4.2 Analysis Hypothesis for Each Path

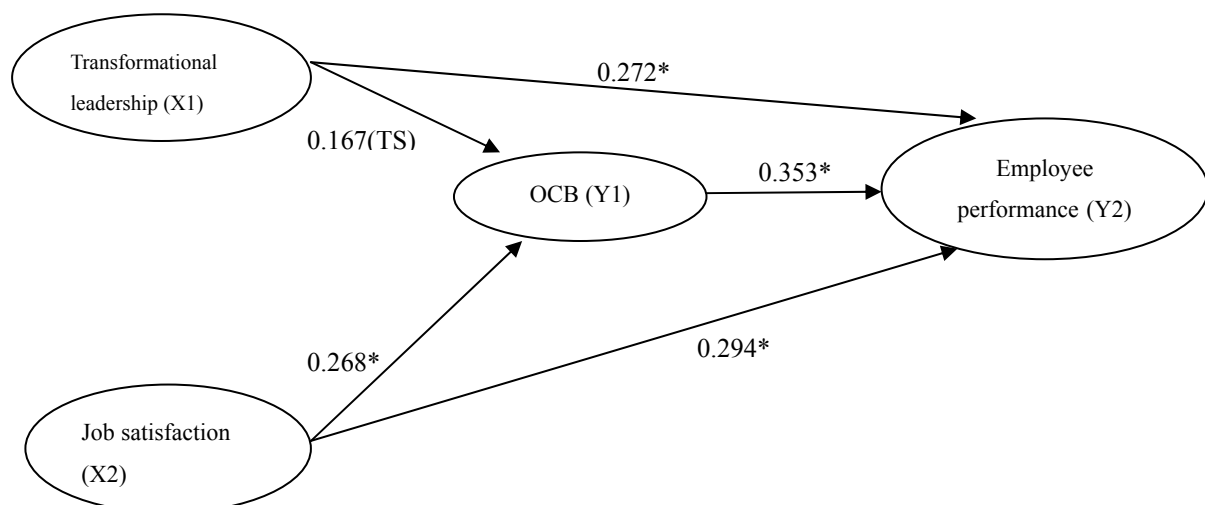


Figure 2. Path analysis results

## 6. Discussion

### 6.1 Effect of Transformational Leadership on OCB

Path coefficient the structural model in GSCA about direct effect of transformational leadership on OCB

generate value of  $1,05 < 1,96$ ; with a p-value more than 0.05 (see Table 4). This suggests transformational leadership has no direct effect on OCB. This study result does not support previous research from Asgari et al. (2008) Boerner, Eisenbeiss, Griesser (2007). They stated that transformational leadership affect on OCB.

Research results support study by Oguz (2010), there is a positive relationship between transformational leadership and OCB. Research results also support the research of Logomarsino and Cardona (2003) and Cho and Dansereau (2010) that transformational leadership had no effect on OCB. It means that core of transformational leadership is ability to engage employees to achieve higher performance (Organ, 2006). Transformational leadership has no effect on OCB. It should not be understood only in context of subordinates deficiency or weakness. Transformational leadership implementation has not given assurances that subordinates effect to superiors automatically will be realized. It occurs because leadership wills effective if supported by behaviors competent as attention to subordinates, establishing good communication, empowering and developing employees, and motivating employees. Evidence suggests that transformational leadership less effect on behavior in contributing a subordinate extra role. Motivating employees more concern to formality in carrying out the work.

There is treatment difference between one employee with other employee. Employees who away from leader (out group) tend to feel different treatment than employees who close to leader (in group). Uneven distribution tends more concerned within each group. This creates impression an employee is close to leadership (in group) and other away from leadership (out group). The situation is in line with opinion that employees with a high quality interaction to a supervisor can do the job higher than usual. Employees who have lower quality interactions with superiors are more likely to exhibit routine group work. OCB can be defined as employee's behavior that willing to do more work than just a basic behavior in accordance with contract agreed by employee (Wayne, 1997).

When linked to opinion of Taruno (2011), it can be said that transformational leadership style is characterized by a leadership with ability to change status quo with a subordinate values and desire to achieve higher goals. Whereas transactional leadership is leadership that occurs when between leaders and subordinates makes exchange relationship or reciprocity in meeting their needs. This exchange may be valuable economic, political, psychological and other. A similar sentiment was expressed by Yusuf (2013) that basically there is no difference between transformational leadership with transactional leadership. Transformational leadership makes performance that exceeds target, whereas transactional leadership makes performance based on decided targets.

### *6.2 Effect of Job Satisfaction on OCB*

Path coefficient the structural model in GSCA about direct effect of job satisfaction on OCB generate value of  $2,09 > 1,96$ ; with a p-value less than 0.05 (see Table 4). This suggests that job satisfaction directly affect OCB. Results of this study support previous research (Podsakof, 2006), which states that satisfied employees generally easier to perform contributions role that exceed other role (OCB). If employees are satisfied then propensity to commit OCB becomes stronger because there is what is called reciprocity norm or psychological contract (Carol, 2007). Evidence suggests satisfied employee likely to speak positively about organization, helping co-workers, and making their performance beyond normal estimates, more than that the satisfied employees are more obedient to duty call, because they want to repeat the experience - their positive experiences (Robbins, 2006).

This research results support Murphy, Athanasou, King (2002), Begum (2006), Zeinabadi (2010) that job satisfactions significantly affect on OCB. This finding agrees with study results of Salehi and Gholtash (2011) that there is a positive relationship between job satisfaction and OCB. Job satisfaction is result of employee perceptions about how good someone job gives everything that is seen as something important through their work (Luthans, 2011). Robbins (2006) found that job satisfaction is reference of an individual's general attitude toward his work. A person with high satisfaction level indicates a positive attitude toward work. Fitzgerald et al. (1994 in Crossman, and Bassem, 2003) revealed that job satisfaction is a positive emotion that resulted from comfortable feeling of every employee when carrying out the work.

### *6.3 Effect of OCB on Performance*

Path coefficient analysis result of structural models in GSCA is positive (0,353). Path coefficient the structural model in GSCA about direct effect of OCB on performance generate value of  $4,55 > 1,96$ ; with a p-value less than 0.05 (see Table 4). This indicates the two effects are unidirectional. The higher OCB, the higher employee performance. This study result support previous research from Chiang and Hsieh (2012), Organ (1998) in Asgari et al. (2008), Podsakoff MacKenzei (2000) that helping behavior can improve performance. Research findings support Boerner et al. (2007), Link (2010), Podsakoff, at. al. (1997), and Podsakoff, N. P. et al. (2009). They stated that OCB increase work productivity and performance stability.

#### 6.4 Effect of Transformational Leadership on Performance

Path coefficient analysis results have a positive sign (0,272). Path coefficient the structural model in GSCA about direct effect of transformational leadership on performance generate value of 2,47 > 1,96; with a p-value less than 0.05 (see Table 4). It indicates the two effects are unidirectional. The higher transformational leadership, the higher performance. These findings reinforce results of Senthamil and Palanichamy (2011), Dionn et al. (2004), Brown et al. (2006) that transformational leadership can predict performance. Bycio, et al. (1995), Griffith (2004), and Hsin-Kuang Chi-Hsien Tsai Pei (2007) found a positive relationship between transformational leadership on performance.

Research results also in line with Locke (1997), who said that successful leaders set examples to engage symbolic behavior that tells the followers what is expected from them, also inform what behaviors are feasible. This study finding strengthens study by Bass and Avolio (1993), that transformational leadership is known as "the fours". First is idealized influence: a leaders figure admired by subordinate, second is inspirational motivation: leader able to motivate subordinates to work with maximum capacity to achieve organizational goals, third is intellectual stimulation: the leader must be able to create ideas - new ideas that will have an effect on organization development, and fourth is individualized consideration: the leader must be able to listen and meeting subordinates needs, in other words leader should attentive to his subordinates.

#### 6.5 Effect of Job Satisfaction on Performance

Path coefficient analysis result of structural models is positive (0,294). Path coefficient the structural model in GSCA about direct effect of job satisfaction on performance generate value of 3,19 > 1,96; with a p-value less than 0.05 (see Table 4). This indicates the two effects are unidirectional. The higher job satisfaction, the higher performance. This finding means that job satisfaction experienced and perceived by employees will have a positive and significant effect on employee performance. In performing their duties employee feel and getting job satisfaction gain. This in turn will add and improving performance. Luthans (2011) states that employees with high job satisfaction tend physic and mental healthier, can master tasks more quickly, little complain, and tend practice high social behavior, such as helping others. Research results support Soemendu and Arup (2007) that job satisfaction significantly has positive effect on employee performance. Robbins (2006) states that job satisfaction in workplace will affect performance. Realization of employee's job satisfaction in performing their duties and daily work then employee's performance will also improve related to quantity, quality and timeliness. It can be concluded that the higher job satisfaction, the higher employee performance.

#### 6.6 Effect of Transformational Leadership on OCB and Performance

Research findings do not support previous studies results of Boerner, Eisenbeiss, Griesser (2007), that OCB mediates the relationship between leadership transformational on performance, (see figure 2). Based on interview results with respondents, it can be concluded that OCB emerged from individual itself and not from anyone else. Some respondents expressed "I do OCB because I grew up in mosque neighborhood, like to help others, especially in organization as a manifestation ourselves as human beings. In addition, other respondents responded "I do OCB because organization demands to make changes and without OCB organization will not achieve the expected goals." It confirms what said by Blau (1964) and Adams (1965), and Rousseau and Parks (1993) in organ et al (2006) about social exchange concepts and Psychology contract. The core is: OCB is voluntary actions of individuals who are driven by a hope to get advantage. The advantage is a mix between intrinsic satisfaction and extrinsic satisfaction and usually this advantage actually received from anyone else.

#### 6.7 Effect of Job Satisfaction on OCB and Performance

This research results supports Shokrkon, Naami (2009) that that OCB mediates the relationship between Job satisfaction with employee performance (see figure 2). The research findings also agree with Davis and Newstrom (2002) opinion that employees who feel positive with his work will exhibit OCB attitude that ultimately affect performance and organization success. Robbins (2006), Siagian (1989) states that job satisfaction in workplace will affect performance. To improve job satisfaction need we need enabler, the factors that support job satisfaction are: (1) work that is mentally challenged, (2) worth rewards, (3) supportive working conditions, (4) co-workers supportive (5) suitability of personality and work.

### 7. Conclusion

Conclusions derived from this study are: (a) OCB does not mediate the relationship between transformational leadership on performance. It is because OCB emerged from individual not from anyone else. When employees satisfied, he will contribute higher role (OCB) than in others role. If employees satisfied, their tendency to perform OCB will stronger, (b) OCB mediates the relationship between job satisfaction and performance. When



employees satisfied then tendency to perform OCB stronger, they will speak positively about organization, helping co-workers, and making their performance beyond expectation.

### 7.1 Research Implications

This study results are expected to provide managerial implications for Mandiri Syariah Bank in Malang. Most important implications that can be obtained from this study are: (1) Managers of Islamic banking has role to become decision makers and model to implement and maintaining Islamic values. Therefore, leaders who success to bring company to pinnacle of success are people who have integrity, extrovert, able to accept criticism, humble, able to understand others rightly, inspired by vision, know their self rightly, have a non-dogmatic spirituality and always seek the best for their self and others, and can create comfortable work conditions, perform two-way communication, as well as rewarding, so employees do not only improve individual performance but also increase to help among employees or individuals. (2) It is important for organizations to be able to consider factors that can increase OCB because OCB able to improve employee performance. The higher employee performance, the higher organization performance. (3) Organization Leaders need to increases job satisfaction, creating comfortable work conditions and creating a sense of family and a high harmonization to create mutual helping behavior among individuals.

### 7.2 Limitations and Suggestions for Future Research

There are many limitations to this study where these findings have not been able to provide a full overview. (1) This research design is still not able to completely eliminate common method bias. (2) Bias of Social desirability response because all data in this study is obtained from self-assessment (self rating). (3) Research results conducted in PT Bank Syariah Mandiri have different characteristics with other Bank Syariah, so the results cannot entirely generalizable.

Suggestions for future research is to test difference between OCB and employees performance based on gender, education, years of service and other data so the research conducted in more extensive and detail. To reduce common method bias, performances variables need to be answered not only use self rating, but should also be assessed by their leader.

## References

- Antonio, M. S. (2001). *Bank syariah dari teori ke praktik*. Jakarta: Gema Insani Press.
- Asgari, A., Daud, S., Aminah, A., & Abu, S. B. (2008). The relationship between transformational leadership behaviors, organizational justice, Leader-Member Exchange, Perceived Organizational Support, Trust in Management and organizational Citizenship Behaviors. *European Journal of Scientific Research*, 23(2), 227-242.
- Bass, B. M., & Avolio, B. J. (1993). Transformational Leadership and organizational culture. *Public Administration Quarterly*, 17(1), 112-122. <http://dx.doi.org/10.1037/0021-9010.88.2.207>
- Bass, B. M., Avolio, B. J., Jung, D. I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology*, 88(2), 207-218.
- Begum, N., Nadim, J., & Muzahid, A. (2006). The role of social power, procedural justice, Organizational commitment, and job Satisfaction to engender organizational Citizenship behavior.
- Boerner, S., Eisenbeiss, S. A., & Griesser, E. (2007). Follower Behavior and Organizational Performance: The Impact of Transformational Leaders. *Journal of Leadership and Organizational Studies*, 13(3), 15-26. <http://dx.doi.org/10.1177/10717919070130030201>
- Bolden, R., Gosling, J., Marturano, A., & Denisson, P. (2003). *A Review of Leadership Theory and Competency Frameworks*. Centre for Leadership Studies University of Exeter Cross mead, Barley Lane, Dunsford Hill, United Kingdom.
- Burhan, M. U. (2005). *Perilaku Rumah Tangga Muslim Dalam Menabung, berinvestasi dan menyusun Portofolio kekayaan dan implikasinya terhadap Perkembangan Bnak Syariah (Studi kasus di dua Kelurahan Kota Malang dan di dua desa Kabupaten malang)*. Program Pascasarjana Universitas Brawijaya.
- Brown, F. W., Scott, E. B., & Michael, D. R. (2006). Does Emotional Intelligence As Measured By The EQI, Influence Transformation Leadership and Desirable Outcomes. *Leadership and Organization Development Journal*, 27(5), 330-352. <http://dx.doi.org/10.1108/01437730610677954>
- Byars, L. L., & Leslie, W. R. (1995). *Human Resources Management*. USA: Richard D Irwin. Inc, Illionis.

- Bycio, P., Joyce, S. A., & Rick, D. H. (1995). Further Assessment of Bass's (1985): Conceptualization on Transactional and Transformational Leadership. *Journal of Applied Psychology*, 80(4), 468-478. <http://dx.doi.org/10.1037/0021-9010.80.4.468>
- Carol, C. B. (2007). Organizational Citizenship Behavior and service quality. *Journal of Service Marketing*, 4, 157-178.
- Chiang, F. C., & Tsung, S. H. (2012). The impacts of perceived organizational support and psychological empowerment on the job performance: the mediating effects of organizational citizenship behavior. *International Journal of Hospitality Management*, 31, 180-190. <http://dx.doi.org/10.1016/j.ijhm.2011.04.011>
- Crossman, A., & Bassem, A. Z. (2003). Job satisfaction and Employee Performance of Lebanese Banking Staff. *Journal of Managerial Psychology*, 18(4), 368-376. <http://dx.doi.org/10.1108/02683940310473118>
- Cho, D. (2010). Are transformational leaders fair? A multi-level study of transformational leadership, justice perceptions, and organizational citizenship behaviors. *The Leadership Quarterly*, 21, 409-421. <http://dx.doi.org/10.1016/j.leaqua.2010.03.006>
- Darma, A. (1991). *Manajemen Prestasi Kerja*. Penerbit PT Rajawali: Jakarta.
- Davis, K., & Newstrom, J. W. (2002). *Organisational Behavior Human Behavior at Work* (11th ed.). New York: McGraw-Hill Irwin.
- DeGroot, T., Kiker, D. S., & Cross, T. C. (2000). A meta-analysis to review organizational outcomes related to charismatic leadership. *Canadian Journal of Administrative Sciences*, 17(4), 356-371. <http://dx.doi.org/10.1111/j.1936-4490.2000.tb00234.x>
- Dion, D. S., Francis, J. Y., Leanne, E. A., & William, D. S. (2004). Transformation Leadership and Team Performance. *Journal of Organizational Change Management*, 17(2), 177-193. <http://dx.doi.org/10.1108/09534810410530601>
- Faisal, S. (1992). *Format-Format Penelitian Sosial*. Jakarta: Penerbit Rajawali.
- Griffith, J. (2004). Relation of Principal Transformational Leadership to School Staff Job Satisfaction, staff turnover, and school performance. *Journal of Educational Administration*, 42(3), 333-356. <http://dx.doi.org/10.1108/09578230410534667>
- Hafidhuddin, D., & Henry, T. (2003). *Manajemen syariah dalam praktik*. Jakarta: Gema Insani.
- Howell, J. M., & Avolio, B. J. (1993). Transformational leadership, transactional leadership, locus of control, and support for innovation: Key predictors of consolidated-business-unit performance. *Journal of Applied Psychology*, 78(6), 891-902. <http://dx.doi.org/10.1037/0021-9010.78.6.891>
- Hsin-Kuang, Chi., & Tsa, H. (2007). Investigating the relationship among leadership styles, emotional intelligence and organization commitment on job performance. *The Journal of Human Resource and Adult Learning*, 3(2).
- Kim, S. (2006). Public service motivation and organizational citizenship behavior in Korea. *International Journal of Manpower*, 27(8), 722-740. <http://dx.doi.org/10.1108/01437720610713521>
- Lowe, K. B., Kroeck, K. G., & Sivasubramaniam, N. (1996). Effectiveness correlates of transformational and transactional leadership: A meta-analytic review of the MLQ literature. *The Leadership Quarterly*, 7(3), 385-425. [http://dx.doi.org/10.1016/S1048-9843\(96\)90027-2](http://dx.doi.org/10.1016/S1048-9843(96)90027-2)
- Locke, E. A. (1997). *Esensi Kepemimpinan (terjemahan)*. Jakarta: Mitra Utama.
- Logomarsino & Cardona. (2003). Relationship among leadership, organizational commitment, and OCB in Uruguayan. IESE Business School.
- Luthans, F. (2011). *Organizational Behavior: An Evidence-Based Approach* (12th ed.). New York: McGraw-Hill International Edition.
- Mangkunegara, A. P. (2001). *Manajemen Sumber Daya Manusia Perusahaan*. Edisi Baru. Remaja Resdakarya: Bandung.
- Mehboob, F., & Niaz, A. B. (2012). Job Satisfaction as a Predictor of Organizational Citizenship Behavior A Study of Faculty Members. *Business Institutes Interdisciplinary Journal of Contemporary Research*, 3(9).
- Murphy, G., Athanasou, J., & King, N. (2002). Job satisfaction and organizational citizenship behavior. *Journal*

- of Managerial Psychology*, 17(4), 287-297. <http://dx.doi.org/10.1108/02683940210428092>
- Ogbonna, E., & Lloyd, C. H. (2000). Leadership style, organizational culture and performance: empirical evidence from UK companies. *The International Journal of Human Resource Management*, 11(4), 766-788. <http://dx.doi.org/10.1080/09585190050075114>
- Oguz, E. (2010). The relationship between the leadership styles of the school administrators and the organizational citizenship behaviours of teachers. *Procedia Social and Behavioral Sciences*, 9, 1188-1193. <http://dx.doi.org/10.1016/j.sbspro.2010.12.305>
- Organ, D. W. (1998). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA.
- Organ, D. W. (2006). *Treating employees fairly and OCB: sorting the effect of job satisfaction, organizational commitment and procedural justice*. USA: Plenum Publishing Corporation.
- Organ, D. W., Philip, M., Podsakoff, S. B. (2006). *Organizational Citizenship behavior: Its Nature, Antecedents, and Consequences* (1st ed.). USA: SAGE Publications Inc. California.
- Patterson, C. E. P., Fuller, J. B., Hester, K., & Stringer, D. Y. (1995). A meta-analytic examination of leadership style and selected follower compliance outcomes. Paper presented at Vancouver Academy of Management Conference.
- Podsakoff, P. M., (2006). Transformational leader behaviours and their effect on followers' trust in leader, satisfaction and OCB. *Leadership Quarterly*, 1(2), 107-142. [http://dx.doi.org/10.1016/1048-9843\(90\)90009-7](http://dx.doi.org/10.1016/1048-9843(90)90009-7)
- Podsakoff, N. P., & Whiting, S. W. (2009). Individual and organizational level consequences of OCB. Meta analysis. *Journal of Applied Psychology*, 94(1), 121-141. <http://dx.doi.org/10.1037/a0013079>
- Podsakoff, P., MacKenzie, S., Paine, J., & Bacharach, D. (2000). Organizational citizenship behaviors: a critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-63. <http://dx.doi.org/10.1177/014920630002600307>
- Robbins, S. (2006). *Perilaku Organisasi: Konsep, Kontroversi Dan Aplikasi*. Edisi Kedua. Terjemahan Pudjaatmaka. Prenhallindo: Jakarta.
- Sabine. (2007). Follower Behavior and Organizational Performance: The Impact of Transformational Leaders. *Journal of Leadership and Organizational Studies*, 13(3).
- Senthamil, R., & Palanichamy, P. (2011). Transformational Leadership Styles and Employee Performance. *Journal for Bloomers of Research*, 3(2).
- Saks, J. (2002). Antecedents and consequences of Employee Engagement. *Journal of Managerial Psychology*, 21(7), 600-619. <http://dx.doi.org/10.1108/02683940610690169>
- Salehi, M., & Abbas, G. (2011). The relationship between job satisfaction, job burnout, and organizational commitment with organizational citizenship behavior among members of faculty in the Islamic Azad University—first district branches, in order to provide the appropriate model. *Procedia Social and Behavioral Sciences*, 15, 306-310. <http://dx.doi.org/10.1016/j.sbspro.2011.03.091>
- Sambung, R. (2010). *Pengaruh Kepuasan kerja, Komitmen organisasional, Kepribadian dan profesionalisme Dosen Terhadap OCB serta dampaknya Pada Kinerja Dosen (Studi Pada Perguruan Tinggi Negeri di Kalimantan Tengah)*. Disertasi. PPSUB.
- Shokrkon & Naami. (2009). The Relationship of Job Satisfaction with Organizational Citizenship Behavior and Job Performance in Ahvaz Factory Workers. *Journal of Education & Psychology*, 3(2), 39-52.
- Siagian, S. P. (1989). *Organisasi, Kepemimpinan dan Perilaku Administrasi*. Jakarta: PT Gunung Agung.
- Solimun. (2012). *Pemodelan Persamaan Struktural Generalized Structured Component Analysis*. GSCA. Disampaikan pada DIKLAT Aplikasi Statistika Multivariat: GSCA. Program Studi Statistika. Universitas Brawijaya. Malang.
- Soumendu, B., & Arup, V. (2007). Antecedents of employee performance: an empirical investigation in India. *Employee Relations*, 34(2), 177-192.
- Taruno, S. C. (2011). *Pengaruh Gaya Kepemimpinan Terhadap Kinerja Dosen yang dimediasi kepuasan kerja dan motivasi kerja (Studi pada perguruan tinggi swasta di Jayapura)*. Disertasi PPSUB.

- Timpe, D. (2002). *Leadership, Seri Manajemen Sumberdaya Manusia*. Jakarta: alih bahasa Susanto B, PT Elex Media Komputindo.
- Umar, H. (2000). *Riset Sumber Daya Manusia Dalam Organisasi*. Cetakan Keempat. Jakarta: Penerbit Gramedia Pustaka Utama.
- Víctor, J., García, M., & Leopoldo, G. G. (2011). Transformational leadership influence on organizational performance through organizational learning and innovation. *Journal of Business Research*.
- Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived Organizational Support and Leader–Member Exchange: A Social Exchange Perspective. *Academy of Management Journal*, 40, 80-111. <http://dx.doi.org/10.2307/257021>
- Yukl, G. (1998). *Leadership In Organization*. Alih Bahasa: Udaya Yusuf. Kepemimpinan Dalam Organisasi. Jakarta: Penerbit Prenhallindo.
- Yusuf, M. (2013). *Formulasi Strategi Perusahaan Orientasi CSR Dan Implementasinya Terhadap Kinerja Perusahaan (Studi pada kawasan Industri Makassar)*. Disertasi PPSUB.
- Zeinabadi, H. (2010). Job satisfaction and organizational commitment as antecedents of OCB of teachers. *Procedia Social and Behavior Sciences*, 5, 998-1003. <http://dx.doi.org/10.1016/j.sbspro.2010.07.225>

### Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/3.0/>).